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Notice of Meeting

Audit and Governance Committee

Councillors Julian Tisi (Chair), Mark Wilson (Vice-Chair), Simon Bond, Suzanne Cross, Julian Sharpe and Geoff Hill

Thursday 20 July 2023 7.00 pm

Council Chamber - Town Hall - Maidenhead & on [RBWM YouTube](#)

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Agenda

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4	2022/23 draft accounts, an update on pending audit and progress update on objections on the 2020/21 and 2021/22 accounts To note: <ul style="list-style-type: none">the publication of the draft accounts for 2022/23;the update on the outstanding audits and audit plans for the financial years 2020/21, 2021/22 and 2022/23; andthe update on the progress on the objections to the accounts for the financial years 2020/21 and 2021/22.	11 - 170
5	Internal Audit Progress Report Q1 2023/24 To note the first progress report on the internal audit plan for 2023/24 as presented by the Council's internal auditors, South West Audit Partnership (SWAP).	171 - 194
6	Risk Management Report To consider the report setting out how adequate risk management is in place for RBWM as a fundamental element of its governance arrangements and approve the 'Approach to Management of Risk 1 April 2023 – 31 March 2024'.	195 - 244
7	Annual Governance Statement and Action Plan 2022/23 To note the report and: <ul style="list-style-type: none">consider the draft 2022/23 Annual Governance Statement, identifying any specific matters which should be brought to the attention of Council or Cabinet;recommend the 2022/23 Annual Governance Statement to the Leader	245 - 274

	<p>of the Council, Chair of the Audit & Governance Committee and Chief Executive for signature and publication with the Council's Statement of Accounts; and</p> <ul style="list-style-type: none"> request update reports be provided to the Committee summarising progress on the AGS Action Plan 	
8	<p>Work Programme</p> <p>To consider the Committee's work programme for the municipal year.</p>	275 - 276

By attending this meeting, participants are consenting to the audio & visual recording being permitted and acknowledge that this shall remain accessible in the public domain permanently.

Please contact Kirsty Hunt, 07817137289 / kirsty.hunt@rbwm.gov.uk, with any special requests that you may have when attending this meeting.

Published: Date Not Specified

MEMBERS' GUIDE TO DECLARING INTERESTS AT MEETINGS

Disclosure at Meetings

If a Member has not disclosed an interest in their Register of Interests, they **must make** the declaration of interest at the beginning of the meeting, or as soon as they are aware that they have a Disclosable Pecuniary Interest (DPI) or Other Registerable Interest. If a Member has already disclosed the interest in their Register of Interests they are still required to disclose this in the meeting if it relates to the matter being discussed.

Any Member with concerns about the nature of their interest should consult the Monitoring Officer in advance of the meeting.

Non-participation in case of Disclosable Pecuniary Interest (DPI)

Where a matter arises at a meeting which directly relates to one of your DPIs (summary below, further details set out in Table 1 of the Members' Code of Conduct) you must disclose the interest, **not participate in any discussion or vote on the matter and must not remain in the room** unless you have been granted a dispensation. If it is a 'sensitive interest' (as agreed in advance by the Monitoring Officer), you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted by the Monitoring Officer in limited circumstances, to enable you to participate and vote on a matter in which you have a DPI.

Where you have a DPI on a matter to be considered or is being considered by you as a Cabinet Member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it.

DPIs (relating to the Member or their partner) include:

- *Any employment, office, trade, profession or vocation carried on for profit or gain.*
- *Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses*
- *Any contract under which goods and services are to be provided/works to be executed which has not been fully discharged.*
- *Any beneficial interest in land within the area of the council.*
- *Any licence to occupy land in the area of the council for a month or longer.*
- *Any tenancy where the landlord is the council, and the tenant is a body in which the relevant person has a beneficial interest in the securities of.*
- *Any beneficial interest in securities of a body where:*
 - a) *that body has a place of business or land in the area of the council, and*
 - b) *either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or (ii) the total nominal value of the shares of any one class belonging to the relevant person exceeds one hundredth of the total issued share capital of that class.*

Any Member who is unsure if their interest falls within any of the above legal definitions should seek advice from the Monitoring Officer in advance of the meeting.

Disclosure of Other Registerable Interests

Where a matter arises at a meeting which **directly relates** to one of your Other Registerable Interests (summary below and as set out in Table 2 of the Members Code of Conduct), you must disclose the interest. **You may speak on the matter only if members of the public are also allowed to speak at the meeting** but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (as agreed in advance by the Monitoring Officer), you do not have to disclose the nature of the interest.

Other Registerable Interests (relating to the Member or their partner):

You have an interest in any business of your authority where it relates to or is likely to affect:

- a) any body of which you are in general control or management and to which you are nominated or appointed by your authority*
- b) any body*
 - (i) exercising functions of a public nature*
 - (ii) directed to charitable purposes or*

one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)

Disclosure of Non- Registerable Interests

Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a DPI) or a financial interest or well-being of a relative or close associate, you must disclose the interest. **You may speak on the matter only if members of the public are also allowed to speak at the meeting** but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (agreed in advance by the Monitoring Officer) you do not have to disclose the nature of the interest.

Where a matter arises at a meeting which **affects** –

- a. your own financial interest or well-being;
- b. a financial interest or well-being of a friend, relative, close associate; or
- c. a body included in those you need to disclose under DPIs as set out in Table 1 of the Members' code of Conduct

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied.

Where a matter **affects** your financial interest or well-being:

- a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (agreed in advance by the Monitoring Officer, you do not have to disclose the nature of the interest.

Other declarations

Members may wish to declare at the beginning of the meeting any other information they feel should be in the public domain in relation to an item on the agenda; such Member statements will be included in the minutes for transparency.

Agenda Item 3

AUDIT AND GOVERNANCE COMMITTEE

Tuesday 30 May 2023

Present: Councillors Julian Tisi (Chair), Mark Wilson (Vice-Chair), Simon Bond, Suzanne Cross and Julian Sharpe

Also in attendance: Councillors Adam Bermange, Mark Howard, Lynne Jones, Sian Martin, Helen Price and Kashmir Singh

Lisa Fryer (SWAP)

Officers: Andrew Vallance and Kevin McDaniel

Also in attendance virtually: Benjamin Sheriff (Deloitte), Chris Joyce, Martin Stevens and Jas Satinder (Deloitte)

Apologies for Absence

There were no apologies for absence received.

Declarations of Interest

There were no declarations of interest received.

Minutes

RESOLVED UNANIMOUSLY: That the minutes of the meeting held on 16 February 2023 were approved as a true and accurate record.

Post Audit Statement of Accounts 2019/20

The Committee considered the report setting out RBWM's Audited Statement of Accounts for 2019/20, the External Auditors' report on their audit, the ISA260, the management responses to the matters raised in the External Auditors' report and the Letter of Representation signed by the Borough.

Andrew Vallance, Head of Finance advised the Committee that the accounts had been signed off in Adele Taylor's final week at the Council noting that they had been previously delayed due to series of objections. He reassured the Committee that it was not uncommon for local authorities to have their accounts signed off a year or two after the year concluded with nationally over 1000 sets of accounts that are late. He was pleased to report that none of the objections were found to have any major substance to them, but it took a long time to be concluded. Benjamin Sheriff from Deloitte was in attendance to answer questions on the objections or the process and Martin Stevens, RBWM's Technical Accountant was also present.

Councillor Bond enquired on the status of the subsequent three years' worth of accounts that were backed up behind this set and the timescale for their conclusion. He noted that Deloitte were planning to leave the local authority audit market and wondered if this would impact on their progress. He highlighted a reference at paragraph 4.5 of the report which referred to an unreconciled amount of £1million, an indication that this was not material and sought clarification on what that related to.

Andrew Vallance advised that a set of accounts for the recently concluded financial year of 2022/23 would be available within the next few weeks. He noted that due to limited resources it had not been possible to meet the 31st May deadline but an unaudited set of accounts would be available to be reviewed shortly.

In relation to 2020/21 and 2021/22 accounts, Benjamin Sheriff of Deloitte advised the meeting that a significant amount of work had already been completed but there were a number of queries that were still being worked through with RBWM's management team. The target to have those accounts signed off was September 2023 before moving on to considering 2022/23. He confirmed that Deloitte were contracted to conclude the audit of the 2022/23 accounts and they remained committed to delivering that.

Martin Stevens, Technical Accountant, explained that with reference to paragraph 4.5 of the report the Committee should consider the volume of transactions every year and explained that not all of them would be clear. He advised that previously the team could not identify where the income related to, but this had been resolved in the 2020/21 accounts whilst remaining unreconciled in the accounts within the report.

Councillor Wilson sought clarification on whether the amount related to a large number of small transactions or one large value transaction. Information would be circulated to the Committee after the meeting to clarify this point.

Andrew Vallance added that RBWM do have new auditors, Grant Thornton, appointed for the financial year 2023-24 onwards. He would meet with them every quarter and they would begin attending the Committee in a year's time once Deloitte had made progress with the accounts. He confirmed he would keep them updated throughout the year.

The Chair asked about the movement in the valuation of fixed assets and assets under construction and what they were. Martin Stevens confirmed that he would provide the information to the Committee on the detail of the question. He advised that the Council had an annual capital programme and when assets were not completed then they stay as assets in construction before transferring across but he could provide a listing as at March 2020. Andrew Vallance advised that due to this timing it was highly likely to relate to Braywick Leisure Centre.

The Chair confirmed with the committee that there were no questions relating to the management responses as set out in the report.

RESOLVED UNANIMOUSLY that

- i) the report be noted;**
- ii) the audited signed accounts for the financial year 2019/20 be noted;**
- iii) the audited Statement of Accounts be approved; and**
- iv) the management responses to the matters raised in the External Auditors' report be approved.**

Internal Audit Progress Report Q4 2022/23

The Committee considered the progress report on the internal audit plan relating to the final quarter of 2022/23 presented by Lisa Fryer of the Council's internal auditors, South West Audit Partnership (SWAP).

Lisa Fryer explained that this was a regular progress report to provide assurance that good progress was being made on the agreed audit plan and to draw the Audit and Governance Committee's attention to identified areas of weakness requiring improvement. Seven reviews

had been completed over this period and opinions were delivered across all of the reviews. She was pleased to report that the Audit Plan was substantially complete with only two audits remaining in progress. There were two high corporate risks reported during the period in business continuity and Section 106 agreements. She explained that where there is a high corporate risk identified this is reported to both senior management and the Audit and Governance Committee.

Lisa Fryer highlighted that the audit plan was risk based and demonstrated that their audit work could be mapped against the strategic risk register. This would demonstrate there had been good coverage against the strategic risk register, noting it would be unlikely to cover all of the strategic risks within one audit year but they have looked at the majority.

Lisa Fryer advised that the Strategic Risk Register had recently undergone a revamp. The report showed the Register as it was in 2022/23 and SWAP had mapped the new audit plan to the new Strategic Risk Register.

The Committee considered Appendix B of the report where SWAP provided summary information of all the audits that had been carried out in the period. During this period there were five summaries with all the key findings for the Committee to consider. Members of the Audit and Governance Committee would be given access to the full reports, management responses and detailed action plans with timeframes to address areas of weakness.

On page 284 the Committee were referred to the audit relating to Business Continuity Management with 13 findings in total and four of which were of the highest priority rating and therefore categorised as having a high corporate risk. The Council has had business continuity in its strategic risk register and work to update this since 2020. At the time of the audit it was found that there was no fully complete and approved business continuity plan, some services had not completed their responses or plan for their service and no training had been undertaken. The findings had been readily accepted by management, an action plan agreed with actions due to be implemented by the end of the calendar year. Lisa Fryer advised that SWAP would undertake a follow up review to evidence this had been completed in 2023/24.

On page 286 the Committee were referred to the audit relating to Section 106 agreements in which SWAP were unable to give any assurance of an adequate control framework being in place and therefore concluded that this was a high corporate risk given the Council's financial position and priority for maximising income. Lisa Fryer summarised that there was no formally agreed policy or process to ensure that Section 106 payments were recorded or collected in line with the agreements in place. There was also no process to identify when Section 106 milestones had been reached and therefore at the time of the Audit invoices were raised once a developer contacted RBWM to request one. All of the findings had been readily accepted by management and an action plan had been put in place. SWAP would schedule a follow up audit in this financial year to be able to report back to a future meeting of the Committee.

The Committee considered the follow up audit work undertaken, as set out at page 287 of the report, in relation to cash and bank reconciliation. The original audit had been done by previous auditors at Wokingham Borough Council and progress had been made in relation to all of the actions and those remaining in progress would be monitored through the issue tracking process.

The full list of audits that had been completed were listed in Appendix D on page p.288 of the report and the audits completed since the last internal audit update report could be found from page 289 onwards.

The two audits still to be completed were listed on page 290 and these would be included in the next update report to be considered by the Committee in July.

Lisa Fryer explained that the audits that had been deferred due to timing issues because it was not appropriate to carry out audits at that time had been rescheduled for the coming year. She explained that the time released had been used to undertake grant reviews.

In response to a query about accessibility of the reports referred to it was confirmed that Members of the Audit and Governance Committee would be given access to the full reports, management responses and detailed action plans with timeframes to address areas of weakness via Microsoft Teams.

Councillor Bond reflected that of the areas identified to have a high corporate risk he considered the Section 106 finding to be of more concern because he had observed the Council's response to the pandemic lock down as a practical test. He queried whether the reference to a process not being followed due to lack of resources was a regular response or common issue from services. He would be interested to review the full report, once it was available, relating to debtors as the number of debts 0020 and the sort of debt being referred to. In relation to the Homelessness Strategy, it mentioned that something had not been reported fully to the appropriate Committee and he was keen for this to be in the public domain where possible. He proposed this report could be included in an upcoming agenda for the Health and Wellbeing Board.

Lisa Fryer agreed that resources had been quoted as a limiting factor on several occasions but the focus was about making the best use of resources available.

Kevin McDaniel, Executive Director of Adult Social Care and Health confirmed that a verbal update on homelessness had previously been provided at every meeting but confirmed he would refer the Homelessness Strategy audit to the Health and Wellbeing Board for consideration at a future meeting.

Councillor Bermange, Cabinet member for Planning, Legal and Asset Management understood that assurance had been provided for Community Infrastructure Levy process but not that relating to Section 106 contributions. He was unclear on why there was a disparity in the systems given they appeared to be similar processes.

Chris Joyce, Head of Infrastructure Sustainability and Economic Growth explained that Community Infrastructure Levy (CIL) processes were managed through a case management system called Exicon since their introduction. It had always been the intention for Section 106 agreements to be transferred over to be managed by that system. The process had begun but there was a big backlog to move historic agreements onto the system. All new agreements were being entered onto the system. He explained that the difference between CIL and Section 106 agreements was that CIL agreements were managed within a single team whereas Section 106 agreements crossed a number of teams. A new process was being designed to make clear the roles and responsibilities between the teams to effectively cover some of the actions within the audit report.

Councillor Sharpe commented that the report was interesting and useful. He reflected that all the reports had highlighted improvements and enhancements to the way the Council works.

The Chair queried the ratings within each item and whether there was a broad formula to determine the outcome of an audit. Lisa Fryer explained that assurance ratings were generated using judgement dependant on the priorities, the number of priorities set against the risk under review in the context of how fundamental those priorities were for the service under review. She clarified that the volume of areas being rated could combine to cause concerns and the auditors work with the management team to ensure that the understanding of the situation was correct, and the judgements being reached were fair.

The Chair queried how the council compared with other local authorities, was aware that some of the determinations appeared shocking for a new member of the Committee and wondered whether the audit plan was looking at the right things.

Lisa Fryer advised that the audit plan was a risk-based plan focused on areas where management and councillors had concerns therefore it was not unexpected to give limited assurances. She advised that this was below average compared with other partners however this was important to set in context. She concluded that RBWM was a council that wanted to improve, recognised there were areas requiring improvement and no meetings with management from the relevant services resulted in disagreement with the findings. SWAP would start to follow up the findings and investigate if agreed actions had been implemented.

Kevin McDaniel confirmed that as a management team they had identified the areas for audit to focus on, made sure action plans were delivered and the Committee should see this as proof that the Council was determined to improve.

Andrew Vallance advised the meeting that SWAP's audit plan for 2023/24 was considered at the previous meeting of the Committee.

RESOLVED UNANIMOUSLY that the report be noted.

Internal Audit Annual Opinion 2022/23

The Committee considered the first annual report from South West Audit Partnership (SWAP), attached as Appendix 1 of the agenda report. SWAP had issued a limited assurance opinion.

Lisa Fryer presented the report explaining that the opinion was to be expected in the context of the Council's improvement journey since 2019 and the replacement of the internal auditors as part of the action plan in response to the CIPFA Governance report adopted in the summer of 2020. Audits had been deliberately focussed on areas of concern that officers felt needed improvement. As explained in the previous item three service areas had been categorised as having a high corporate risk during the year including Contract management. This had been identified by the Audit and Governance Committee and senior management as an area of concern. The service was currently working on a contract management framework to be put in place to manage the improvements required and a follow up audit would take place in quarter four. The previous internal audit plan had been substantially delivered. From the three follow up activities undertaken it was shown that overall actions had been taken to mitigate the risks identified.

Lisa Fryer explained that the annual opinion was set out on page 258 of the agenda report and in SWAP's summary on balance based on their audit work they had given a limited assurance opinion. They had based this on the internal audit assurance work carried out through the year, the grant certification work, the follow up activity and advisory work. The audit work had represented good coverage in terms of strategic risks and corporate priorities as well as covering core areas of finance and governance. SWAP had also undertaken work in service areas of Adults, Children and Place.

Lisa Fryer put the opinion in the context that since being appointed the Council's management team had been open with audit, had accepted recommendations for improvements and readily agreed proposed action plans. This had led to 70% of reports being in the lower end of the assurance levels. She noted that although she would expect to see limited assurances the percentage was quite high and with three identified corporate risk areas during the year. She reflected that the Council was self-aware and that follow up work carried out did demonstrate that work to mitigate exposure to risk had taken place.

She concluded that based on the evidence gathered through the year the opinion offered was limited but there was good reason to show that there was a desire for improvement at the Council and that progress will continue.

Councillor Wilson asked a representative from the management team to provide perspective on high corporate risk identified for contract management.

In response Kevin McDaniel advised the meeting that the Council had contracts of various sizes across directorates and different approaches had been taken to the procurement, contract management and the process to renew contracts. The ambition of the small procurement team was to share best practice across the Council. The framework was therefore looking to do three things: ensure that all significant contracts are on a contracts register available to be scrutinised by everyone so that officers are aware of what is due and workload could be planned; that when the council engages in contracts there are the appropriate approaches to contract management tied to key performance indicators and making sure that contracts feed into the strategic risk register so that the appropriate scrutiny takes place on performance where appropriate above the contract management. The procurement team are leading on this work to set up a framework to be applied by officers within services.

The Chair confirmed there were no further questions and concluded the discussion by thanking Lisa Fryer for the thorough work that had been undertaken, the training that was delivered to Councillors earlier in the evening and the responses to questions. He reflected that it was good to hear that the Council's officers were open and responsive to the work of audit as this was very positive.

RESOLVED UNANIMOUSLY that the report be noted.

Work Programme

The Committee considered its work programme and Andrew Vallance advised that there would be a progress report from SWAP at most meetings. The next meeting would consider the draft accounts for 2022/23 and September's meeting would have the auditor's accounts for 2020/21 based on the earlier discussion. A risk management paper would be brought to the Committee every six months. Members of the Committee were welcome to propose topics to be considered by the Committee Chair.

In response to Councillor Wilson's query, it was confirmed that future internal audit progress reports would include both the recent audit work undertaken as well as any follow up activities concluded.

An updated programme would be circulated to the Committee.

The meeting, which began at 7.00 pm, finished at 7.53 pm

Chair.....

Date.....

Report Title:	2022/23 draft accounts, an update on pending audit and progress update on objections on the 2020/21 and 2021/22 accounts
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Jones, Deputy Leader and Cabinet Member for Finance
Meeting and Date:	Audit and Governance Committee – 20 th July 2023
Responsible Officer(s):	Andrew Vallance, Deputy Director of Finance and Interim S151 Officer
Wards affected:	All

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REPORT SUMMARY

This report notifies members that RBWM's draft 2022/23 accounts were published on 30 June 2023 and asks members to note the publication of the accounts. The report also provides an update on:

- the on-going audit for the financial year 2020/21
- the audit plan for the un-audited accounts for the financial year 2021/22 and 2022/23 by the Council's external auditors, and the progress of objections to the 2020/21 and 2021/22 accounts by the Council's external auditors (verbal update).

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That the Audit and Governance Committee

- i) notes the publication of the draft accounts for 2022/23;**
- ii) notes the update on the outstanding audits and audit plans for the financial years 2020/21, 2021/22 and 2022/23;**
- iii) notes the update on the progress on the objections to the accounts for the financial years 2020/21 and 2021/22.**

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Options

Table 1: Options arising from this report

Option	Comments
To note the publication of the draft accounts for 2022/23 To note the update on the outstanding audit for the financial years 2020/21, 2021/22 and 2022/23	This is the recommended option

Option	Comments
To Note the update on the progress on objections to the 2020/21 and 2021/22 accounts	

- 2.1 The Council is required by statute to publish its draft accounts, so no other options are considered in producing this report.
- 2.2 The format and content of the accounts is subject to legislation and guidance contained in CIPFA's Code of Practice on Local Authority Accounting and relevant accounting standards and legislation. Members of the Audit and Governance Committee, however, may wish to ask questions of the Council's officers and auditors (Deloitte) to gain a deeper understanding of the financial statements and may make recommendations that may assist a reader of the Statement of Accounts.

3. KEY IMPLICATIONS

- 3.1 For the 2022/23 draft accounts, the statutory deadline for the publication of the Borough's draft financial statements was 31 May 2023. The Borough published its draft accounts on 30 June 2023.
- 3.2 The deadline for publishing local authority draft accounts for the 2021/22 financial year was 31 July 2022, which the Borough achieved. The Council, whilst not hitting the deadline for 2022/23, has delivered its accounts one month earlier than last year.
- 3.3 The delay in the publication of the 2022/23 accounts has arisen due to:
- the continued inherent complexity and disclosure requirements of Local Government financial reporting,
 - the delay in completion of the audit of the 2019/20 financial statements, signed by the external auditor on 1 March 2023 which has resulted in amendments being required in subsequent years' statements
 - the impact of the challenges on accounting for Highways Infrastructure Assets with CIPFA Bulletin 12 – Accounting for Infrastructure Assets – Temporary Solution being published on 11 January 2023
 - amendments made to prior year accounts as a result of a detailed review of the Council's accounting records.
- 3.4 The Borough is not alone in not meeting the deadline for the publication of the 2022/23 financial statements. At 31 May 2023, only some 30% of the sector had published their draft accounts and had published the notice for the start of public inspection. There is now a considerable backlog across the sector in publishing audited financial statements for previous years with some 1,000 statements not yet audited. The delay in publishing audited financial statements is such that the Public Accounts Committee has undertaken a review of the situation and published a report on 23 June 2023. The first line of the Summary of the report comments "The system of local government audit is close to breaking point".

Table 1: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Date when accounts are published	Published later than 31 May 2023	Published by the statutory deadline of 31 May 2023	Published within the statutory deadline of 31 May 2023	Published by 30 April 2023	30 June 2023

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 No direct financial implications

5. LEGAL IMPLICATIONS

5.1 In producing and reviewing this report the Council is meeting its legal obligations to monitor its financial position.

6. RISK MANAGEMENT

6.1 We have accessed the risks associated with the current financial statements considered in this report and will be taking steps to mitigate any issues in future statements.

Table: Impact of risk and mitigation

Risk	Level of uncontrolled risk	Controls	Level of controlled risk
Accounts being mis-stated	Low	There is an internal review process in place and also these are externally audited	Low
Accounts being delayed for publishing	High	The accounts are overdue as a result of extra work involved due to the public objections and addressing the changes required from earlier years accounts.	High

7. POTENTIAL IMPACTS

7.1 Equalities. No implications.

7.2 Climate change/sustainability. No implications

7.3 Data Protection/GDPR. No implications.

8. CONSULTATION

- 8.1 A public notice was put onto the Council's website giving interested parties the opportunity to inspect the accounts and related transactions for 30 working days starting on 3 July 2023 and ending on 11 August 2023 and how local electors may correspond with, and make objections to the statement of accounts, to the Borough's external auditors.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 The accounts were published on 30 June 2023, one month after the statutory deadline of 31 May 2023.
- 9.2 Public inspection of the accounts and related working papers started on 3 July 2023 and will continue until 11 August 2023.
- 9.3 The deadline for publishing the audited financial statements is 30 September 2023. This deadline is unlikely to be met as the external auditor has to complete the audit of the 2020/21 and 2021/22 financial statements before the 2022/23 accounts.

10. APPENDICES

- 10.1 This report is supported by 1 appendix:
- Appendix A – Draft 2022/23 accounts

11. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory:</i>		<i>Statutory Officer (or deputy)</i>	
Andrew Vallance	Deputy Director of Finance/ interim S151 Officer	3/7/23	6/7/23
Elaine Browne	Deputy Director of Law & Governance/ Monitoring Officer	10/7/23	10/7/23

Confirmation relevant Cabinet Member(s) consulted	Deputy Leader and Cabinet Member for Finance	Yes
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REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Non-key decision	No	No

Report Author: Raman Singla, Chief Accountant

Equality Impact Assessment

For support in completing this EQIA, please consult the EQIA Guidance Document or contact equality@rbwm.gov.uk

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1. Background Information

Title of Report:	2022/23 draft accounts, an update on pending audit and progress update on objections on the 2020/21 and 2021/22 accounts
Service area:	<u>Finance</u>
Directorate:	<u>Resources</u>

Provide a brief explanation of the proposal

This report sets out RBWM's draft 2022/23 accounts published on 30th June 2023. provides an update on the on-going audit for the financial year 2020/21 and an update on audit plan for the financial year 2021/22 and 2022/23 by the Council's external auditors. Also, provides an update on the progress of objections on 2020/21 and 2021/22 accounts by the Council's external auditors.

2. Relevance Check

Is this proposal likely to directly impact people, communities or RBWM employees?

No, the Council is required by statute to publish its draft accounts

If 'No', proceed to 'Sign off'. If unsure, please contact equality@rbwm.gov.uk

3. Evidence Gathering and Stakeholder Engagement

Who will be affected by this proposal? For example, users of a particular service, residents of a geographical area, staff
N/A
Among those affected by the proposal, are protected characteristics (age, sex, disability, race, religion, sexual orientation, gender reassignment, pregnancy/maternity, marriage/civil partnership) disproportionately represented? For example, compared to the general population do a higher proportion have disabilities?
N/A
What engagement/consultation has been undertaken or planned? <ul style="list-style-type: none">• How has/will equality considerations be taken into account?• Where known, what were the outcomes of this engagement?
A 30 days public notice was put onto the Council's website giving residents the opportunity to inspect the accounts and related transactions and correspondence and make objections to external auditors
What sources of data and evidence have been used in this assessment? Please consult the Equalities Evidence Grid for relevant data. Examples of other possible sources of information are in the Guidance document.
N/A

4. Equality Analysis

Please detail, **using supporting evidence**:

- How the protected characteristics below might influence the needs and experiences of individuals, in relation to this proposal.
- How these characteristics might affect the impact of this proposal.

Tick positive/negative impact as appropriate. If there is no impact, or a neutral impact, state 'Not Applicable'

More information on each protected characteristic is provided in the Guidance document.

	Details and supporting evidence	Potential positive impact	Potential negative impact
Age	Not relevant		
Disability	Not relevant		
Sex	Not relevant		
Race, ethnicity and religion	Not relevant		
Sexual orientation and gender reassignment	Not relevant		
Pregnancy and maternity	Not relevant		
Marriage and civil partnership	Not relevant		
Armed forces community	Not relevant		
Socio-economic considerations e.g. low income, poverty	Not relevant		
Children in care/Care leavers	Not relevant		

5. Impact Assessment and Monitoring

If you have not identified any disproportionate impacts and the questions below are not applicable, leave them blank and proceed to Sign Off.

What measures have been taken to ensure that groups with protected characteristics are able to benefit from this change, or are not disadvantaged by it? For example, adjustments needed to accommodate the needs of a particular group
N/A
Where a potential negative impact cannot be avoided, what measures have been put in place to mitigate or minimise this? <ul style="list-style-type: none">For planned future actions, provide the name of the responsible individual and the target date for implementation.
N/A
How will the equality impacts identified here be monitored and reviewed in the future? See guidance document for examples of appropriate stages to review an EQIA.
N/A

6. Sign Off

Completed by: Raman Singla	Date: 03/07/2023
Approved by: Andrew Vallance	Date:

If this version of the EQIA has been reviewed and/or updated:

Reviewed by:	Date:
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The Royal Borough of Windsor and Maidenhead

Financial statements 2022/23

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
Narrative Report

Our borough

The Royal Borough of Windsor and Maidenhead covers an area of 76.6 square miles. Located in the heart of the Thames Valley, the borough is rich in areas of natural beauty and green space. The River Thames flows through the borough for 25 miles, forming a significant landscape feature and wildlife corridor. Distinct towns and villages, each with their own identity and character but all related by an attractive countryside, create a high-quality environment in which to live, work and visit. Our unique and long association with the Crown has also gifted the borough with a rich portfolio of heritage assets, attractions, and world-class events. The funeral of Queen Elizabeth II in September 2022 brought significant focus on the Borough and drew in significant crowds to the area.

Situated less than 30 miles from the west of Central London, and close to Heathrow Airport, the borough is on the M4 corridor and is served by a combination of main line and branch line rail services. Our location is a key factor in attracting businesses to invest in the borough, and we are part of a dynamic regional economy. The borough is home to an impressive range of local, national, and international businesses and our residents are able to take advantage of employment opportunities across the Thames Valley region and in the capital.

Key facts: People and Place

Icon image	Key facts
	The 2021 Census reports that 153,500 people live in the borough, with: <ul style="list-style-type: none"> • 18% aged 0-14 years • 64% aged 15-64 years • 18% aged 65+ years. The estimated median age of the local population is 42.4 years (2021, ONS).
	The 2021 Census reports that 79.8% of the local population is White . The borough has a higher Asian/Asian British or Asian Welsh population (13.1%) than the Southeast (7%) and England (9.6%).
	<ul style="list-style-type: none"> • Life expectancy at birth is 81.8 (males) ↑ SE average (80.6) and England average (79.4) • Life expectancy at birth is 84.7 (females) ↑ SE average (84.1) and England average (83.1) (2018-20, ONS)
	The borough has a Score of 8.4 on the Index of Multiple Deprivation (IMD 2019) ↓ SE (15.5) and England (21.7) (MHCLG) . However, the borough has some areas ranked as most deprived (scores 1-4).
	There is an estimated 783 people per sq.km (2021, ONS)
	The median price of a property is £527,000 ↑ SE (£370,000) and England (£275,000) (Dec-22, ONS)
	<ul style="list-style-type: none"> • 84.7% of those aged 16-64yrs are economically active ↑ SE (80.7%) and England (78.7%) • 82.5% of economically active employed ↑ SE (78.1%) and England (75.8%) • 2.6% of economically active unemployed ↓ SE (3.1%) and England (3.6%) (Dec-22, APS, ONS)

What we do

We deliver essential services to the community: the residents, businesses and partners of Windsor and Maidenhead every day. Services range from those that we are required to carry out by law (statutory duties) such as street cleaning, waste collection, planning and building control, education, and social care, through to discretionary services, such as sport and leisure, tailored to local priorities and needs.

Adults and Children's services are managed on our behalf by Optalis Ltd and Achieving for Children (AFC) respectively. We share ownership of these organisations with other partner authorities and group accounts are prepared annually including our share of these joint ventures.

Everything we do has to be provided within the challenge of reduced central grant to local government and increasing demand on service areas as the population grows and ages.

Our commitment to delivering high quality services is rooted in our commitment to providing value for money. Outside of London the Royal Borough has the lowest level of Council Tax in England.

Council Tax is 39% below the national average (including adult social care and parish precepts (Band D) as well as significantly below neighbouring Berkshire councils. This presents challenges to service provision which are considered later in this section.

Democracy

As at 31 March 2023

- Cabinet structure (9 Members)
- **3** Overview and Scrutiny Panels with effect from municipal year 2022/23.
- **14** parish councils and **1** town council
- Political composition:
 - 22 Conservatives
 - 10 Liberal Democrats
 - 2 Old Windsor Residents' Association
 - 2 West Windsor Residents' Association
 - 3 The Borough First independents
 - 1 Independent
 - 1 National Flood Prevention Party
- **Last election:** May 2019,

Post balance sheet date following May 2023 election

- Cabinet structure (9 Members)
- **3** Overview and Scrutiny Panels with effect from municipal year 2022/23.
- **14** parish councils and **1** town council
- 2023 Political composition:
 - 22 Liberal Democrats
 - 7 Conservatives
 - 7 The Borough First independents
 - 2 Old Windsor Residents' Association
 - 2 West Windsor Residents' Association
 - 1 National Flood Prevention Party
- **Next election:** May 2027.

Our Corporate Plan

Our Corporate Plan 2021-26 was adopted by Full Council in November 2021 with a headline vision of “Creating a sustainable borough of opportunity and innovation”. The Plan sets 3 overarching objectives – “Thriving communities”, “Inspiring places” and “A council trusted to deliver its promises” – and a suite of related goals for achievement in the period 2021-2026. The Plan emerged from an evidence-base and was shaped by public consultation in Summer 2021 and a focused “challenge session” by the Corporate Overview & Scrutiny Panel in October 2021.

The Plan recognises that we have to make choices about where we focus resources, and it is a key component of good governance. Setting strategic direction in order to ensure efforts and resources are directed to the right areas is particularly important given the scale of financial challenge and resource constraint, and in the face of challenges facing the borough, including: climate change; the recovery from the COVID-19 pandemic and wider changes in the shape of the economy; a growing and ageing population; persistent pockets of deprivation and inequalities; and the high costs of housing in the borough. In addition to setting out what we aim to achieve, the Plan also sets out our approach to achieving change.



What residents think

The last RBWM Residents' Survey was run in 2022. The survey is a valuable opportunity to establish a representative view of residents' priorities and their level of satisfaction with the council, its services, and the local area, and helps inform the council's organisational improvements as part of our commitment to being "A council trusted to deliver its promises".

The full results of the Survey are available on the council's [website](#), including details of survey sample-size and the profile of residents surveyed. Headline results from the survey showed that residents' perceptions of the council are high, and above the Local Government Association national benchmarks on trust and satisfaction with the council and value for money:

- **70%** of respondents said they had a **fair amount or a great deal of trust in the council** - above the LGA benchmark of 58% and slightly higher than the 2018 Residents' Survey (68%).
- **66%** of respondents were **very or fairly satisfied with the way the council runs things** – above the LGA benchmark of 63% but a decrease from the 2018 Residents' Survey (74%).
- **52%** of respondents **agree that the council provides value for money** – higher than the LGA benchmark of 45% but lower than the 2018 Residents' Survey (63%).

Our performance

Following the adoption of the Corporate Plan 2021-26 in November 2021, we report performance and progress against Corporate Plan goals through our online [Citizens' Portal](#) to strengthen our transparency and accountability to Elected Members, the public and stakeholders. More measures and actions will be added to this site over the course of the Plan's life. The Corporate Overview & Scrutiny Panel has overarching responsibility for scrutinising progress on delivery of the Corporate Plan and wider council performance and receives routine performance reports focusing on areas of concern and areas of progress.

CIPFA (Chartered Institute of Public Finance and Accountancy) Action Plan

CIPFA undertook a review of governance during 2019 and early 2020. CIPFA's final report was presented to Cabinet in June 2020, which identified a wide range of issues requiring consideration by the Royal Borough. All the recommendations have now been implemented, as reported to Cabinet on 16th December 2021. The Council continues to monitor the progress of delivery of the actions.

The Royal County of Berkshire Pension Fund Governance Review

An independent review was undertaken by a local government pensions expert and was presented to the Pension Fund Committee on 19 October 2020. This review considered the governance arrangements of the Berkshire Pension Fund that the Royal Borough administers on behalf of fund members.

The report contained 21 recommendations as to how governance could be brought in line with best practice. Progress against those recommendations has been significant and all actions have now been completed, with a recent Internal Audit review in 2022/23 confirming this.

Some key improvements made to the Fund include:

- Streamlining the committee structure, improving accountability, and reflecting the new pooled investment arrangements
- Re-establishing the post of Head of Pension Fund. A permanent appointment has now been made to this post.
- Improving the clerking and minuting of meetings
- Improving valuation and audit arrangements

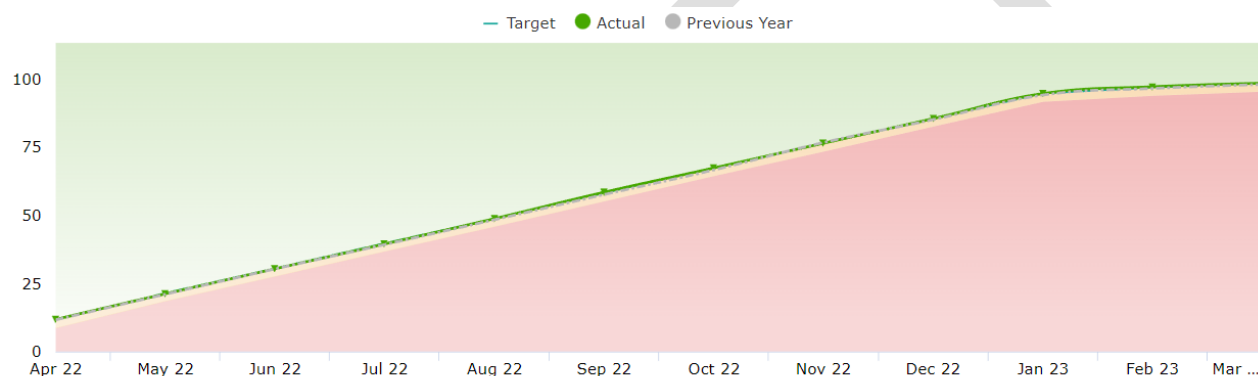
- Agreeing a training framework and workplan. Training records will be maintained for all members of the Pension Fund Committee, the Pension Fund Advisory Panel, and the Pension Board.
- Third party service contracts have been reviewed and re-procured, implementing more cost-efficient and appropriate actuarial services, custody, independent advisory and investment contracts/models. Other ongoing service costs have been reviewed leading to savings in 2021/22, 2022/23 and further expected future savings.

The Financial Statements for **The Royal County of Berkshire Pension Fund** are included in the Supplementary Financial Statements that form part of these accounts (the Royal Borough is the administrator of the scheme).

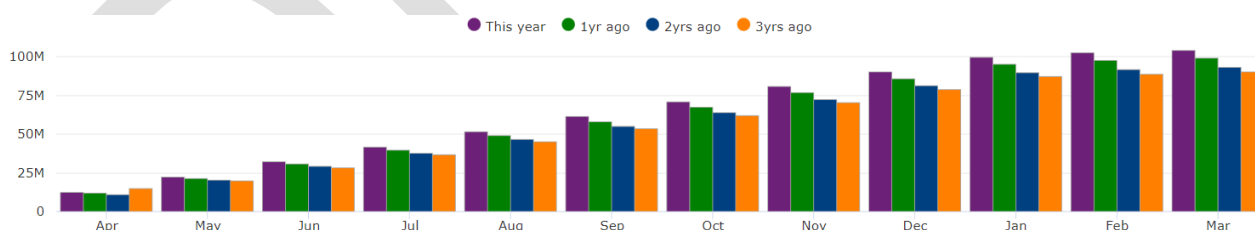
Collection Fund

Most of our spending relies on collecting council tax and business rates. Our budgeted share of these two precepts was £96.81m in 2022/23. Collection rates are therefore closely managed.

Council Tax Collection



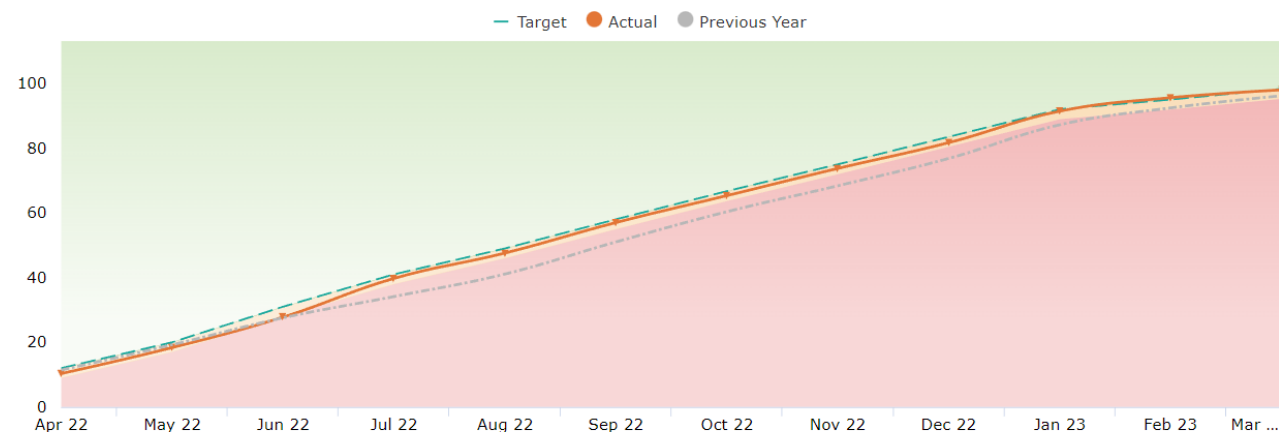
	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23
Target	11.60%	21.50%	30.60%	39.80%	48.90%	58.20%	67.50%	76.50%	85.70%	94.80%	97.00%	98.50%
YTD	11.81%	21.22%	30.41%	39.53%	48.82%	58.52%	67.43%	76.54%	85.56%	94.76%	97.26%	98.55%



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
This year	£12,441,229	£22,348,473	£32,020,249	£41,641,909	£51,467,361	£61,716,395	£71,141,194	£80,738,472	£90,268,254	£99,975,316	£102,619,368	£103,961,265
1yr ago	£11,749,256	£21,252,177	£30,624,936	£39,670,554	£48,901,428	£58,259,043	£67,407,697	£76,803,248	£86,082,434	£95,152,866	£97,608,434	£99,061,610
2yrs ago	£11,105,447	£20,099,148	£29,151,407	£37,932,989	£46,507,642	£55,185,267	£63,814,439	£72,364,308	£81,316,187	£89,876,953	£92,036,732	£93,262,698
3yrs ago	£14,875,311	£19,962,250	£28,431,862	£36,918,819	£45,213,154	£53,610,435	£62,093,177	£70,442,665	£79,001,644	£87,241,284	£88,990,282	£90,343,171

A total of £103.96m of council tax has been collected in-year, equating to a collection rate of 98.55% against a target collection rate of 98.5%.

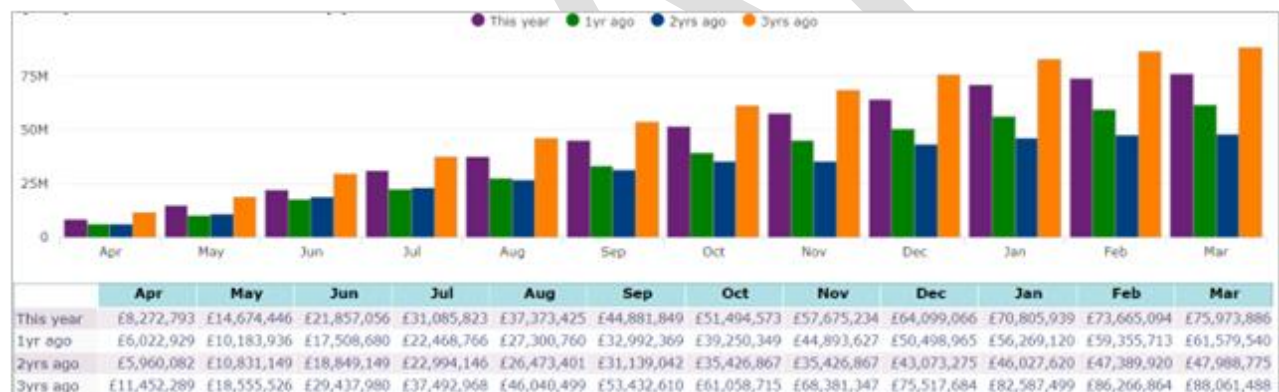
Non-domestic Rates Collection



	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23
Target	12.00%	20.00%	31.00%	41.00%	49.00%	58.00%	66.70%	75.00%	83.50%	92.00%	95.00%	98.30%
YTD	10.32%	18.35%	27.79%	39.74%	47.58%	56.99%	65.32%	73.72%	81.70%	91.42%	95.58%	98.00%

Business rate collection was £75.97m equating to a collection rate of 98.0% against a target collection rate of 98.3%.

Central government announced that with effect from 1 April 2022, a new scheme of business rates relief would apply to qualifying businesses i.e., those in Retail, Hospitality and Leisure. The relief available would be limited to 50% and be subject to a “cash cap” which would limit the amount of relief available. The Royal Borough provided £7.3m in this relief to local businesses.



Our share of the collection fund deficit for business rates as at 31st March 2023 is £6.91m. This is partly offset by our share of the section 31 grant received during 2022/23.

Businesses continue to recover from the effects of the pandemic and the impact that the withdrawal of government support may have is unknown at this time. However, it is anticipated that rates may not recover quickly and will remain lower than historical rates for the medium term. As the borough now receives funding directly from business rates, falls in collection rates present a risk to the medium-term financial plan and the council has £1.594m balance set aside in reserves to try to mitigate the impact and smooth inherent volatility in the collection fund.

Financial Performance 2022/23

Financial Strategy

We are committed to providing high quality services that offer value for money. Our corporate priorities guide our spending, alongside our statutory roles looking after the most vulnerable people in society and protecting the environment. Our financial strategy must balance the growing demands

for services such as adult social care and children's services with our commitment to protect the environment and promote a buoyant and diverse economy.

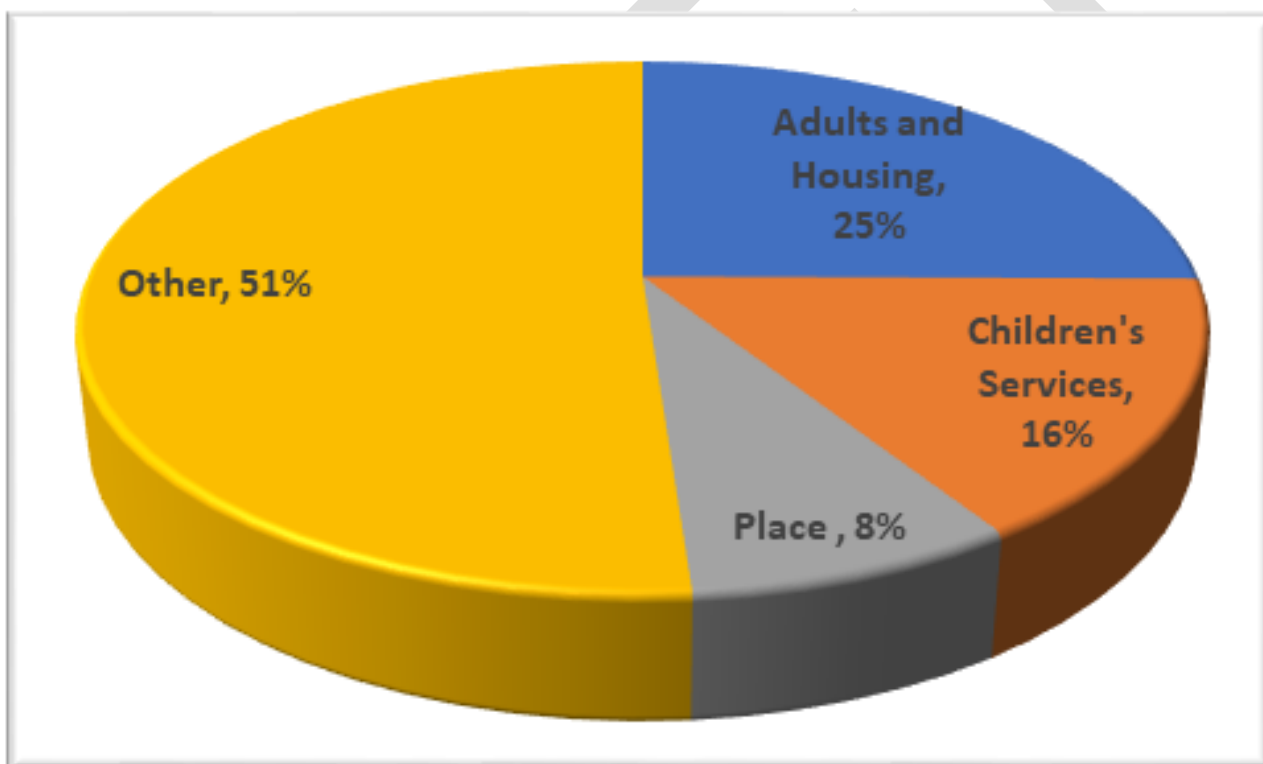
An increasing proportion of expenditure is being spent on services that support individual and vulnerable people. We will strive to achieve the best outcomes for residents achieving the best value for money.

Our low council tax means that any budgets for non-statutory services provided to our community are under pressure. We have committed to a significant savings programme and continually work to ensure that the services we deliver are subjected to rigorous value for money testing. We will continue to seek out opportunities to deliver efficiencies, savings, and ways to increase our income as well as transforming the way we work.

Financial Planning

Revenue Outturn 2022/23

Our final net revenue service budget for 2022/23 was £92.382m. The allocation of this budget amongst broad service areas is set out in the chart below:



We reported a £1.460m underspend against the revenue budget for the year 2022/23 which has allowed the Council to strengthen reserves to more comprehensively cover potential financial risks. The outturn reflects the continued pressure in Adult Social Care, in particular from an increased number of residential placements that is likely linked to the covid pandemic. In Place, parking income was still recovering from the pandemic in the early part of the year, and the inflation on utility costs has put pressure on many Council contracts, especially the leisure contract. In addition, the impact of the national transfer scheme for unaccompanied asylum-seeking children continues to place pressures on the Children's service budget. The table below details outturn by service area.

Original budget		Revised budget	Outturn (income) / expenditure	Over (under) spend
£000		£000	£000	£000
279	Chief Executive Department	279	285	6
3,625	Governance, Law, Strategy & Public Health	3,665	2,910	(755)
27,145	Children's Services	26,839	27,142	303
40,546	Adults, Health, and Housing	42,802	44,027	1,225
4,876	Resources	5,675	4,993	(682)
13,147	Place	13,572	14,232	734
89,618	Total service expenditure	92,832	93,589	757
2,562	Contingency budget	1,808	(81)	(1,889)
(92,180)	Other funding and non-service expenditure	(94,640)	(94,968)	(328)
(89,618)	Total funding and non-service expenditure	(92,382)	(12,945)	659
-	(Increase) in the general fund	-	(1,460)	(1,460)

Capital

Capital Strategy

We have ambitious plans to invest in the regeneration of the Council and deliver high quality facilities to our residents. Our Capital Strategy provides a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services; along with an overview of how associated risk is managed and the implications for future financial sustainability.

It is informed by our priorities and links to other key strategy documents, notably the corporate strategy, the Medium-Term Financial Plan, and the Treasury Management Strategy.

Capital Management

The Capital Review Board continues to improve capital governance and deliver on the strategy above. It meets regularly and has improved management of the whole of the capital programme including a greater understanding of the impact of decisions on the financial sustainability and wider aims of the Royal Borough. The key aim of the board during 2022/23 was to continue to review and challenge the profiling of capital schemes to ensure slippage is minimised and resources allocated to current projects.

Capital Outturn 2022/23

Capital expenditure of £21.623m, was 72% below initial spending plans. Whilst there were net savings on completed projects, most of the variance related to unspent budgets slipped into 2023/24.

Planning consent and the current economic climate have led to delays in larger projects proceeding as anticipated, with 46% of capital schemes yet to start as of 31 March 2023. Expenditure budgets slipped into 2023/24 are to be re-profiled to reflect the years in which future expenditure is likely to arise, as it is not all expected to be spent in 2023/24.

We minimise our need to borrow for capital purposes by prioritising the use of capital receipts, external grant funding, other external contributions, and reserves.

	Gross budget	Slippage	Variations	Gross outturn
	£000	£000	£000	£000
Children's Directorate	11,140	(7,733)	(464)	2,943
Adult Social Care and Health	2,342	(1,711)	354	985
Place Directorate	24,339	(13,644)	(983)	9,712
Resources Directorate	38,449	(29,607)	(874)	7,968
Governance, Law & Strategy Directorate	290	(235)	-	55
Total	76,560	(52,930)	(1,967)	21,663

Of the slipped projects infrastructure and property schemes account for £28m, Neighbourhood services £5m, and £8m relates to operational facilities where projects are close to completion – e.g., schools and libraries.

Climate Change

Our Environment and Climate Strategy sets out an ambitious carbon reduction target for the Council's operational emissions. Between 2018/19 and 2025/26, we have committed to reducing our emissions by 50%, as part of our longer-term plan to reduce emissions to net zero by 2050 at the latest.

In our Environment and Climate Strategy, we made a commitment to a science-based carbon reduction trajectory both for the borough and for our own organisational emissions. We regularly report our progress against these targets through the RBWM Citizen's portal and the latest information shows that we are due to meet our targets in relation to the council's emissions. We have established a local Climate Partnership to support the achievement of targets across the Borough and continue to work with partners to seek to achieve our ambitious targets.

Looking to the future, individual business cases will continue to be developed that not only help achieve our carbon reduction targets but also generate long term revenue savings for the Borough. These will be assessed on a case-by-case basis to ensure there are robust delivery and funding plans and that the projects represent value for money.

Treasury Management

We set several key financial indicators which are monitored throughout the year: The performance against the debt limit is shown below.

Debt	2022/23 Maximum	31- Mar-23 Actual	2022/23 Operational Boundary	2022/23 Authorised Limit	Complied?
Borrowing	£234m	£234m	£298m	£323m	Yes

Our interest rate exposure limit is set to control exposure to interest rate rises by limiting the amount of short-term borrowing that we hold. We complied with this limit as shown below:

Interest Rate Indicator	2022/23 Actual	2022/23 Limit	Complied?
Upper limit on one-year revenue impact of a 1% rise in interest rates	£0.78m	£2.58m	Yes
Upper limit on one-year revenue impact of a 1% fall in interest rates	£0.78m	£2.50m	Yes

On 31 March 2023 cash holdings and short-term investments totalled £68.0m compared to £40.4m on 31 March 2022. Higher than usual balances were held at the end of the year due to borrowing being arranged to fix in favourable rates ahead of anticipated rises in interest rates.

On 31 March 2023, we had the following significant financial obligations (borrowing):

- Borrowing of £234m, comprising
 - £84m of Public Works Loan Board (PWLB) debt.
 - £120m of local authority debt.
 - £13m of LOBO debt.
 - £17m of debt relating to funds held on behalf of the Thames Valley Local Enterprise Partnership and other trusts.

Our overall average borrowing rate for the year was 2.12% (2021/22 1.57%).

Medium Term Financial Strategy: 2022/23 to 2026/27

The Medium-Term Financial Strategy outlines the financial risks we face over a five-year period and sets out some principles that we need to continue to follow to manage the financial uncertainty that we face. The immediate challenge remains identification of savings or increased income to bridge the gap to the level of funding received. While there is always room to be more efficient, RBWM is already a low spending council which makes identification of savings more challenging. Future plans will need to focus on transformative measures including increased income and service efficiencies.

A summary of our medium-term financial position, as reported to Council in February 2023, is outlined below.

	2023/24	2024/25	2025/26	2026/27	2027/28
	£000	£000	£000	£000	£000
Estimated expenditure	108,075	113,409	118,553	118,002	122,655
Estimated funding	(108,075)	(113,409)	(111,943)	(117,220)	(122,507)
Gap between expenditure and funding	-	2,618	6,610	782	148

Financial Health of the Council as of 31 March 2023

The Council continues to face a challenging financial environment as inflation and interest rates have continued to rise and the Council faces continued increases in demand in the provision of its services whilst the amount that can be raised through Council Tax is limited by statute.

The Council has continued to manage its budgets and resources tightly and has delivered an underspend against its revenue budget of £1.460m which has been transferred into General Fund balances to ensure that the Council has resources available to mitigate any adverse factors going forward.

Reserves

The Council holds reserves:

- As a resource to mitigate against future unfavourable events
- Where grant funding is provided in advance and expenditure is incurred in successive years
- To build up a resource to fund a specific project
- As a result of statutory accounting requirements pending future expenditure.

The level of earmarked reserves has fallen by £26.1m in 2022/23, mainly as a result of the grant funding arrangements for the grants given by government for Business Rates mitigation as a result of the support to offset the impact of the Covid-19 pandemic.

Asset Values

The Council's Balance Sheet shows an improvement of £156.2m in the net assets of the Council, rising from £160.8m at 31 March 2022 to £317.0m at 31 March 2023. The two main factors that have generated the increase are:

Long term assets – increase of £23.3m

The Council has incurred expenditure on its non-current assets of £19.5m which has increased the carrying value of assets on the Balance Sheet. The Council also revalue its non-current asset over a five-year period to ensure that carrying values remain materially correct.

Pension Liabilities – reduction in liability of £149.9m

The recent increase in interest rates has increased the discount rate used to assess the current value of the Council's future pension liabilities. This has resulted in a significant reduction in pension liabilities. However, this change does not impact on the Council immediately as the amounts recorded in the Council's revenue accounts are governed by statute.

Capital Investment and Borrowing

Our underlying need to borrow is called the Capital Financing Requirement (CFR). This figure is a measure of the Council's debt position and represents capital expenditure up to the end of 2022/23 which has not yet been charged to revenue. The process of charging the capital expenditure to revenue is a statutory requirement and is transacted through the Minimum Revenue Provision. The position for 2022/23 is summarised in the Table below: -

	At 31 March 2022	At 31 March 2023
	£000	£000
Opening Balance at 1 April	214,750	225,301
Capital Investment	26,179	21,663
Capital Financing	(15,628)	(14,065)
Closing CFR at 31 March	225,301	232,898

The CFR is the Royal Borough's theoretical need to borrow but the actual borrowing position can be managed by either borrowing to the CFR, choosing to use temporary cash flow funds instead of borrowing (internal borrowing), or borrowing for future increases in the CFR (borrowing in advance of need). The Council has currently addressed the theoretical need to borrow by having undertaken external borrowing and credit arrangements of £233.669m. Actual borrowing will only be undertaken as and when required to finance capital and the amount and timing of any loans will have regard to the Council's cash flow, the prevailing interest rates, and the future requirements of the capital investment programme.

During the year £41m of additional long-term borrowing was arranged to reduce exposure to future increases in interest rates. The balance of cash and cash equivalents held at the year-end was £9.5m higher than at the end of the previous financial year due to borrowing being arranged in advance to fix in loans at favourable rates ahead of expected interest rate rises.

Reserves and Working Balances

Reserves provide the opportunity for us to be resilient when unexpected events arise, and to plan. Local authorities hold reserves which are both usable, and unusable, which must be set aside by law. Usable reserves consist of the following:

Usable Reserves	At 31 March 2022	At 31 March 2023
	£000	£000
Available to fund capital investment (1)	17,108	27,118
Balances held on behalf of schools (2)	3,003	3,835
General fund working balance (3)	8,753	10,213
Earmarked reserves (4)	38,621	12,510
Total Usable Reserves	67,485	53,676

- (1) These balances represent a combination of:
 - capital grants received but not yet applied.
 - capital receipts from sales of property, land, and buildings.
 - the balances held for schools.
- (2) These balances are ring-fenced for schools only and can't be used by the Royal Borough to support its expenditure.
- (3) The general fund working balance is for use against revenue costs. The balance as at the end of 2022/23 included £1.460m underspend from revenue out-turn for 2022/23.
- (4) Earmarked reserves represent a valuable resource, so procedures are in place to ensure that:
 - All proposals to use earmarked balances must be approved.
 - An annual review takes place to confirm that the purpose of each reserve is still valid.
 - Where a reserve is no longer required, the monies will be transferred to general reserves.

The net movement was £13.8m during 2022/23. Refer to note 10 for details of in-year movements.

Pensions

The Council participates in the Local Government Pension Scheme administered by The Royal County of Berkshire Pension Fund. It is a funded defined benefit final salary scheme, meaning that the Council and employees pay contributions into the fund, calculated at a level to balance the pension liabilities against investment assets. The fund is subject to a valuation every three years. The 31 March 2019 valuation set the contribution rates from 2020/21 to 2022/23.

There is currently a net liability on the Local Government Pension Scheme at 31 March 2023 of £114.881m (31 March 2022: £273.325m). The improvement of £158.444m has arisen from a reduction in the present value of the obligation of £165.792m and offset by a reduction in the scheme assets of £7.348m. Whilst the net liability is substantial, it should be noted that:

- It is not an immediate deficit that has to be met now. The sum is the current assessment taking a long-term view of the future liabilities for existing pensioners and current employees who are accruing pension entitlement and of future expected investment performance.
- There is a recovery plan in place to return the pension fund to a balanced position by 31 March 2040.
- It is not unique to the Council as this is in common with the national pension position for pension funds. For additional information see note 39 in the Statement of Accounts 2022/23.

Principal Risks and Opportunities

The risk register is available online at [Risk Register](#). The key risks identified are:

- Data protection breaches
- Inadequate strategic planning between children's services, adults and health.
- Maidenhead regeneration programme fails to deliver expected benefits
- Fail to protect residents should an emergency incident occur
- Effectiveness of the council's financial strategy
- Covid-19 response
- Security
- Failure of service provision
- IT infrastructure failure
- IT security breach

Looking Ahead

The Council is on a much firmer financial footing than it was a few years ago but, like many councils, we are experiencing growth in demand for services. Likewise, the Council is subject to the pressures from inflation, recruitment, and retention, and post pandemic habits that most Councils face. Coupled with one of the lowest levels of Council Tax in the country that limits the ability of increases to raise funds, the Council needs to continue to be alert to financial risks.

The Local Government Funding Settlement for 2023/24 was again short term, with a direction of travel indicated for 2024/25. The planned revamp of the funding mechanisms used to allocate grant to local authorities, The Fair Funding Review and review of the Business Rates Retention Scheme, initially started in 2016 and planned to be implemented in April 2019, have been delayed until at least 2024/25. This short-term approach to funding hampers the ability of the Council to plan over the medium term.

Future risks include:

- The impact of inflation and interest rates and the impact that has on our services and residents.
- The Adult Social Care Reforms though these have been delayed from October 2023 but there is uncertainty about when they will be implemented.
- Increasing numbers and complexity of people supported in both Children's and Adult Social Care.
- The Pension Fund deficit means that a growing share of Council funding is required to cover pension deficits in the future before any money is spent on council services. This is not just an issue for RBWM and is part of wider sector and national risks.
- Increases in interest rates and servicing debt mean that an increasing share of our budget is required to service debt before money can be spent on day-to-day services. Getting the balance right between ensuring that sufficient money is spent on longer term capital projects to generate sustainable income or to reduce ongoing pressures is an important part of the consideration that we need to make when determining how to utilise our resources.
- Maintaining a low level of council tax, means that the council has missed out on additional revenue from raising council tax in prior years. It also means that any future increases will generate less as they start from a lower base. National policy on council tax capping has also meant that the ability to increase this source of funding has been difficult, which is particularly pertinent to RBWM given the significant proportion of funding coming from council tax.
- Continued pressure in the ring-fenced school budget, particularly due to high need pupils. The school deficit is carried on the Council's balance sheet though it did reduce in 2022/23. If the ringfence on this deficit is removed, it would be a significant detriment to the Council's finances.

As part of the annual budget setting process Council agreed its 2023/24 budget in February 2023. This budget includes consideration of the risks above, our priorities and a focus on securing value for money whilst delivering high quality services and achieving sustainable savings delivery. As set out in our budget papers, this included:

- a net revenue budget of £108,075m that includes a further strengthening of reserves by £1m;
- Council Tax increases of 2.99% increasing the band D charge to £1,223.11 from £1,164.99; and
- new savings of £10.794m to be delivered by 31 March 2024.

An introduction to the 2022/23 Statement of Accounts

The Statement of Accounts which follows set out in more detail our income and expenditure for the year, and our financial position on 31 March 2023. The Statement also explains how statutory requirements such as financing capital expenditure have been complied with.

The council has a wholly owned trading subsidiary, RBWM Property Company Ltd. For the 2022/23 financial statements, the results of RBWM Property Company Ltd have not been consolidated on the grounds of materiality.

The format and content of the financial statements is prescribed by the *CIPFA Code of Practice on Local Authority Accounting*, which in turn is underpinned by International Financial Reporting Standards. A Glossary of key terms can be found at the end of this publication.

Core Statements are:

The **Comprehensive Income and Expenditure Statement** – records all of the council's income and expenditure for the year.

The top half of the statement sets out gross costs and income received for each service area, and the bottom half deals with corporate transactions and funding.

The **Movement in Reserves Statement** is a summary of the changes to our reserves and balances over the year. Reserves are divided into “usable”, which can be invested in capital projects or service improvements, and “unusable” which must be set aside for specific purposes.

The **Balance Sheet** is a “snapshot” of our assets, liabilities, cash balances and reserves at year-end.

The **Cash Flow Statement** shows changes in our cash balances during the year.

Supplementary Financial Statements are:

The **Collection Fund** summarises the collection of council tax and business rates, and the redistribution of some of that money to central government and the Royal Berkshire Fire Authority. The financial statements for **The Royal County of Berkshire Pension Fund** are included as RBWM is the administrator of the scheme.

In common with many other local authorities, the Royal Borough operates through a variety of undertakings in the delivery of its services. To provide a full picture of the Royal Borough's activities, Group Accounts have been prepared, which include those organisations where the interest and level of activity is material to the entity accounts. The Group Accounts consolidate the Royal Borough's accounts with those of:

- Achieving for Children Community Interest Company – consolidated as a Joint Venture. The company is jointly owned by the Royal Borough (20%), the London Borough of Richmond (40%) and the Royal Borough of Kingston (40%). The company provides Children's and Educational Services.

- Optalis Limited – consolidated as a Joint Venture. The company is jointly owned by the Royal Borough (50%, which increased from 45% in March 2022) and Wokingham Borough (50%, which reduced from 55% in March 2022). The company provides Adult social care services.

The Royal Borough also has interests in two other companies which are not considered material to the entity accounts and therefore are not consolidated into the Group Accounts. The companies not consolidated are:

- RBWM Property Company Limited – the Royal Borough owns 100% of the company shares. The company owns and manages a number of properties within the Royal Borough.
- Flexible Home Improvement Loans Ltd – the company is a private company limited by guarantees with the Royal Borough one of 13 members. The company arranges the provision of loans on behalf of the members to individuals for home improvements to enable them to stay within their own homes.

The **Notes** provide more detail about accounting policies and individual transactions. Many items of account involve the use of **judgement and estimation techniques**. The most important of these are set out below:

Property Plant and Equipment	The authority carries out a rolling programme of valuations to ensure that operational property valuations are carried out at least every five years. These are carried out in accordance with the CIPFA code and the Royal Institution of Chartered Surveyors (RICS) professional standards. For property, plant, and equipment the Code requires a valuation to be at the asset's highest and best use and is a measure of financial capacity. Assets are measured using one of the following, which is most appropriate for the property, plant, and equipment asset in question: <ul style="list-style-type: none"> • Existing Use Value (EUV) • Existing Use Value – Social; Housing (EUV-SH) • Depreciated Replacement Cost (DRC)
Depreciation rates	Depreciation charges are based on the expected useful life of assets and property, which has been assessed as follows: <ul style="list-style-type: none"> • Other land and buildings 30-50 years • Vehicles' plant and equipment 4-10 years. • Infrastructure assets 1-60 years
Rating appeals	The level of this provision reflects assumptions made about the number and value of successful rating appeals, based on our experience to date.
Pension liabilities	Key assumptions made by the actuary when calculating pension liabilities include future wage and price increases linked to inflation, the longevity (life expectancy) of retired members who have pensions already in payment and the discount rate (which is essentially a calculation of the amount of money which, if invested now, would be sufficient together with the income and growth in the accumulating assets to make these payments in future, using assumptions about investment returns
Investment properties	Investment properties have been valued using the Income approach (Previously known as the investment method) and are revalued on an annual basis.

Finally, we would like to take this opportunity to thank all staff, including our finance team, for their hard work and dedication during a challenging period.

Andrew Vallance
Head of Finance and Interim Section 151 Officer

Date: 30 June 2023

Statement of Responsibilities

The Royal Borough's Responsibilities

The Royal Borough is required to prepare an annual Financial Statements by the Accounts and Audit Regulations 2015 which those regulations require to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom supported by International Financial Reporting Standards (IFRS). The accounting convention adopted in the Financial Statements is principally historic cost, modified by the revaluation of certain categories of non-current assets and financial instruments.

The Royal Borough is also required to:

- Make arrangements for the proper administration of its financial affairs and to secure that one of its officers (the Executive Director of Resources and Section 151 Officer) has responsibility for the administration of those affairs;
- Manage its affairs to secure economic, efficient, and effective use of resources and safeguard its assets; and
- Approve the Financial Statements.

The responsibilities of the Executive Director of Resources

The Executive Director of Resources is responsible for the preparation of the Financial Statements in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom ('the Code').

In preparing this Financial Statements, the Chief Financial Officer has:

- Selected suitable accounting policies and then applied them consistently.
- Made judgements and estimates that were reasonable and prudent
- Complied with the Code
- Kept proper accounting records which were up to date
- Taken reasonable steps for the prevention and detection of fraud and other irregularities
- Assessed the Authority's and the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern
- Used the going concern basis of accounting on the assumption that the functions of the Authority and the Group will continue in operational existence for the foreseeable future
- Maintained such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

I certify that the Financial Statements gives a true and fair view of the financial position of the Authority at 31 March 2023 and of its income and expenditure for the year then ended.

Andrew Vallance
Head of Finance and Interim Section 151 Officer

Date: 30 June 2023

MAIN FINANCIAL STATEMENTS

Comprehensive Income and Expenditure Statement (CIES)

This Statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices rather than the amount to be funded from taxation. Authorities raise taxation to cover expenditure in accordance with regulations; this may be different from the accounting cost. The taxation position is shown in both the Expenditure and Funding Analysis (note 7) and the Council Movement in Reserves Statement.

2021/22			Note	2022/23		
Gross Expenditure	Gross Income	Net Expenditure		Gross Expenditure	Gross Income	Net Expenditure
£000	£000	£000		£000	£000	£000
78,753	(39,239)	39,514	Adults, Health & Housing	81,814	(41,338)	40,476
5,237	(4,823)	414	Chief Executive	9,308	(5,811)	3,497
119,867	(92,198)	27,669	Children's Services	123,271	(95,907)	27,364
219	(149)	70	Contingency & Corporate	70	(296)	(226)
4,855	(1,495)	3,360	Governance, Law and Strategy	11,950	(4,736)	7,214
47,345	(18,800)	28,545	Place	46,280	(22,184)	24,096
50,177	(39,030)	11,147	Resources	47,144	(37,067)	10,077
13,303	-	13,303	Revaluation movement on Assets	15,501	-	15,501
			5			
319,756	(195,734)	124,022	Total Cost of Services	335,338	(207,339)	127,999
		13,521	Other Operating Expenditure			5,231
		6,997	Financing and Investment			15,089
		(111,920)	Income and Expenditure			(120,733)
			Taxation and Non-specific Grant			
			Income			
			14			
		32,620	(Surplus)/Deficit on Provision of Services			27,586
			Other Comprehensive Income and Expenditure			
		(9,050)	(Surplus)/Deficit on revaluation of Property, Plant and Equipment			(24,087)
		(73,846)	Remeasurement of the net defined benefit liability/(asset)	38		(159,710)
		(82,896)	Total Other Comprehensive (Income)/Expenditure			(183,797)
		(50,276)	Total Comprehensive (Income)/Expenditure			(156,211)

Movement in Reserves Statement

This Statement shows the movement in the year in the different reserves held by the Royal Borough, analysed into 'usable reserves', that is those that can be applied to fund expenditure or reduce local taxation, and other reserves.

2022/23	Total General Fund Reserves	Schools Reserve	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves	Total Unusable Reserves	Total Council Reserves
	£000	£000	£000	£000	£000	£000	£000
Balance at 31 March 2022	(47,373)	(3,003)	(3,436)	(13,673)	(67,485)	(93,277)	(160,762)
Adjustment to Opening Balance	-	-	-	-	-	-	-
Restated Balance as at 1 April 2022	(47,373)	(3,003)	(3,436)	(13,673)	(67,485)	(93,277)	(160,762)
Movement in Reserves during 2022/23							-
Total Comprehensive Income and Expenditure	27,586	-	-	-	27,586	(183,797)	(156,211)
Adjustments between accounting basis and funding basis under regulations	(3,766)	-	(3,789)	(6,222)	(13,777)	13,777	-
Net Increase/Decrease before transfer to School Revenue Balances	23,820	-	(3,789)	(6,222)	13,809	(170,020)	(156,211)
Transfers to/from School Revenue Balances	831	(831)	-	-	-	-	-
(Increase)/Decrease in 2022/23	24,651	(831)	(3,789)	(6,222)	13,809	(170,020)	(156,211)
Balance at 31 March 2023	(22,722)	(3,834)	(7,225)	(19,895)	(53,676)	(263,297)	(316,973)

2021/22	Total General Fund Reserves	Schools Reserve	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves	Total Unusable Reserves	Total Council Reserves
	£000	£000	£000	£000	£000	£000	£000
Balance at 31 March 2021	(44,959)	(1,178)	(1,349)	(15,065)	(62,551)	(46,911)	(109,462)
Adjustment to Opening Balance	0	(1,025)	0	0	(1,025)	-	(1,025)
Restated Balance as at 1 April 2021	(44,959)	(2,203)	(1,349)	(15,065)	(63,576)	(46,911)	(110,487)
Movement in Reserves during 2021/22							
Total Comprehensive Income and Expenditure	32,621	-	-	-	32,621	(82,896)	(50,275)
Adjustments between accounting basis and funding basis under regulations	(35,835)	-	(2,087)	1,392	(36,530)	36,530	-
Net Increase/Decrease before transfer to School Revenue Balances	(3,214)	-	(2,087)	1,392	(3,909)	(46,366)	(50,275)
Transfers to/from School Revenue Balances	800	(800)	-	-	-	-	-
(Increase)/Decrease in 2021/22	(2,414)	(800)	(2,087)	1,392	(3,909)	(46,366)	(50,275)
Balance at 31 March 2022	(47,373)	(3,003)	(3,436)	(13,673)	(67,485)	(93,277)	(160,762)

Balance Sheet

The Balance Sheet shows the value, at the Balance Sheet date, of the assets and liabilities recognised by the Royal Borough.

31 March 2022		Note	31 March 2023
£000			£000
436,643	Property, Plant & Equipment	17	438,848
89,574	Highways Infrastructure Assets	18	92,576
90,506	Investment Property	20	82,584
887	Intangible Assets	21	638
4,863	Long Term Investments	35	4,856
4,607	Long Term Debtors	11	7,535
627,080	Long Term Assets		627,037
7,896	Short Term Investments	35	26,209
4,635	Assets Held for Sale	19	-
74,099	Short Term Debtors	24	51,427
32,982	Cash and Cash Equivalents	25	42,364
119,612	Current Assets		120,000
(659)	Bank Overdraft	25	(2,813)
(135,330)	Short Term Borrowings	35	(122,405)
(87,340)	Short Term Creditors	26	(53,909)
(2,917)	Short Term Provisions	27	(6,947)
(226,246)	Current Liabilities		(186,074)
(179)	Long Term Creditors	26	(177)
(5,054)	Long Term Provisions	27	(1,488)
(71,265)	Long Term Borrowing	35	(111,265)
(273,325)	Pension Liabilities	38	(114,881)
(9,861)	Grant Receipts in Advance		(16,179)
(359,684)	Long Term Liabilities		(243,990)
160,762	Net Assets		316,973
(67,485)	Usable Reserves	10	(53,676)
(93,277)	Unusable Reserves	11	(263,297)
(160,762)	Total Reserves		(316,973)

Cashflow Statement

The Cashflow Statement shows the changes in cash and cash equivalents of the Royal Borough during the reporting period.

31 March 2022 £000		Notes	31 March 2023 £000
(32,621)	Net (deficit) on the provision of services		(27,586)
54,400	Adjustment to surplus or deficit on the provision of services for noncash movements	29	41,748
(19,904)	Adjust for items included in the net surplus or deficit on the provision of services that are investment and financing activities	29	(14,161)
1,875	Net Cash flows from Operating Activities		1
(305)	Net Cash flows from Investing Activities	30	(25,821)
18,844	Net Cash flows from Financing Activities	31	33,048
20,414	Net increase in cash and cash equivalents		7,228
11,909	Cash and cash equivalents at the beginning of the period	25	32,323
32,323	Cash and cash equivalents at the end of the reporting period		39,551

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Note 1 Accounting Policies

1 General Principles

The statement of accounts summarises the Royal Borough's transactions for the 2022/23 financial year and its position at the year-end of 31 March 2023. The Royal Borough is required to prepare an annual statement of accounts by the Accounts and Audit Regulations 2015 which those regulations require to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2022/23 supported by International Financial Reporting Standards (IFRS). The accounting convention adopted in the statement of accounts is principally historic cost, modified by the revaluation of certain categories of non-current assets and financial instruments.

The Statement of Accounts have been produced on a going concern basis; this assumes that the Royal Borough's functions and services will continue in operational existence for the foreseeable future.

2 Accruals of Income and Expenditure

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

- Revenue from the sale of goods is recognised when the Royal Borough transfers the significant risks and rewards of ownership to the purchaser, and it is probable that economic benefits or service potential associated with the transaction will flow to the Royal Borough.
- Revenue from the provision of services is recognised when the Royal Borough can measure reliably the percentage of completion of the transaction, and it is probable that economic benefits or service potential associated with the transaction will flow to the Royal Borough.
- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet.
- Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.
- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.
- Where revenue (which includes council tax and rates 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 balance sheet. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

3 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 mature in three months or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value. In the cash flow statement, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Royal Borough's cash management.

4 Exceptional Items

When items of income and expense are material, their nature and amount is disclosed separately, either on the face of the comprehensive income and expenditure statement (CIES) or in the notes to the accounts, depending on how significant the items are to an understanding of the Royal Borough's financial performance.

Notes to the Accounts

5 Prior Period Adjustments, Changes in Accounting Policies and Estimates and Errors

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

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

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

6 Charges to Revenue for Non-Current Assets

Services, support services and trading accounts are debited with the following amounts to record the cost of holding property, plant & equipment's during the year:

- depreciation attributable to the assets used by the relevant service.
- revaluation and impairment losses on assets used by the service where there are no accumulated gains in the Revaluation Reserve against which the losses can be written off.
- amortisation of intangible property, plant & equipment attributable to the service.
- impairment losses or amortisations.

The Royal Borough is not required to raise council tax to fund depreciation, revaluation and impairment losses or amortisations. However, it is required to make an annual contribution from revenue towards the reduction in its overall borrowing requirement equal to an amount calculated on a prudent basis determined by the Royal Borough in accordance with statutory guidance.

Depreciation, revaluation and impairment losses and amortisations are therefore replaced by the contribution of MRP (Minimum Revenue Provision) in the General Fund Balance, by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 ('the 2003 Regulations') requires local authorities to 'charge to a revenue account a minimum revenue provision (MRP) for that year'. The minimum revenue provision is an annual amount set aside from the General Fund to meet the cost of capital expenditure that has not been financed from available resources, namely: grants, developer contributions (e.g., s.106 and community infrastructure levy) revenue contributions, earmarked reserves, or capital receipts.

Having regard to current Guidance on MRP issued by MHCLG and the "options" outlined in that Guidance and to even out the financing costs of assets over their anticipated life, on 3rd December 2019 Full Council approved the following MRP Statement to take effect from 1 April 2019:

- for all capital expenditure, MRP will be based on expected useful asset lives (Option 3 – asset life), calculated using the annuity method

In applying 'Option 3':

- MRP should normally begin in the financial year following the one in which the expenditure was incurred. However, in accordance with the statutory guidance, commencement of MRP may be deferred until the financial year following the one in which the asset becomes operational.

Notes to the Accounts

- the estimated useful lives of assets used to calculate MRP should not exceed a maximum of 50 years except as otherwise permitted by the guidance (and supported by valuer's advice).
- if no life can reasonably be attributed to an asset, such as freehold land, the estimated useful life should be taken to be a maximum of 50 years.

7 Employee Benefits

Benefits Payable During Employment

Short-term employee benefits are those due to be settled within 12 months of the year-end. They include such benefits as wages and salaries, paid annual leave and paid sick leave, bonuses and some non-monetary benefits for current employees and are recognised as an expense for services in the year in which employees render service to the Royal Borough.

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 year-end which employees can carry forward into the next financial year. The accrual is made at the wage and salary rates applicable in the following accounting year, being the period in which the employee takes the benefit. The accrual is charged to surplus or deficit on the provision of services, but then reversed out through the movement in reserves statement so that holiday benefits are charged to revenue in the financial year in which the holiday absence occurs.

Termination Benefits

Termination benefits are amounts payable as a result of a decision by the Royal Borough to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy and are charged on an accruals basis to the non-distributed costs line in the Comprehensive Income and Expenditure Statement (CIES) when the Royal Borough 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, statutory provisions require the General Fund (GF) balance to be charged with the amount payable by the Royal Borough to the pension fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the movement in reserves statement (MiRS, appropriations are required to and from the pensions reserve to remove the notional debits and credits for pension enhancement termination benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end.

Post-Employment Benefits

Employees of the Royal Borough are members of two separate pension schemes:

- The Teachers' Pension Scheme, administered by Capita Teachers' Pensions on behalf of the Department for Education (DfE).
- The Local Government Pensions Scheme, administered by the Royal Borough.

Both schemes provided defined benefits to members (retirement lump sums and pensions), earned as employees worked for the Royal Borough. However, the arrangements for the teachers' scheme mean that liabilities for these benefits cannot ordinarily be identified specifically to the Royal Borough. The scheme is therefore accounted for as if it were a defined contribution scheme and no liability for future payments of benefits is recognised in the balance sheet. The Managing Director service line in the CIES is charged with the employer's contributions payable to Teachers' Pensions in the year.

The Local Government Pension Scheme

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

- The liabilities of the Berkshire pension fund attributable to the Royal Borough are included in the balance sheet on an actuarial basis using the projected unit method i.e., an assessment

Notes to the Accounts

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 set by the Actuary.
- The assets of the Berkshire pension fund attributable to the Royal Borough are included in the balance sheet at their fair value:
 - quoted securities, current bid price
 - unquoted securities, professional estimate
 - unitised securities, current bid price
 - property, market value

Accounting for Pensions

The change in the net pensions' liability is analysed into the following components:

- **Current service cost** – the increase in liabilities as a result of years of service earned this year, allocated in the CIES to the services for which the employees worked.
- **Past service cost** – the increase in liabilities as a result of a scheme amendment or curtailment whose effect relates to years of service earned in earlier years – debited to the Surplus or Deficit on the Provision of Services in the CIES as part of Non-distributable Costs.
- **Net Interest on the defined liability (asset)** – i.e., net interest expense for the Royal Borough – the change during the period in the net defined benefit liability (asset) that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the CIES. This is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability (asset) at the beginning of the period – taking into account any changes in the net defined benefit liability (asset) during the period as a result of contribution and benefit payments.
- **Remeasurements** comprising:
 - **The return on plan assets** – excluding amounts included in net interest on the defined benefit liability (asset) – charged to the Pensions Reserve.
 - **Actuarial gains and losses** – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – charged to the Pensions Reserve.
- **Contributions paid to the Berkshire pension fund** – cash paid as employer's contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

In relation to retirement benefits, statutory provisions require the GF balance to be charged with the amount payable by the Royal Borough to the pension fund or directly to pensioners in the year, not the amount calculated according to the relevant accounting standards. In the movement in reserves statement, this means that there are appropriations to and from the pensions reserve to remove the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end. The negative balance that arises on the pensions reserve thereby measures the beneficial impact to the GF of being required to account for retirement benefits on the basis of cash flows rather than as benefits are earned by employees.

Discretionary Benefits

The Royal Borough also has restricted powers to make discretionary awards of retirement benefits in the event of early retirements. Any liabilities estimated to arise as a result of an award to any

Notes to the Accounts

member of staff (including teachers) are accrued in the year of the decision to make the award and accounted for using the same accounting policies as are applied to the Local Government Pension Scheme. Short-term employee benefits are those due to be settled within 12 months of the year-end.

8 Events after the balance sheet date

Events after the balance sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the statement of accounts is authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the end of the reporting period, the statement of accounts is adjusted to reflect such events
- the statement of accounts is not adjusted to reflect such events for those that are indicative of conditions that arose after the reporting period. However, where a category of events would have a material effect, disclosure is made in the notes of the nature of the events and their estimated financial effect. Events taking place after the date of authorisation for issue are not reflected in the statement of accounts.

9 Financial Instruments

Financial Liabilities

Financial liabilities are recognised on the balance sheet when the Royal Borough 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 financing and investment income and expenditure line in the CIES 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.

For most of the borrowings that the Royal Borough has, this means that the amount presented in the balance sheet is the outstanding principal repayable (plus accrued interest); and interest charged to the CIES is the amount payable for the year according to the loan agreement.

Where premiums and discounts have been charged to the CIES, regulations allow the impact on the General Fund Balance to be spread over future years. The Royal Borough has a policy of spreading the gain or loss over the term that was remaining on the loan against which the premium was payable or discount receivable when it was repaid. The reconciliation of amounts charged to the CIES to the net charge required against the General Fund Balance is managed by a transfer to or from the Financial Instruments Revaluation Reserve in the Movement in Reserves Statement.

Financial Assets

Financial assets are classified based on a classification and measurement approach that reflects the business model for holding the financial assets and their cashflow characteristics. There are three main classes of financial assets measured at:

- amortised cost,
- fair value through other comprehensive income (FVOCI),
- fair value through profit or loss (FVPL).

Financial Assets measured at amortised cost

Financial assets are measured at amortised cost when the associated cashflows are solely payments of principal and interest and it is intended to hold the assets until maturity. These are recognised on the Balance Sheet when the Royal Borough becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost. Annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement (CIES) 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 financial assets held by the Royal Borough, this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest)

Notes to the Accounts

and interest credited to the CIES is the amount receivable for the year in the loan agreement. Any gains and losses that arise on the derecognition of an asset are credited or debited to the Financing and Investment Income and Expenditure line in the CIES.

Financial Assets Measured at Fair Value through Other Comprehensive Income

Financial assets are measured at FVOCI when the associated cashflows are solely payments of principal and interest and it is intended to collect those cashflows and sell the asset. Any gains and losses that arise on such assets are credited or debited to the Other Comprehensive Income line in the Comprehensive Income and Expenditure Statement.

Financial Assets Measured at Fair Value through Profit or Loss

If a financial asset does not meet the criteria to be measured at amortised cost or FVOCI it will be measured at Fair Value through Profit or Loss. They are recognised on the Balance Sheet when the Royal Borough becomes a party to the contractual provisions of a financial instrument and are initially measured and carried at fair value. Fair value gains and losses are recognised as they arrive in the Surplus or Deficit on the Provision of Services.

Expected Credit Loss Model

The Royal Borough recognises expected credit losses on all its financial assets held at amortised cost or where relevant FVOCI, either on a 12-month or lifetime basis. The expected credit loss model also applies to lease receivables and contract assets. Only lifetime losses are recognised for trade receivables (debtors) held by the Royal Borough. Impairment losses are calculated to reflect the expectation that the future cash flows might not take place because the borrower could default on their obligations. Credit risk plays a crucial part in assessing losses. Where risk has increased significantly since an instrument was initially recognised, losses are assessed on a lifetime basis. Where risk has not increased significantly or remains low, losses are assessed on the basis of 12-month expected losses.

Fair Value Measurement

The Royal Borough measures some of its financial instruments such as borrowings at fair value at each reporting date. Fair value is the price that would be received to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement assumes that the transaction to transfer the liability takes place either:

- a) In the principal market for the liability, or
- b) In the absence of a principal market, in the most advantageous market for the liability.

The Royal Borough measures the fair value of the liability using the assumptions that market participants would use when pricing the liability, assuming the market participants act in their economic best interest.

The Royal Borough uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available, maximising the use of relevant observable inputs and minimising the use of unobservable outputs.

Inputs to the valuation techniques in respect of liabilities for which fair value is measured or disclosed in the Royal Borough's financial statements are categorised within the fair value hierarchy, as follows:

- Level 1 – quoted prices (unadjusted) in active markets for identical liabilities that the Royal Borough can access at the measurement date
- Level 2 – inputs other than quoted prices included within Level 1 that are observable for the liability, either directly or indirectly
- Level 3 – unobservable inputs for the liability.

Notes to the Accounts

Investments

The CIPFA Code of Practice for Treasury Management in Local Authorities, which governs the way in which surplus cash is invested, has been adopted. The Royal Borough's surplus cash is invested with other local authorities, approved banks and building societies, as authorised in the Royal Borough's Treasury Management Strategy.

Investments that mature in no more than three months from the date of acquisition, and that are readily convertible to known amounts with insignificant risk of a change in value, are categorised as cash equivalents in the financial statements.

10 Foreign Currency Translation

Where the Royal Borough has entered 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.

11 Government Grants and Contributions

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

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

Amounts recognised as due to the Royal Borough are not credited to the Comprehensive Income and Expenditure Statement until conditions attached to the grant have been satisfied. Conditions are stipulations that specify the future economic benefits or service potential embodied in the asset acquired using the grant 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 balance sheet as creditors. When conditions are satisfied, the grant or contribution is credited to the relevant service line (attributable revenue grants and contributions) or taxation and non-specific grant income (non-ring-fenced revenue grants and all capital grants) in the CIES. Where capital grants are credited to the CIES, they are reversed out of the GF balance in the movement in reserves statement.

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

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

12 Heritage Assets

Heritage assets are those assets that are intended to be preserved in trust for future generations because of their cultural, environmental, and historical associations. They include historical buildings, civic regalia, orders, and decorations (medals), military equipment of scientific interest, and works of art. Authorities are required to account for tangible heritage assets in accordance with FRS 102 s34.

Notes to the Accounts

Heritage assets are recognised and measured in accordance with the Royal Borough's policies on Property Plant and Equipment. However, where information on cost or value is not available, and the cost of obtaining the information outweighs the benefits to the users of the financial statements, the Code does not require that the asset is recognised on the Balance Sheet.

Tangible and intangible assets described in this summary of significant accounting policies as heritage assets. The Royal Borough's heritage assets are held in The Windsor & Royal Borough Museum which is a registered small local history museum situated at the Guildhall in Windsor. The collection relates to the history of Windsor, and the other towns and villages across the borough in east Berkshire. The collection comprises approximately 11,000 objects including pre-historic tools, finds and bronze age, roman and saxon artefacts, maps, textiles, books, paintings, prints and photographs, together with objects and ephemera from before Victorian times up to World War II, the 1950s and the present day. The value of the collection is not reported in the balance sheet as the Royal Borough takes the view that the work involved in valuing the collection is disproportionate to the benefit that users would obtain from the additional disclosure. The Code of Practice for Local Government Accounting allows for this approach.

13 Intangible Assets

Expenditure on non-monetary assets that do not have physical substance but are controlled by the Royal Borough as a result of past events (e.g., software licences) is capitalised when it is expected that future economic benefits or service potential will flow from the intangible asset to the Royal Borough.

Internally generated assets are capitalised where it is demonstrable that the project is technically feasible and is intended to be completed (with adequate resources being available) and the Royal Borough will be able to generate future economic benefits or deliver service potential by being able to sell or use the asset. Expenditure is capitalised where it can be measured reliably as attributable to the asset and is restricted to that incurred during the development phase (research expenditure cannot be capitalised). Expenditure on the development of websites is not capitalised if the website is solely or primarily intended to promote or advertise the Royal Borough's goods or services.

Intangible assets are measured initially at cost. Amounts are only revalued where the fair value of the assets held by the Royal Borough can be determined by reference to an active market. In practice, no intangible asset held by the Royal Borough meets this criterion, and they are therefore carried at amortised cost. The depreciable amount of an intangible asset is amortised over its useful life to the relevant service line(s) in the CIES. An asset is tested for impairment whenever there is an indication that the asset might be impaired, any losses recognised are posted to the relevant service line(s) in the CIES. Any gain or loss arising on the disposal or abandonment of an intangible asset is posted to the other operating expenditure line in the CIES. Where expenditure on intangible assets qualifies as capital expenditure for statutory purposes, amortisation, impairment losses and disposal gains and losses are not permitted to have an impact on the GF balance. The gains and losses are therefore reversed out of the GF balance in the movement in reserves statement and posted to the CAA and (for any sale proceeds greater than £10,000) the Capital Receipts Reserve (CRR).

14 Inventories and Long-Term Contracts

Inventories are included in the balance sheet at the lower of cost and net realisable value. On a first in first out basis. Obsolescent inventory is written off during the year.

15 Investment Property

Investment properties are those that are used solely to earn rentals and/or for capital appreciation. The definition is not met if the property is used in any way to facilitate the delivery of services or production of goods or is held for sale. Investment properties are measured initially at cost and subsequently at fair value, based on the amount at which the asset could be exchanged between knowledgeable parties at arm's-length. Properties are not depreciated but are revalued annually according to market conditions at the year-end. Gains and losses on revaluation are posted to the

Notes to the Accounts

financing and investment income and expenditure line in the CIES. The same treatment is applied to gains and losses on disposal.

Rentals received in relation to investment properties are credited to the financing and investment income line and result in a gain for the GF balance. However, revaluation and disposal gains and losses are not permitted by statutory arrangements to have an impact on the GF balance. The gains and losses are therefore reversed out of the GF balance in the movement in reserves statement and posted to the CAA and (for any sale proceeds greater than £10,000) the CRR.

16 Jointly Controlled Operations and Jointly Controlled Assets

Jointly controlled operations are activities undertaken by the Royal Borough in conjunction with other ventures that involve the use of the assets and resources of the ventures rather than the establishment of a separate entity. The Royal Borough recognises on its balance sheet the assets that it controls and the liabilities that it incurs and debits and credits the CIES with the expenditure it incurs and the share of income it earns from the activity of the operation.

Jointly controlled assets are items of property, plant or equipment that are jointly controlled by the Royal Borough and other ventures, with the assets being used to obtain benefits for the ventures. The joint venture does not involve the establishment of a separate entity. The Royal Borough accounts for only its share of the jointly controlled assets, the liabilities, and expenses that it incurs on its own behalf or jointly with others in respect of its interest in the joint venture and income that it earns from the venture.

17 Leases

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. All other leases are classified as operating leases. Where a lease covers both land and buildings, the land and buildings elements are considered separately for classification. Arrangements that do not have the legal status of a lease but convey a right to use an asset in return for payment are accounted for under this policy where fulfilment of the arrangement is dependent on the use of specific assets.

The Royal Borough as Lessee

Finance Leases

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

Contingent rents are charged as expenses in the periods in which they are incurred. Lease payments are apportioned between:

- a charge for the acquisition of the interest in the property, plant, or equipment, applied to write down the lease liability, and
- a finance charge (debited to the financing and investment income and expenditure line in the CIES).

Property, plant, and equipment recognised under finance leases is accounted for using the policies applied generally to such assets, subject to depreciation being charged over the lease term if this is shorter than the asset's estimated useful life (where ownership of the asset does not transfer to the Royal Borough at the end of the lease period). The Royal Borough is not required to raise Authority tax to cover depreciation or revaluation and impairment losses arising on leased assets. Instead, a prudent annual contribution is made from revenue funds towards the deemed capital investment in accordance with statutory requirements. Depreciation and revaluation and impairment losses are

Notes to the Accounts

therefore substituted by a revenue contribution in the GF balance, by way of an adjusting transaction with the CAA in the movement in reserves statement for the difference between the two.

Operating lease

Leases that do not meet the definition of finance leases are accounted for as operating leases. Rentals paid are charged to the relevant service line in the CIES on a straight-line basis over the term of the lease, generally meaning rentals are charged when they become payable.

The Royal Borough as Lessor

Operating Leases

Where the Council grants an operating lease over a property, the asset is retained in the Balance Sheet. Rental income is credited to Other Operating Expenditure in the Comprehensive Income and Expenditure Statement. Credits are made on a straight-line basis over the life of the lease, which matches the pattern of receipts in all cases.

18 Overheads and Support Services

The costs of overheads and support services are charged to those that benefit from the supply or service. The total absorption costing principle is used, the full cost of overheads and support services are shared between users in proportion to the benefits received.

19 Property, Plant and Equipment

Assets that have physical substance and are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes and that are expected to be used during more than one financial year are classified as property, plant, and equipment.

Recognition

Expenditure on the acquisition, creation or enhancement of property, plant and equipment is capitalised on an accrual's basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Royal Borough 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.

The de minimis level for Property Plant and Equipment is £25,000

Measurement

Property Plant and Equipment is valued on the bases recommended by CIPFA and in accordance with the Statements of Asset Valuation Principles and Guidance Notes issued by the Royal Institution of Chartered Surveyors (RICS). Operational properties and other operational assets are carried in the Balance Sheet using the following measurement bases:

- Depreciated Replacement Cost (DRC) for specialised properties
- Open Market Value (OMV) for non-specialised properties.

There are no holdings of non-operational assets or community assets.

Assets are initially measured at cost, comprising:

- the purchase prices
- any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management
- the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located.

The cost of assets acquired other than by purchase is deemed to be its fair value, unless the acquisition does not have commercial substance (i.e., it will not lead to a variation in the cash flows of the Royal Borough). In the latter case, where an asset is acquired via an exchange, the cost of the acquisition is the carrying amount of the asset given up by the Royal Borough. Donated assets

Notes to the Accounts

are measured initially at fair value. The difference between fair value and any consideration paid is credited to the taxation and non-specific grant income line of the CIES, unless the donation has been made conditionally. Until conditions are satisfied, the gain is held in the donated assets account. Where gains are credited to the CIES, they are reversed out of the GF balance to the CAA in the movement in reserves statement.

The current value of land and buildings is determined by appraisal of appropriate evidence, that is normally undertaken by professionally qualified valuers, who:

- Hold a recognised and relevant professional qualification
- Have sufficient current local and national knowledge of the market, and
- Have the skills and understanding to undertake the valuations competently.

Assets are then carried in the balance sheet using the following measurement bases:

- infrastructure, community assets and assets under construction, depreciated historical cost
- dwellings, fair value, determined using the basis of existing use value for social housing (EUV-SH)
- all other assets, fair value, determined as the amount that would be paid for the asset in its existing use (existing use value – EUV).

Where there is no market-based evidence of fair value because of the specialist nature of an asset, depreciated replacement cost (DRC) is used as an estimate of fair value. Where non-property assets that have short useful lives or low values (or both), depreciated historical cost basis is used as a proxy for fair value. Assets included in the balance sheet at fair value are revalued sufficiently regularly to ensure that their carrying amount is not materially different from their fair value at the year-end, but as a minimum every five years.

Increases in valuations are matched by credits to the revaluation reserve to recognise unrealised gains. Exceptionally, gains might be credited to the CIES where they arise from the reversal of a loss previously charged to a service.

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

- where there is a balance of revaluation gains for the asset in the revaluation reserve, the accumulated gains)
- where there is no balance in the revaluation reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the CIES.

The revaluation reserve contains revaluation gains recognised since 1 April 2007 only, the date of its formal implementation. Gains arising before that date have been consolidated into the CAA.

Impairment

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

- where there is a balance of revaluation gains for the asset in the revaluation reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains)
- where there is no balance in the revaluation reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the CIES.

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

Notes to the Accounts

Depreciation

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

Depreciation is calculated on the following bases:

- dwellings and other buildings, straight-line allocation over the useful life of the property as estimated by the valuer.
- vehicles, plant, furniture and equipment, a percentage of the value of each class of assets in the balance sheet, as advised by a suitably qualified officer.
- infrastructure – straight-line allocation over 25 years.

Where an item of property, plant and equipment asset has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately.

Revaluation gains are also depreciated, with an amount equal to the difference between current value depreciation charged on assets and the depreciation that would have been chargeable based on their historical cost being transferred each year from the revaluation reserve to the CAA.

Depreciation is not charged in the year of acquisition or initial recognition of an asset. Depreciation is charged for the full year in the year of disposal of an asset.

Disposals and Non-current Assets Held for Sale

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than through its continuing use, it is reclassified as an asset held for sale. The asset is revalued immediately before reclassification and then carried at the lower of this amount and fair value less costs to sell. Where there is a subsequent decrease to fair value less costs to sell, the loss is posted to the other operating expenditure line in the CIES.

Gains in fair value are recognised only up to the amount of any previously loss recognised in the surplus or deficit on provision of services. Depreciation is not charged on assets held for sale.

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

When an asset is disposed of or decommissioned, the carrying amount of the asset in the balance sheet (whether property, plant and equipment or assets held for sale) is written off to the other operating expenditure line in the CIES as part of the gain or loss on disposal. Receipts from disposals (if any) are credited to the same line in the CIES also as part of the gain or loss on disposal (i.e., netted off against the carrying value of the asset at the time of disposal). Any revaluation gains accumulated for the asset in the revaluation reserve are transferred to the CAA.

Amounts received for a disposal are categorised as capital receipts. The balance of receipts is required to be credited to the CRR and can then only be used for new capital investment or set aside to reduce the Royal Borough's underlying need to borrow (the capital financing requirement). Receipts are appropriated to the reserve from the GF balance in the movement in reserves statement.

The written-off value of disposals is not a charge against Authority tax, as the cost of property, plant & equipments is fully provided for under separate arrangements for capital financing. Amounts are appropriated to the CAA from the GF balance in the movement in reserves statement.

Notes to the Accounts

20 Highways Infrastructure Assets

Highways infrastructure assets include carriageways, footways and cycle tracks, structures (for example, bridges), street lighting, street furniture (for example, illuminated traffic signals, bollards), traffic management systems and land which together form a single integrated network.

Recognition

Expenditure on the acquisition or replacement of components of the network is capitalised on an accrual basis, provided that it is probable that the future economic benefits associated with the item will flow to the Royal Borough and the cost of the item can be measured reliably.

Measurement

Highways infrastructure assets are generally measured at depreciated historical cost. However, this is a modified form of historical cost – opening balances for highways infrastructure assets were originally recorded in balance sheets at amounts of capital undischarged for sums borrowed as at 1 April 1994, which was deemed at that time to be historical cost.

Where impairment losses are identified, they are accounted for by the carrying amount of the asset being written down to the recoverable amount.

Depreciation

Depreciation is provided on the parts of the highways network infrastructure assets that are subject to deterioration or depletion and by the systematic allocation of their depreciable amounts over their useful lives. Depreciation is charged on a straight-line basis.

Annual depreciation is the depreciation amount allocated each year.

Useful lives of the various parts of the highways network are assessed by the Principal Highways Contract Manager using industry standards where applicable as follows:

Element of the Highways Network	Useful Life
Carriageways	20-50 years
Footways and Cycle Tracks	30 years
Structures (bridges, tunnels, and underpasses)	30 years
Street Lighting	20-40 years
Street Furniture	25 years
Traffic Management Systems	25 years

Disposals and derecognition

When a component of the network is disposed of or decommissioned, the carrying amount of the component in the Balance Sheet is written off to the 'Other operating expenditure' line in the Comprehensive Income and Expenditure Statement as part of the gain/loss on disposal. Receipts from disposals are credited to the same line in the Comprehensive Income and Expenditure Statement, also as part of the gain or loss on disposal (that is, netted off against the carrying value of the asset at the time of disposal).

The written-off amounts of disposals are not a charge against council tax, as the cost of non-current assets is fully provided for under separate arrangements for capital financing. Amounts are transferred to the capital adjustment account from the General Fund Balance through the Movement in Reserves Statement

Notes to the Accounts

21 Provisions, Contingent Liabilities and Contingent Assets Provisions

Provisions are made where an event has taken place that gives the Royal Borough 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 Royal Borough 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 appropriate service line in the CIES in the year that the Royal Borough becomes aware of the obligation and are measured at the best estimate at the balance sheet 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 balance sheet. Estimated settlements are reviewed at the end of each financial year. 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. Where some or all of the payment required to settle a provision is expected to be recovered from another party (e.g., from an insurance claim), this is only recognised as income for the relevant service if it is virtually certain that reimbursement will be received if the Royal Borough settles the obligation.

Council Tax and Non-Domestic Rates (NDR)

The council tax and NDR income included in the Comprehensive Income and Expenditure Statement is the Royal Borough's share of accrued income for the year. However, regulations determine the amount of council tax and NDR that must be included in the Royal Borough's GF. Therefore, the difference between the income included in the CIES and the amount required by regulation to be credited to the GF is taken to the Council Tax Adjustment Account and included as a reconciling item in the Movement in Reserves Statement.

The Balance Sheet includes the Royal Borough's share of the end of year balances in respect of council tax and NDR relating to arrears, impairment allowances for doubtful debts, overpayments and prepayments and appeals.

Contingent Liabilities

A contingent liability arises where an event has taken place that gives the Royal Borough 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 Royal Borough. 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 balance sheet but disclosed in a note to the financial statements.

Contingent Assets

A contingent asset arises where an event has taken place that gives the Royal Borough 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 Royal Borough. Contingent assets are not recognised in the balance sheet but disclosed in a note to the accounts where it is probable that there will be an inflow of economic benefits or service potential.

22 Reserves

The Royal Borough sets aside specific amounts as reserves for future policy purposes or to cover contingencies. Reserves are created by appropriating amounts out of the GF balance in the movement in reserves statement. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in that year to score against the surplus or deficit on the provision of services in the CIES. The reserve is then appropriated back into the GF balance in the movement in reserves statement so that there is no net charge against Authority tax for the expenditure.

Notes to the Accounts

Certain reserves are kept managing the accounting processes for non-current assets, financial instruments, retirement, and employee benefits and do not represent usable resources for the Royal Borough, these reserves are explained in the relevant policies. The reserves held by the Royal Borough are detailed under notes on Usable and un-useable reserves.

23 Revenue Expenditure Funded from Capital under Statute

Expenditure incurred during the year that may be capitalised under statutory provisions but that does not result in the creation of a non-current asset has been charged as expenditure to the relevant service in the CIES in the year. Where the Royal Borough has determined to meet the cost of this expenditure from existing capital resources or by borrowing, a transfer in the movement in reserves statement from the GF balance to the CAA then reverses out the amounts charged so that there is no impact on the level of Authority tax.

24 Fair Value

The Royal Borough measures some of its non-financial assets, such as surplus assets and investment properties, and some of its financial instruments, such as equity share holdings, at fair value at each reporting date. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement assumes that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, the most advantageous market for the asset or liability

The Royal Borough measures the fair value of an asset or liability on the same basis that market participants would use when pricing the asset or liability (assuming those market participants were acting in their economic best interest). When measuring the fair value of a non-financial asset, the Royal Borough takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use. The Royal Borough uses appropriate valuation techniques for each circumstance, maximising the use of relevant known data and minimising the use of estimates or unknowns.

This takes into account the three levels of categories for inputs to valuations for fair value assets:

- Level 1 – quoted prices.
- 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.

25 VAT

Income and expenditure exclude any amounts related to VAT, as all VAT collected is payable to HM Revenue & Customs and all VAT paid recoverable from it. VAT payable is included as an expense only to the extent that it is not recoverable from Her Majesty's Revenue and Customs.

26 Interests in Companies and Other Entities

The Royal Borough has two joint ventures, the first is Optalis Ltd, jointly owned by Wokingham Borough Council and RBWM. The company provides adult social care services, the Council joined the group in 2016/17.

The second is Achieving for Children CIC, which is a community interest company jointly owned with the London Borough of Richmond and The Royal Borough of Kingston Upon Thames. The company provides children's services. The company commenced trading on 1 April 2014 and RBWM joined the group in August 2017.

The performance of both companies, representing the Royal Borough's ownership share are consolidated into the group accounts of the Royal Borough. From the Council's perspective both Optalis Ltd and AfC are classified as joint ventures and are consolidated into the group accounts

Notes to the Accounts

using the equity method. The Council records the name, business, shareholding, net assets and results of operations and other financial transactions of any related companies.

27 Capitalisation of Borrowing Costs

The Council capitalises borrowing costs incurred whilst material assets are under construction. Material assets are considered to be those where total planned (multi-year) borrowing for a single asset (including land and building components) exceeds £5m, and where the construction period exceeds twelve months. This applies to the first capital expenditure financed from borrowing until the asset is ready to be brought into use.

28 Council tax and non-domestic rates

Billing authorities act as agents, collecting council tax and non-domestic rates (NDR) on behalf of the major preceptors (including government for NDR) and, as principals, collecting council tax and NDR for themselves. Billing authorities are required by statute to maintain a separate fund (ie the collection fund) for the collection and distribution of amounts due in respect of council tax and NDR. Under the legislative framework for the collection fund, billing authorities, major preceptors and central government (for NDR) share proportionately the risks and rewards that the amount of council tax and NDR collected could be less or more than predicted.

Accounting for council tax and NDR

The council tax and NDR income included in the Comprehensive Income and Expenditure Statement (CIES) is the authority's share of accrued income for the year. However, regulations determine the amount of council tax and NDR that must be included in the authority's General Fund. Therefore, the difference between the income included in the CIES and the amount required by regulation to be credited to the General Fund is taken to the collection fund adjustment account and included as a reconciling item in the Movement in Reserves Statement.

The Balance Sheet includes the authority's share of the end of year balances in respect of council tax and NDR relating to arrears, impairment allowances for doubtful debts, overpayments and prepayments and appeals.

Where debtor balances for the above are identified as impaired because of a likelihood arising from a past event that payments due under the statutory arrangements will not be made, the asset is written down and a charge made to the taxation and non-specific grant income and expenditure line in the CIES. The impairment loss is measured as the difference between the carrying amount and the revised future cash flows.

Notes to the Accounts

Note 2 Accounting Standards Issued, Not yet Adopted

The Council is required to disclose information relating to the impact on its financial statements of an accounting change that will be required by a new standard that has been issued but has not yet been adopted by the CIPFA Code of Practice on Local Authority Accounting in the United Kingdom (the 'Code').

Several accounting changes are being adopted by the Code in 2022/23, but it is not expected that any of them will have a material impact on the Council's financial statements.

The International Accounting Standards Board (IASB) has issued International Financial Reporting Standard 16 Leases (IFRS 16) which, when adopted by the Code, will require the Council to recognise most of the assets it has secured the use of through a lease arrangement on its Balance Sheet as 'right of use' assets, together with the corresponding lease liabilities. This differs from the current practice of only recognising the assets and liabilities associated with the finance leases entered into by the Council on its Balance Sheet. It had been anticipated that IFRS 16 would originally be adopted in the 2020/21 financial year, but the Code now allows local authorities to defer implementing the requirements of the standard until the 2024/25 financial year although allowing earlier implementation if a local authority wishes to. The Council has opted not to implement the standard in the financial year 2021/22 and 2022/23.

Note 3 Critical Judgements in Applying Accounting Policies

In the application of the accounting policies, which are described in note 1, the officers are required to make judgements (other than those involving estimations) that have a significant impact on the amounts recognised and to make estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Note 4 Assumptions Made about the Future and Other Major Sources of Estimation Uncertainty

The Statement of Accounts contains estimated figures that are based on assumptions made by the Authority about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends, and other relevant factors. However, because balances cannot be determined with certainty actual results could be materially different from the assumptions and estimates. The key assumptions concerning the future, and other key sources of estimation uncertainty at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

Pension Liability

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

During 2022/23 the Council's actuaries advised that the net pension liability had decreased by £158.444m to £114.881m.

The effect of changes in the individual assumptions can be measured. For instance, a 0.1% decrease in the discount rate assumption would result in an increase in the pension liability of £6m. A 0.1% increase in the long-term salary increase assumption would result in a £0.24m increase in the pension liability and an increase of 0.1% in the pension increases and deferred revaluation assumption would increase the pension liability by £5.9m.

Notes to the Accounts

Property, Plant and Equipment

The uncertainties arise as a result of the estimations used by the Council based on information received from the Council's valuation specialists. The basis of these estimations is set out in Note 14 but different assumptions about the future could reasonably be used that could arrive at different results whilst still using the same basis for those estimations. This also applies to the areas of the investment property portfolio that have been assessed based on market evidence that can be subject to variation. Investment properties valued based on existing lease terms, rental values and yields are not subject to this same level of estimation.

The actual value of the assets, including both operational and investment property, only becomes apparent when they are sold and therefore there could be a material valuation between the revalued amount at 31 March 2023 and the value realised on disposal even within the next financial period. Given the range of different assumptions that could be applied the potential impact of differences in estimation cannot be quantified. The accounting treatment is set out in the disposals paragraph of the Property, Plant and Equipment section of Note 1.

Note 5 Material Items of Income and Expense

The Royal Borough undertakes the valuation of those non-current held at current value on a five year rolling programme. Where assets increase in value, the gain is reported in Other Comprehensive Income and Expenditure (OCIE) and reflected in the revaluation reserve. Where there is a decrease in value, the decrease is reflected in OCIE and the revaluation reserve up to the amount of previous upward valuations and any additional reduction in valuation is reported through the Surplus/Deficit on the Provision of Services and the Capital Adjustment Account. In 2022/23, the reduction in valuation of non-current assets chargeable against the Surplus/Deficit on the Provision of Services was £15.501m (2021/22: £13.303m).

Note 6 Events After the Reporting Period

The Statement of Accounts was authorised for issue by the Head of Finance and Interim s151 officer on 30 June 2023. Events taking place up to the date of signing the draft financial statements are reflected in the financial statements and notes. Where events taking place before this date provided information about conditions existing at 31 March 2023 the figures in the financial statements and notes have been adjusted in all material respects to reflect the impact of this information.

The appointment process of the new Chief Executive Officer for the Council took place in the financial year 2022/23 but taking up the role on 17 April 2023.

The appointment of the Executive Director of Resources and s151 officer took place after 31 March 2023 and was approved at the extraordinary meeting of the Council on 27 June 2023.

No further events have occurred which need to be reported here.

Notes to the Accounts

Note 7 Expenditure and Funding Analysis

This analysis shows how annual expenditure is used and funded from resources (government grants, rents, council tax and business rates) in comparison with those resources consumed or earned in accordance with generally accepted accounting practices. It also shows how this expenditure is allocated for decision making purposes between the Council's directorates. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Group Comprehensive Income and Expenditure Statement.

2021/22			2022/23			
Net Exp. Chargeable to General Fund	Adjustments between funding & accounting (Note 9) basis	Net Exp. In CIES		Net Exp. Chargeable to General Fund	Adjustments between funding & accounting (Note 9) basis	Net Exp. In CIES
£000	£000	£000		£000	£000	£000
37,789	1,725	39,514	Adults, Comm. & Health	39,151	1,325	40,476
23,764	3,905	27,669	Children's Services	26,728	636	27,364
3,360	-	3,360	Governance Law & Strategy	7,214	-	7,214
159	255	414	Chief Executive	3,351	146	3,497
20,954	7,591	28,545	Place	31,992	(7,896)	24,096
6,660	4,487	11,147	Resources	7,412	2,665	10,077
(541)	611	70	Contingency & Corporate	(81)	(145)	(226)
-	13,303	13,303	Revaluation movement on Assets	-	15,501	15,501
92,145	31,877	124,022	Full Cost of Services	115,767	12,232	127,999
(95,359)	3,958	(91,401)	Below the line to (Surplus) or Deficit on Provision of Services	(91,947)	(8,465)	(100,412)
1,520	(1,520)	-	Transfer to/from Earmarked Reserves	(25,280)	25,280	-
(1,694)	34,315	32,621	(Surplus)/Deficit on Service Provision	(1,460)	29,047	27,587
(7,059)			General Fund balance B/F	(8,753)		
(1,694)			Less deficit / (surplus) on GF in-year balance	(1,460)		
(8,753)			Closing General Fund	(10,213)		

Notes to the Accounts

Adjustments between Funding and Accounting Basis 2022/23				
Adjustments from General Fund to arrive at the CIES Statement amounts				
Directorate	Adjustment for Capital Purposes	Net change for the Pensions Adjustment	Other Differences A98	Total Adjustments
	£000	£000	£000	£000
Adults, Health & Commissioning	1,126	311	(112)	1,325
Children's Services	2,188	-	(1,552)	636
Governance, Law & Strategy	-	-	-	-
Chief Executive	-	191	(45)	146
Place	(8,963)	1,692	(624)	(7,895)
Resources	1,008	2,422	(765)	2,665
Contingency & Corporate	-	-	(145)	(145)
Revaluation movement on Assets	15,500	-	-	15,500
Net Cost of Services	10,859	4,616	(3,243)	12,232

Adjustments between Funding and Accounting Basis 2021/22				
Adjustments from General Fund to arrive at the CIES Statement amounts				
Directorate	Adjustment for Capital Purposes	Net change for the Pensions Adjustment	Other Differences A98	Total Adjustments
	£000	£000	£000	£000
Adults, Health & Commissioning	1,217	267	240	1,724
Children's Services	410	-	3,495	3,905
Governance, Law & Strategy	-	-	-	-
Chief Executive	26	126	103	255
Place	4,876	1,565	1,150	7,591
Resources	1,233	1,874	1,380	4,487
Contingency & Corporate	-	367	245	612
Revaluation movement on Assets	13,303	-	-	13,303
Net Cost of Services	21,065	4,199	6,613	31,877

Adjustments for capital purposes

This column adjusts for depreciation, impairment and revaluation gains and losses in the service lines. The other income and expenditure line has adjustments for the following:

- Capital disposals with a transfer of income on disposal of assets and the amounts written off for those assets.
- The statutory charges for capital financing i.e., Minimum Revenue Provision and other revenue contributions are deducted from other income and expenditure as these are not chargeable under generally accepted accounting practices.
- Capital grants are adjusted for income not chargeable under generally accepted accounting practices. Revenue and capital grants are adjusted from those receivables in the year to those receivables without conditions or for which conditions were satisfied throughout the year.

Net change for the Pensions Adjustments

This column includes the removal of employer pension contributions and the addition of IAS 19 Employee Benefits pension related expenditure and income in the service lines. The other income and expenditure line has an adjustment for the net interest on the defined benefit liability which is charged to the Comprehensive Income and Expenditure Statement.

Notes to the Accounts

Other Differences

Other differences between amounts debited/credited to the CIES and amounts payable/receivable to be recognised under statute are as follows:

The change in the total value of the accrual for accumulated absence (holiday pay) is not chargeable under generally accepted accounting practices and removed in the service lines.

The difference between what is chargeable under statutory regulations for council tax and business rates that was projected to be received at the start of the year and the income recognised under generally accepted accounting practices. This is a timing difference as any difference will be brought forward in future Surpluses or Deficits on the Collection Fund.

Transfers to / from Earmarked Reserves are shown on a separate line in the other differences column. The details of reserve movements are shown in note 10.

Note 8 Expenditure and Income analysed by Nature

This analysis provides detail of the expenditure and income of the Council on a subjective basis.

	2021/22	2022/23
	£000	£000
Expenditure		
Employee Benefits expenses	72,100	75,820
Other service expenses	233,635	229,390
Depreciation, Amortisation, and impairment	14,578	27,987
Revenue Expenditure funded from Capital under Statute	2,234	2,140
Interest Payments	3,055	4,376
Net Interest on the net defined benefit liability	7,070	4,540
Movement in the value of Financial Assets	226	2
Movement in the value of Investment Properties	(2,792)	7,922
Precepts and Levies	1,818	1,927
Net Loss on the Disposal of Assets	11,704	3,304
Total Expenditure	343,628	357,408
Income		
Fees, Charges, and other service income	(198,836)	(207,339)
Interest and Investment Income	(253)	(1,750)
Income from Council Tax & Business Rates	(78,496)	(58,392)
Government Grants & Contributions	(33,423)	(62,341)
Total Income	(311,008)	(329,822)
Deficit on the Provision of Services	32,620	27,586

Notes to the Accounts

Note 9 Adjustments between Accounting Basis and Funding Basis under Regulations

This note details the adjustments that are made to the total comprehensive income and expenditure recognised by the Group in the year in accordance with proper accounting practice to the resources actually available to the Group to meet future expenditure.

2022/23	General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000
Adjustments to Revenue Resources			
Adjustments by which income and expenditure included in the in comprehensive Income and Expenditure Statement are different from revenue for the year calculated in accordance with statutory requirements:			
Pension costs (transferred to/from the Pensions Reserve)	(1,266)	-	-
Council Tax and NDR (transfers to/from the Collection Fund)	23,870	-	-
Holiday Pay (transferred to/from the Accumulated Absences Reserve)	(30)	-	-
Reversal of entries included in the Surplus/Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account)	(36,536)	-	(8,400)
Total Adjustments to Revenue Resources	(13,962)		(8,400)
Adjustments between Revenue and Capital Resources			
Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve and Deferred Capital Receipts Reserve	7,176	(1,096)	-
Provision for the repayment of debt (transfer from the Capital Adjustment Account)	3,020	-	-
Total Adjustments between Revenue and Capital Resources	10,196	(1,096)	-
Adjustments to Capital Resources			
Use of the Capital Receipts Reserve to finance capital expenditure	-	459	-
Application of capital grants to finance capital expenditure	-	-	2,178
Cash payments in relation to deferred capital receipts	-	(3,152)	-
Total Adjustments to Capital Resources	-	(2,693)	2,178
Total Adjustments	(3,766)	(3,789)	(6,222)

Notes to the Accounts

2021/22	General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000
Adjustments to Revenue Resources			
Adjustments by which income and expenditure included in the in comprehensive Income and Expenditure Statement are different from revenue for the year calculated in accordance with statutory requirements:			
Pension costs (transferred to/from the Pensions Reserve)	(12,615)	-	-
Council Tax and NDR (transfers to/from the Collection Fund)	3,818	-	-
Holiday Pay (transferred to/from the Accumulated Absences Reserve)	(1,068)	-	-
Dedicated Schools Grant (transferred to/from the Dedicated Schools Grant Reserve)	(256)	-	-
Reversal of entries included in the Surplus/Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account)	(30,023)	-	(4,759)
Total Adjustments to Revenue Resources	(40,144)	-	(4,759)
Adjustments between Revenue and Capital Resources			
Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve and Deferred Capital Receipts Reserve	988	(988)	-
Provision for the repayment of debt (transfer from the Capital Adjustment Account)	2,920	-	-
Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account)	400	-	-
Total Adjustments between Revenue and Capital Resources	4,308	(988)	-
Adjustments to Capital Resources			
Use of the Capital Receipts Reserve to finance capital expenditure	-	1,003	-
Application of capital grants to finance capital expenditure	-	-	6,151
Cash payments in relation to deferred capital receipts	-	(2,101)	-
Total Adjustments to Capital Resources	-	(1,098)	6,151
Total Adjustments	(35,836)	(2,086)	1,392

Notes to the Accounts

Note 10 Usable Reserves

Movements in the Authority's usable reserves are detailed in the Movement in Reserves Statement and the Earmarked Reserves note.

	Balance at 31 March 2022 £000	Transfers In £000	Transfers Out £000	Balance at 31 March 2023 £000
General Fund Balance	8,753	1,460	-	10,213
Earmarked Reserves				
Insurance Reserve	901	126	(102)	925
Business Rates Volatility Reserve	3,194	-	(1,600)	1,594
Better Care Fund	3,400	557	(3,303)	654
Public Health Fund	588	363	-	951
Optalis Development Reserve	381	-	-	381
Business Rates Section 31 Grant Reserve	23,053	134	(22,315)	872
Covid-19 General Reserve	2,144	327	(2,144)	327
Property Reserve	500	-	(69)	431
Grant Funded Future Commitments Reserve	2,928	1,167	(2,000)	2,095
Sensory Consortium Service	245	-	-	245
Schools Forum	547	118	(507)	158
Community Infrastructure Levy – Revenue Reserve	329	129	-	458
Homes for Ukraine	-	2,916	-	2,916
Other Reserves	410	284	(192)	502
Total Earmarked Reserves	38,620	6,122	(32,233)	12,509
School Balances	3,003	1,152	(1,261)	2,894
Dedicated Schools Grant Surplus	-	941	-	941
School Balances	3,003	2,093	(1,261)	3,835
Capital Reserves				
Capital Receipts	3,436	4,248	(459)	7,225
Capital Grants	4,960	3,953	(221)	8,692
Community Infrastructure Levy	8,713	4,446	(1,957)	11,202
Total Capital Reserves	17,109	12,647	(2,637)	27,119
Total Usable Reserves	67,485	22,322	(36,131)	53,676

Details of the Earmarked Reserves that have been set aside by the Council are set out below.

Insurance Reserve

Due to its high policy excesses the Royal Borough undertakes self-insurance. It, therefore, maintains an internal insurance reserve to cover self-insured claims. The reserve meets most claims for financial losses or damage to the Royal Borough assets and third party/employee compensation claims for injury, loss or damage to personal property caused by the Royal Borough's negligence. Part of the reserve relates to reported outstanding claims and part is held against the modelled expectation of emerging future claims. Claims of around £507k are currently outstanding (as at 31st March 2023).

The next bi-annual actuarial review is scheduled to be complete by September 2024. Depending on the outcome the fund may be adjusted in future years.

Notes to the Accounts

Business Rates Volatility Reserve

The reserve contains surpluses from previous years arising from the business rates income for use against potential future business rates deficits.

Better Care Fund (BCF)

The Better Care Fund is a pooled budget arrangement with Frimley Clinical Commissioning Group. Its purpose is to support local systems to deliver integration of health and social care in a way that supports person-centred care, sustainability and better outcomes for people and carers. The Royal Borough is the host organisation.

Public Health Fund

This reserve holds government grant that is ringfenced for use on services that impact on public health.

Optalis Development Reserve

Funds set aside for the business development of Optalis Ltd.

Business Rates Section 31 Grant Reserve

Additional s31 grant provided in 2021/22 as a result of the Covid-19 pandemic DLUHC to the billing authorities utilised in 2022/23 to off-set business rates deficit arising from reliefs for the retail discount granted to businesses. The balance represents s31 grant earmarked to future business rates income shortfall.

Covid-19 General Reserve

This reserve is held to cover potential Covid-19 costs

Property Reserve

This reserve will help to fund future leasing arrangements and potentially compensate for voids. This reflects the fact that we have received some additional property income during the year where leaseholders have vacated early, and this money will be used to smooth out the impact of changes in tenants.

Grant funded future commitments reserve

This reserve holds government grants received for specific purposes, but which were not ringfenced, and for which the relevant expenditure is expected in future years. As the grants are not ringfenced they are accounted for immediately and unused balances transferred to the reserve at the year end.

Sensory Consortium Service

Funds set aside in respect of a Berkshire joint arrangement for specialist education support.

Schools Forum

Funding passed back (de-delegated) for schools services with Schools Forum approval.

Community Infrastructure Levy – Revenue Reserve

The Community Infrastructure Levy must be applied to fund infrastructure to support the development of the area in accordance with the CIL Regulations 2010. In line with the regulations,

Notes to the Accounts

local authorities are allowed to use the levy to meet an element of its administration costs in administering the levy and also use the levy to fund projects that do not meet capital criteria, for example, on maintenance of schemes.

Homes for Ukraine

The Government has provided funding to assist Sponsors within the Homes for Ukraine Scheme during the year. Unspent funds are set aside to be utilised in future years.

School Revenue Balances

Each year schools receive delegated funding (known as the Individual Schools Budget – ISB) to support expenditure on pupils. At the end of the year, schools may overspend or underspend their budgets and balances are carried forward to the following year as a deduction or addition to their budget share. Figures reflect maintained schools' balances net of outstanding loans to schools.

Capital Receipts

Capital receipts arise from the income received from the disposal of capital assets. The use of capital receipts is governed by statute which require that they are used to fund future capital expenditure or for the redemption of debt. Capital receipts cannot be used to fund revenue expenditure except where allowed for by statute.

Capital Grants

Capital grants not used in the year of receipt and for which the conditions on the use of the grant is expected to be met or for which there are no conditions, are appropriated to the Capital Grants Unapplied Account and released to meet future years' capital expenditure.

Other Reserves

The Royal Borough has a number of small reserves which include:

- Grave Maintenance Fund
- Old Court Maintenance Reserve
- NHS Frimley Funding Schemes
- Nature Reserve Maintenance Fund
- Art Funding Reserve
- SELMS Consortium
- Dedworth Leisure Centre

Note 11 Unusable Reserves

Unusable reserves are those that have arisen as a result of accounting adjustments and are, therefore, not available to spend. The table below shows the total unusable reserves at the year end.

2021/22		2022/23
£000		£000
(171,613)	Capital Adjustment Account	(139,259)
(227,399)	Revaluation Reserve	(244,561)
273,325	Pension Reserve	114,881
2,047	Dedicated Schools Grant	2,047
2,926	Accumulated Absences Account	2,956
(4,607)	Deferred Capital Receipts Reserve	(7,535)
32,043	Collection Fund Adjustment Account	8,174
(93,277)	Total Unusable Reserves	(263,297)

Notes to the Accounts

Capital Adjustment Account

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

The Account contains accumulated gains and losses on Investment Properties and gains recognised on donated assets that have yet to be consumed by the Authority. The Account also contains revaluation gains accumulated on Property, Plant and Equipment before 1 April 2007, the date that the Revaluation Reserve was created to hold such gains.

Note 9 provides details of the source of all the transactions posted to the Account, apart from those involving the Revaluation Reserve.

2021/22			2022/23	
£000	£000		£000	£000
	(185,644)	Opening Balance		(171,613)
		Reversal of Items relating to Capital Expenditure debited or credited to the Comprehensive Income and Expenditure Statement		
14,578		Charges for depreciation and impairment of non-current assets	17,306	
13,303		Revaluation and impairment loss: Property, Plant & Equipment	15,500	
(2,792)		Changes in the Fair Value of Investment Properties	7,922	
(84)		Changes in the Fair Value of Financial Instruments	2	
2,238		Revenue Expenditure funded from Capital under Statute	2,140	
12,694		Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	10,480	
	39,937			53,349
	(10,277)	Adjusting Amounts written out of the Revaluation Reserve		(6,925)
	29,660	Net written out amount of the cost of non-current assets consumed in the year		46,424
		Capital financing applied in the year		
(1,003)		Use of the Capital Receipts Reserve to finance new capital expenditure	(459)	
(5,155)		Capital Grants & Contributions credited to the Comprehensive Income & Expenditure Statement that have been applied to capital financing	(8,414)	
(6,151)		Application of grants to capital financing from the Capital Grants Unapplied Account	(2,178)	
(2,920)		Provision for the financing of capital investment charged against the General Fund & HRA	(3,020)	
(400)		Capital Expenditure Charged against the General Fund	-	
	(15,629)			(14,070)
	(171,613)	Closing Balance		(139,259)

Notes to the Accounts

Revaluation Reserve

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

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

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

2021/22			2022/23	
£000	£000		£000	£000
	(228,625)	Opening Balance		(227,399)
(74,707)		Upward Revaluation of assets	(44,942)	
65,657		Downward Revaluation and impairment of assets	20,855	
	(9,050)	Deficit / (Surplus) on the revaluation of non-current assets		(24,087)
10,276		Difference between fair value depreciation and historical cost depreciation	2,980	
-		Accumulated Gains on Assets Sold or Scrapped	3,945	
	10,276	Total amount written off to the Capital Adjustment Account		6,925
	(227,399)	Balance at 31 March		(244,561)

Pensions Reserve

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for postemployment benefits and for funding benefits in accordance with statutory provisions. The Authority accounts for postemployment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs.

However, statutory arrangements require benefits earned to be financed as the Authority makes employer's contributions to pension funds or eventually pays any pensions for which it is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the Authority has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

2021/22			2022/23	
£000				£000
334,556		Balance at 1 April		273,325
(73,305)		Re-measurement of the net defined liability	(159,710)	
12,074		Reversal of items relating to retirement benefits credited to the Deficit on Provision of Services in the CIES		13,544
		Employer's pension contributions and direct payments to pensioners payable in the year	(12,278)	
273,325		Balance at 31 March		114,881

Notes to the Accounts

Collection Fund Adjustment Account

The Collection Fund Adjustment Account manages the differences arising from the recognition of Council Tax /NDR income in the CIES as it falls due compared with the statutory arrangements for paying across amounts to the General Fund from the Collection Fund. Following the localisation of business rates, a separate adjustment account for business rates has been created.

Collection Fund – Council Tax

2021/22		2022/23
£000		£000
397	Balance at 1 April	1,526
1129	Amount by which Council Tax income credited to the CIES is different from Council Tax income calculated for the year in accordance with statutory requirements	(279)
1,526	Balance as at 31 March	1,247

Collection Fund – Business Rates

2021/22		2022/23
£000		£000
35,464	Balance at 1 April	30,517
(4,947)	Amount by which Business Rates income credited to the CIES is different from Business Rates income calculated for the year in accordance with statutory requirements	(23,590)
30,517	Balance as at 31 March	6,927

Accumulated Absences Account

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

2021/22		2022/23
£000		£000
1,858	Balance at 1 April	2,926
(1,858)	Settlement or cancellation of accrual made at the end of the preceding year	(2,926)
2,926	Amounts accrued at the end of the current year	2,956
2,926		2,956

Deferred Capital Receipts Reserve

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

Notes to the Accounts

2021/22 £000		2022/23 £000
(6,708)	Balance at 1 April	(4,607)
-	Transfer of deferred sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	(6,080)
2,101	Transfer to the Capital Receipts Reserve upon receipt of cash	3,152
	Amounts accrued at the end of the current year	
(4,607)		(7,535)

Dedicated Schools Grant Reserve

Dedicated Schools Grant is a ring-fenced grant paid by the Education Funding Agency in support of the local authority's Schools Budget. The schools budget covers schools' delegated budget shares as well as central expenditure budgets such as those for high needs pupils in mainstream and special schools, the central co-ordinated admissions function, and central SEN support services. Local authorities, in consultation with their schools Forum, are responsible for determining the split of the grant between central services and delegated schools budgets, and for determining individual school budget shares in accordance with the local schools' funding formula. Grant allocated to schools' delegated budgets is treated as spent as soon as it is allocated. At the end of the financial year any over or underspend on the central Schools Budget is separately identified in the notes to the accounts (see note 16) and must be carried forward to support the Schools Budget in future years. The DSG reserve reflects RBWM's DSG.

Within the DSG reserve, funding has been earmarked, with approval of the Schools Forum, to provide additional support in the following areas:

- Capacity building for two-year-olds – to help build additional capacity among early years providers to deliver the extension to the free entitlement to education and childcare for two-, three- and four-year-olds.
- Support for children in care – to narrow the educational attainment gap of RBWM children in care compared with their peers.

2021/22 £000		2022/23 £000
1,791	Balance at 1 April	2,047
256	In Year DSG Overspend	
2,047	Balance at 31 March	2,047

Note 12 Other Operating Expenditure

Other Operating Expenditure disclosed in the Comprehensive Income and Expenditure Statement is detailed below.

The Loss on the disposal of non-current assets recognises the difference between the receipt for the sale of a non-current asset and the carrying value of that asset within the accounts, which may not be the same as the market value or the historical cost of that asset.

2021/22 £000		2022/23 £000
1,655	Parish Council Precepts	1,763
162	Levies (Environment Agency)	164
11,704	(Gains)/Losses on the disposal of non-current assets	3,304
13,521		5,231

Notes to the Accounts

Note 13 Financing and Investment Income and Expenditure

Financing and Investment Income and Expenditure disclosed in the CIES is detailed below.

2021/22	2022/23
£000	£000
3,055 Interest Payable and similar charges	4,376
7,070 Net interest on the net defined benefit liability	4,540
(253) Interest Receivable and similar income	(1,540)
- Dividends Receivable	(210)
(2,791) Income and expenditure in relation to investment properties and changes in their fair value	7,921
(310) Gain on Asset Swap	
226 (Gains)/Impairment of financial assets	2
6,997	15,089

Note 14 Taxation and Non-Specific Grant Income

Taxation and Non-Specific Grant Income disclosed in the CIES is detailed below.

2021/22	2022/23
£000	£000
(121,691) Collection Fund Precepts, Demands and Adjustments	(118,812)
30,800 Business Rates Tariff	30,800
(3,373) Business Rates S31 Reliefs	(9,143)
- Business Rates Levy	259
(4,295) Non-ring-fenced Government grants	(7,023)
(9,914) Capital grants and contributions	(16,814)
(3,118) Covid-19 MHCLG Funding	-
(329) CIL Revenue Grant	-
(111,920)	(120,733)

Note 15 Grant Income

The Authority credited the following grants, contributions, and donations to the CIES in the year. The total amounts credited to Taxation and Non-Specific Grant Income are detailed below.

	2021/22	2022/23
	£000	£000
Credited to Taxation and Non-Specific Grant Income		
Business Rates & Council Tax Support Grants (Collection Fund)	110,966	118,553
Business Rates Section 31 Reliefs	3,372	9,143
Covid-19 Business Rates S31 Relief	10,742	-
Capital Grants and Contributions	9,914	16,814
New Homes Bonus	473	497
Education Services Grant	315	315
Covid-19 Tranche & Capital SFC Compensation DLUHC Funding	3,118	-
Adult Social Care non-ring-fenced grant	2,621	3,725
CIL Revenue grant	329	129
Market Sustainability Grant	-	322
Service grant	-	877
Covid-19 Council tax Hardship	-	282
Other Grants less than £250k credited to Taxation and Non-Specific Grant Income	870	876
Total Credited to Taxation and Non-Specific Grant Income	142,720	151,533

Notes to the Accounts

The total amounts credited to services are detailed below.

Credited to Services	2021/22	2022/23
	£000	£000
Government Grants		
Dedicated Schools Grant (DSG)*	69,742	71,865
Pupil Premium	1,738	1,889
PE and Sports Grant	595	575
Universal Infant Free School Meals (UIFSM)	1,124	1,039
Teachers' Pay Grant	29	27
Teachers' Pensions Grant	91	76
Asylum Seekers & Other Refugee Grants	452	1,450
Adult Care Support/Improved Better Care/Winter Pressures	2,279	2,783
Other Education Grants (incl GTP & School Workforce Adviser)	432	600
Troubled Families DCLG	406	413
Domestic Abuse	290	-
Public Health Grant	4,831	4,967
New Burdens Grant / Service Transformation	297	69
Operation Forth Bridge	437	-
Supporting Community Transport (DFT)	231	438
Homelessness Grants	2,619	2,249
Household Support Grant (DWP)	588	1,176
Elections and Electoral Registration	256	13
Housing Benefit and Council Tax Benefit Administration associated grants	416	116
Homes for Ukraine	-	5,028
Local Council Tax Administration Subsidy Grant	-	342
ESFA Supplementary Grant	-	1,046
DCLG Domestic Abuse Safe Accommodation	-	241
Energy Bills-Support Scheme	-	5,013
Other government grants less than £250k	1,289	1,516
Total Government Grants	88,142	102,931
Mandatory Rent Allowances: subsidy	22,495	21,231
Discretionary Benefits	252	150
Total Housing Benefit Income	22,747	21,381
Other Grants and Contributions		
Health-Better Care	11,980	10,922
Health-Other Contributions	2,783	1,224
Contributions	9,072	9,763
Donations	463	610
Allotments	-	9
Contributions from other funds/balances & reallocations	3,566	3,400
Total Other Grants and Contributions	27,864	25,928
Covid – Contain Outbreak Management Fund	2,328	2,249
Covid – Infection Control fund	2,171	2
Covid -Workforce	495	159
Covid – Winter Grant	360	-
Covid – Council Tax Support Hardship Fund	349	282
Covid – Sales, Fees and Charges Compensation	1,617	-
Covid – Practical Support	247	-
Covid – Schools Recovery Premium	-	285
Covid - Other Grants less than £250k	1,467	493
Total Covid Grants and Contributions	9,034	3,470
Total Credited to Services	147,787	153,710

Notes to the Accounts

In 2022/23 a total of £8.97m of Covid-19 grant income, mainly received from DLUHC in respect of business rates, was passported to third parties. These grants have been excluded from the table above.

Capital Grants Receipts in Advance

The Royal Borough has received a number of grants, contributions and donations that have yet to be recognised as income as they have conditions attached to them that may require the monies to be returned to the donor. The balances at year end are as follows:

	2021/22 £000	2022/23 £000
Developers Contributions	3,783	9,756
Other Contributions	77	77
Education Grants	6	6
Other Grants	5,995	6,340
Total	9,861	16,179

Note 16 Dedicated Schools Grant

The council's expenditure on schools is funded primarily by grant monies provided by the Education Funding Agency (EFA), the Dedicated Schools Grant (DSG). DSG is ring-fenced and can only be applied to meet expenditure properly included in the schools' budget, as defined in The School and Early Years Finance (England) Regulations 2021. The schools budget includes elements for a range of educational services provided centrally on an authority-wide basis and for the Individual Schools Budget (ISB), which is divided into a budget share for each maintained school and allocations to non-maintained nurseries. Grant allocated to schools' budget shares through the ISB is treated as spent as soon as it is allocated to schools.

Details of the deployment of DSG receivable for 2022/23 are as follows:

	Central Expenditure £000	Individual Schools Budget £000	Total £000
Final DSG for 2022/23 before academy and high needs recoupment			141,038
Academy and high needs figure recouped for 2022/23			(69,302)
Total DSG after academy and high needs recoupment for 2022/23			71,736
Plus: Brought forward from 2021/22	-	-	-
Less: Carry-forward to 2022/23 agreed in advance	-	-	-
Agreed initial budgeted distribution in 2022/23	23,790	47,945	71,735
In year adjustments	149	(20)	129
Final budget distribution for 2022/23	23,939	47,925	71,864
Less: Actual central expenditure	(23,281)		(23,281)
Less: Actual ISB deployed to schools		(47,642)	(47,642)
Plus: Local authority contribution for 2021/22	-	-	-
In Year Carry-forward to 2022/23	658	283	941
Plus/Minus: Carry-forward to 2022/23 agreed in advance			-
Carry-forward to 2023/24			941
DSG unusable reserve at the end of 2021/22			(2,047)
Addition to DSG unusable reserve at the end of 2022/23			
Total of DSG unusable reserve at the end of 2022/23			(2,047)
Net DSG position at the end of 2022/23			(2,047)

Note 17 Property, Plant and Equipment

The following tables analyse movements in the carrying values of non-current assets during the year.

Movements in 2022/23						
	Other Land & Buildings £000	Vehicles, Plant, Furniture & Equipment £000	Community Assets £000	Surplus Assets £000	Assets under Construction £000	Total £000
Cost or Valuation						
At 1 April 2022	339,450	34,757	9,180	60,456	15,732	459,575
Additions	188	1,458	316	-	9,512	11,474
Revaluation increases/(decreases) recognised in the Revaluation Reserve	23,275	-	156	596	-	24,027
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	(15,310)	-	(233)	-	-	(15,543)
Derecognition – disposals	(5,941)	-	-	-	-	(5,941)
Asset reclassifications*	18,152	-	-	-	(18,152)	-
At 31 March 2023	359,814	36,215	9,419	61,052	7,092	473,592
Accumulated Depreciation and Impairment						
At 1 April 2022	(4,717)	(18,087)	(129)	-	-	(22,933)
Depreciation charge	(4,393)	(2,798)	-	-	-	(7,191)
Depreciation written out to the Revaluation Reserve	42	-	-	-	-	42
Depreciation written out to the Surplus/Deficit on the Provision of Services	43	-	-	-	-	43
Impairment Losses recognised in the Revaluation Reserve	-	-	18	-	-	18
Impairments Recognised in Surplus/Deficit on the Provision of Services	(4,819)	-	-	-	-	(4,819)
Derecognition	96	-	-	-	-	96
At 31 March 2023	(13,748)	(20,885)	(111)	-	-	(34,744)
Net Book Value						
At 31 March 2023	346,066	15,330	9,308	61,052	7,092	438,848
At 31 March 2022	334,733	16,670	9,051	60,456	15,732	436,642

NOTES TO THE ACCOUNTS

Movements in 2021/22	Other Land & Buildings £000	Vehicles, Plant, Furniture & Equipment £000	Community Assets £000	Surplus Assets £000	Assets under Construction £000	Total £000
Cost or Valuation						
At 1 April 2021	358,288	35,423	9,315	63,901	10,686	477,613
Additions	1,456	1,570	87	-	10,786	13,899
Revaluation increases/(decreases) recognised in the Revaluation Reserve	(881)	-	237	32	-	(612)
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	(6,467)	-	-	(3,477)	(5,740)	(15,684)
Derecognition – disposals	(8,076)	-	-	-	-	(8,076)
Derecognition – other	-	(2,236)	(223)	-	-	(2,459)
Asset reclassifications*	(4,400)	-	(236)	-	-	(4,636)
Other movements in cost or valuation	(470)	-	-	-	-	(470)
At 31 March 2022	339,450	34,757	9,180	60,456	15,732	459,575
Accumulated Depreciation and Impairment						
At 1 April 2021	(9,916)	(16,089)	(129)	-	-	(26,134)
Depreciation charge	(4,395)	(2,760)	-	-	-	(7,155)
Depreciation written out to the Revaluation Reserve	9,662	-	-	-	-	9,662
Depreciation written out to the Surplus/Deficit on the Provision of Services	-	-	-	-	-	-
Derecognition	(68)	762	-	-	-	694
At 31 March 2022	(4,717)	(18,087)	(129)	-	-	(22,933)
Net Book Value						
At 31 March 2022	334,733	16,670	9,051	60,456	15,732	436,642
At 31 March 2021	348,372	19,334	9,186	63,901	10,686	451,479

Depreciation

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

- Other Land and Buildings (30 to 50 years)
- Vehicles, Plant, Furniture & Equipment (4 to 10 years)
- Infrastructure (1 to 40 years)

Capital Commitments

At 31 March 2023, the Royal Borough has entered into a number of contracts for the construction or enhancement of Property, Plant and Equipment in 2022/23 and future years. The major commitments are:

Scheme	£000
Affordable Housing	3,077
Windsor Girls School Expansion 2022	1,865
Commercial Investment Property Portfolio-Repairs	922
	5,864

Revaluations

The Royal Borough carries out a rolling programme that ensures that all Property, Plant and Equipment required to be measured at fair value is revalued at least every five years. Valuations of land and buildings were carried out in accordance with the methodologies and bases of estimation set out in the professional standards of the Royal Institution of Chartered Surveyors' Red Book. The portfolio has been valued at 31 March 2023 in accordance with the methodologies and basis for estimation set out in the professional standards of the Royal Institution for Chartered Surveyors. The assets were valued externally by Kempton Carr Croft, the Council's valuing agents. Valuations of vehicles, plant, furniture, and equipment are based on current prices where there is an active second-hand market

	Land & Buildings	Vehicles, Plant, Furniture & Equipment	Surplus Assets	Total
	£000	£000	£000	£000
Carried at historical cost	-	15,330	-	15,330
Valued at fair value as at:				
31-Mar-23	49,054	-	61,052	110,106
31-Mar-22	184,034	-	-	184,034
31-Mar-21	76,360	-	-	76,360
31-Mar-20	21,235	-	-	21,235
31-Mar-19	8,535	-	-	8,535
Total Cost or Valuation	339,218	15,330	61,052	415,600
Variations since date of valuation (see below)	(6,848)	-	-	(6,848)
Net Book Value as at 31st March 2023	346,066	15,330	61,052	408,752

Note 18 Highways Infrastructure Assets

In accordance with the Temporary Relief offered by the Update to the Code on Infrastructure Assets, this note does not include disclosure of gross cost and accumulated depreciation for Infrastructure Assets because historical reporting practices and resultant information deficits mean that this would not faithfully represent the asset position to the users of the financial statements.

Where the Royal Borough replaces a component of its Infrastructure Assets, it assumes that the component replaced has reached the end of its useful economic life and has a carrying amount of nil, as allowed for in The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2022. The expected useful economic life of some Infrastructure Assets may be up to 40 years and information on cost and the date of recognition from the time of acquisition may not be known with certainty and there may be some assets replaced that have not reached the end of their useful economic lives.

	2021/22	2022/23
	£'000	£'000
Net Book Value at 1 April	86,612	89,574
Additions	9,969	8,004
Revaluation decrease recognised in Surplus/Deficit on Provision of Services	3,033	-
Depreciation charge	(10,040)	(5,002)
Net Book Value 31 March	89,574	92,576

Note 19 Assets held for Sale

The following table summarises the movement in the assets held for sale over the year.

	2021/22 £000	2022/23 £000
Balance at 1 April	-	4,635
Revaluation gains/(losses)	-	-
Assets Sold	-	-
Additions	-	-
Reclassification	4,635	(4,635)
Balance at 31 March	4,635	-

Note 20 Investment Properties

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

	2021/22 £000	2022/23 £000
Balance at 1 April	94,316	90,506
Net gains/(losses) from fair value adjustments	(3,811)	(7,922)
Transfers:		
(To)/From Property, Plant & Equipment	-	-
Balance at 31 March	90,506	82,584

The fair value of investment property has been measured using the Investment Method of Valuation. The valuers have used a desktop valuation relying on data provided by the Royal Borough. Valuations have taken account of the following factors: existing lease terms and rentals taken from the tenancy schedule and independent research into market evidence including market rentals and yields.

In estimating the fair value of the Authority's investment properties, the highest and best use of the properties is deemed to be their current use. The investment property portfolio has been valued at 31 March 2023 in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institution for Chartered Surveyors. The assets were valued by Kempton Carr Croft.

The Council uses appropriate valuation techniques for each circumstance, maximising the use of relevant known data and minimising the use of estimates or unknowns. This takes into account the three levels of categories for inputs to valuations for fair value assets:

- Level 1, quoted prices.
- 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.

Fair Value Hierarchy

Details of the Royal Borough's Investment Properties and information about the fair value hierarchy at 31 March 2023 and 31 March 2022 are detailed below.

31-Mar-2023	Level 2_Inputs are observable data available in a non-active market.	Level 3_Inputs (lowest quality) are all other inputs, which are mostly unobservable	Grand Total
	£000	£000	£000
Commercial Land	92	-	92
Industrial Land/Building	13,015	-	13,015
Miscellaneous Property	5,218	205	5,423
Offices	19,845	-	19,845
Parks, POS, Recreational Facility	80	-	80
Retail Property	44,129	-	44,129
Grand Total	82,379	205	82,584

31-Mar-2022	Level 2_Inputs are observable data available in a non-active market.	Level 3_Inputs (lowest quality) are all other inputs, which are mostly unobservable	Grand Total
	£000	£000	£000
Commercial Land	257	3000	3,257
Industrial Land/Building	12,685	-	12,685
Miscellaneous Property	4,715	205	4,920
Offices	26,420	-	26,420
Parks, POS, Recreational Facility	80	-	80
Retail Property	43,145	-	43,145
Grand Total	87,301	3,205	90,506

Note 21 Intangible Assets

The Authority accounts for its software as intangible assets, to the extent that the software is not an integral part of a particular IT system and accounted for as part of the hardware item of Property, Plant and Equipment. The intangible assets include purchased licenses. All software is given a finite useful life, based on assessments of the period that the software is expected to be of use to the Authority. The useful lives assigned to the major software suites used by the Authority is seven years.

The carrying amount of intangible assets is amortised on a straight-line basis. The amortisation of £0.293m charged to the relevant service in 2022/23 (2021/22: £0.464m).

NOTES TO THE ACCOUNTS

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

	2021/22	2022/23
	£000	£000
Gross Carrying Amount	17,538	17,676
Accumulated Amortisation	(16,306)	(16,789)
Net Carrying Amount at Start of Year	1,232	887
Additions	72	44
Assets reclassified between asset categories	122	-
Derecognition	-	-
Amortisation for the Period	(483)	(293)
Amortisation written out on derecognition	(56)	-
Balance at End of Year	887	638
Comprising		
Gross Carrying Amount	17,676	17,720
Accumulated Amortisation	(16,789)	(17,082)
Net Carrying Amount at the End of Year	887	638

Note 22 Leases

Authority as Lessee

Finance Leases

There were no finance leases in 2021/22 or 2022/23

Operating Leases

The Royal Borough has acquired land, buildings, vehicles, plant, and equipment by entering into operating leases.

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

2022/23 Future minimum lease payments				
	Land and buildings	Vehicles, Plant & Equipment	Other Leases	Rental Charge
	£000	£000	£000	£000
Not later than one year	244	7	84	335
Later than one year and not later than five years	620	-	64	684
Later than five years	1,326	-	2	1,328
Total	2,190	7	150	2,347

2021/22 Future minimum lease payments				
	Land and buildings	Vehicles,	Other Leases	Rental Charge
	£000	£000	£000	£000
Not later than one year	279	10	90	379
Later than one year and not later than five years	683	10	56	749
Later than five years	1,398	-	2	1,400
Total	2,360	20	148	2,528

NOTES TO THE ACCOUNTS

The expenditure charged to the relevant service lines in the Comprehensive Income and Expenditure Statement during the year in relation to these leases was:

	2021/22	2022/23
	£000	£000
Minimum lease payments	1,636	1,945
Contingent rents	95	130
Total	1,731	2,075

Authority as Lessor

Finance Leases

There were no finance leases in 2021/22 and 2022/23.

Operating Leases

The Authority leases out property under operating leases for economic development purposes to provide suitable affordable accommodation for local businesses.

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

	2021/22	2022/23
	£000	£000
Not later than one year	3,035	3,256
Later than one year and not later than five years	10,768	11,231
Later than five years	175,055	179,868
Total	188,858	194,355

The minimum lease payments receivable does not include rents that are contingent on events taking place after the lease was entered into, such as adjustments following rent reviews.

Note 23 Capital Expenditure and Capital Financing

The total amount of capital expenditure incurred in the year is shown in the table below together with the resources that have been used to finance it. Where capital expenditure is to be financed in future years by charges to revenue as assets are used by the Royal Borough, the expenditure results in an increase in the Capital Financing Requirement (CFR). This is a measure of the capital expenditure incurred historically by the Royal Borough that has yet to be financed.

	2021/22 £000	2022/23 £000
Opening Balance at 1 April	214,750	225,300
Capital Investment		
Property, Plant & Equipment	23,872	19,479
Intangible Assets	72	45
Revenue Expenditure funded from Capital under Statute	2,234	2,139
Total Capital Investment	26,178	21,663
Sources of Financing		
Capital Receipts	(1,003)	(2,985)
Govt Grants	(11,305)	(8,066)
Revenue funding	(400)	-
Minimum Revenue Provision	(2,920)	(3,020)
Total Financing	(15,628)	(14,071)
Closing CFR at 31 March	225,300	232,892

Explanation of Movements in Year		
Movement in Underlying Need to Borrow	10,550	7,592
Assets acquired under Finance Leases	-	-
Assets acquired under PFI contracts	-	-
Increase/(decrease) in Capital Financing Requirement	10,550	7,592

During 2022/23 £0.264m (2021/22: £0.171m) of borrowing costs for assets with a construction period of greater than one year were capitalised.

Note 24 Debtors

The table below shows the amounts owed to the Royal Borough at the end of the year. The amounts owed have been analysed by type of debtor.

	2021/22	2022/23
	£000	£000
Trade receivables	21,091	26,344
Prepayment	1,988	2,050
Others	2,327	1,835
Other receivables- collection fund	48,693	21,198
Total	74,099	51,427

Debtors for local taxation (included in the above figures)

	2021/22	2022/23
	£000	£000
Less than one year	4,636	5,014
More than one year	44,057	16,184
Total	48,693	21,198

Note 25 Cash and Cash Equivalents

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

	2021/22	2022/23
	£000	£000
Cash held by the Authority	782	678
Bank current accounts	(659)	(2,837)
Short-term deposits	32,200	41,711
Total Cash and Cash Equivalents	32,323	39,551

The Royal Borough manages its current accounts so that they are always in credit. The bank current account deficit at the yearend reflects the timing difference between the authorisation of payments and their release from the bank account.

Note 26 Creditors

The table below shows amounts owed by the Council at the end of the year. The amounts due have been analysed by type of creditor.

	2021/22	2022/23
	£000	£000
Trade payables	(44,448)	(25,993)
Other payables - Collection Fund, please refer to Notes 52 & 53	(42,892)	(27,916)
Total	(87,340)	(53,909)

Note 27 Provisions, Contingent Liabilities and Contingent Assets

The following table shows the value of the Royal Borough's liabilities that will probably result in a transfer of economic benefits.

Balance at 31 March 2021	Balance at 1 April 2022	Additional Provisions made in 2022/23	Amounts used in 2022/23	Transfers between current and non- current provisions	Unused amounts reversed in 2022/23	Unwinding of discounting in 2022/23	Balance at 31 March 2023
£000	£000	£000	£000	£000	£000	£000	£000
Short Term							
-	(223)	-	-	-	-	-	(223)
(505)	(590)		84	-	-	-	(506)
-	(2,103)	(235)	-	(3,566)	-	-	(5,904)
-	-	(314)	-	-	-	-	(314)
(505)	(2,916)	(549)	84	(3,566)	-	-	(6,947)
Long Term							
(400)	-	-	-	-	-	-	-
(239)	-	-	-	-	-	-	-
(6,758)	(5,054)	-	-	3,566	-	-	(1,488)
(393)	-	-	-	-	-	-	-
(7,791)	(5,054)	-	-	3,566	-	-	(1,488)

Provision for Municipal Mutual Insurance Ltd (MMI) clawback liability -

Municipal Mutual Insurance Ltd (MMI) was the insurance company which insured 90-95% of local authorities, including the former Berkshire County Council (BCC) and the Royal Borough. Insolvency of MMI in 1992 meant it ceased to write new or renew any insurance business. By 2012 the potential liability to pay the claims on its books exceeded the funds available and liability transferred to those authorities that formed the mutual. Associated recovery monies regarding these claims were collected by means of ongoing levies.

The objective of the levies is to extinguish the deficit in the MMI balance sheet so that 75% of each outstanding claim (including those claims yet to be reported to MMI) can be paid. The former members of the mutual are then required to contribute 25% of each future claim payment themselves.

The current provision was set in conjunction with the advice of the council's insurance brokers noting the approach taken by the other Berkshire unitary authorities. It is set to cover the likely maximum exposure from our total potential liabilities arising from this situation. There are currently RBWM claims of £298,680 and approximately 19% of the BCC claims of £4.5m.

It remains possible that the entire remaining exposure will eventually be called upon by further levies, but this won't be known for many years. No reserve strengthening has been required by MMI since

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the 16/17 financial year. In MMI's most recently published annual report and accounts relating to y/e 30/06/22 they say that no further increases to the levy are currently anticipated. The forecast assumes that the run-off will continue until the year 2059 when the final claim will be received.

Zurich Municipal (insurers) and Browne Jacobsen (solicitors) handle claims that fall to the MMI policies. This service is free of charge. Most of the claims now coming in to BCC and RBWM concern historic abuse cases and mesothelioma (asbestos related illness).

Appeal Provision for Business Rates - The provision is required to cover the loss of income that may result from appeals by Business Rates payers against the 2010 and 2017 valuation lists that have been made in 2022/23 and previous years.

Contingent Liabilities

At 31 March 2023, and 31 March 2022 the Authority had no material contingent liabilities.

The Royal Borough has created a subsidiary company, RBWM Property Company Ltd, to support the delivery of its services. As part of the staffing arrangements for the company, access to the Local Government Pension Scheme has been permitted, which has required the Royal Borough to provide a guarantee in respect of pension liabilities to the Royal County of Berkshire Pension Fund. At the last triennial valuation, the RBWM Property Company was in a surplus position and as such the Royal Borough does not consider that it should make any provision in respect of the guarantee at this time. This position may change in the future as the valuation of assets and liabilities change and the Royal Borough will review whether any provision is required.

Contingent Assets

At 31 March 2022, and 31 March 2021 the Authority had no material contingent assets.

Note 28 External Audit

The Royal Borough has incurred the following costs in relation to the audit of the Statement of Accounts, certification of grant claims and statutory inspections and to non-audit services provided by the Authority's external auditors. The costs below for both 2021/22 and 2022/23 are not final as the audit for 2020/21 and 2021/22 is still on-going and additional costs are likely to be incurred.

	2021/22	2022/23
	£000	£000
Fees payable with regard to external audit - scale fees current year	82	75
Fees payable in respect of other services provided for previous years	31	45
Fees payable in respect of work objections - 2019/20	-	90
Total	113	210

The audit fee of £75k paid/payable to Deloitte in respect of 2022/23 was based on the estimation of professional fees in relation to the audit of the Statement of Accounts of the Council and statutory inspections at the time of closure of accounts. The actual costs may vary from the estimation as the audit may involve additional work to be carried out upon commencement of audit which was not within the scope of base audit fee. Further costs related to any additional work carried out as agreed with the Council and approved by Public Sector Audit Appointment Limited will only be known once the audit work is concluded for the financial years 2020/21, 2021/22 and 2022/23. Any additional fees payable in respect of 2020/21, 2021/22 and 2022/23 additional work will be reflected in the financial year of settlement.

Note 29 Cash Flow Statement - Operating Activities

The cashflows from operating activities include the following items

2021/22		2022/23
£000		£000
(253)	Interest Received	(1,540)
3,055	Interest Paid	4,376
-	Dividends Received	(210)
2,802	Total	2,626

Items that are included in the surplus/deficit on the provision of services that are investing, and financing activities are set out below.

2021/22		2022/23
£000		£000
(16,814)	Capital Grants	(9,914)
(3,090)	Proceeds from the Sale of Properties	(4,248)
(19,904)	Total	(14,162)

The cash flow adjustments to the net surplus/deficit on the provision of services include the following non-cash items.

2021/22		2022/23
£000		£000
13,117	Depreciation/Impairment charge	12,194
482	Amortisation of Intangible Assets	293
(84)	(Increase)/Decrease in Investments	2
14,343	Revaluation of Non-Current Assets	28,241
9,841	Derecognition of Non-Current Assets	10,480
(1,068)	(Increase)/Decrease in Debtors	19,522
8,867	Increase/(Decrease) in Creditors	(30,431)
(3,387)	Increase/(Decrease) in Grants Received in Advance	(284)
(326)	Increase/(Decrease) in Provisions	465
12,615	Pensions Liability	1,266
54,400	Total non-cash movements	41,748

Note 30 Cash Flow Statement – Investing Activities

The cashflows from operating activities include the following items

2021/22		2022/23
£000		£000
(21,262)	Purchase of property, plant and equipment, investment property and intangible assets	(21,896)
(3,478)	Purchase of short-term and long-term investments	(24,494)
3,090	Proceeds from the sale of property, plant and equipment, investment property and intangible assets	4,248
4,531	Proceeds from short-term and long-term investments	6,408
16,814	Other receipts from investing activities	9,913
(305)	Net cash flows from investing activities	(25,821)

Note 31 Cash Flow Statement – Financing Activities

The cashflows from operating activities include the following items

2021/22 £000		2022/23 £000
(1,033)	Other receipts from financing activities	(5,346)
235,604	Cash receipts of short-term and long-term borrowing	98,398
(220,799)	Repayments of short-term and long-term borrowing	(71,953)
5,072	Other payments for financing activities	11,949
18,844	Net cash flows from financing activities	33,048

Note 32 Members' Allowances

The Authority paid the following amounts to members of the Royal Borough during the year.

	2021/22 £000	2022/23 £000
Allowances (Basic and member's responsibility)	516	525
Total	516	525

Note 33 Officers' Remuneration

The remuneration paid to or receivable by the Royal Borough's senior employees is detailed in the table below.

		Salaries, fees and allowances £	Compensati on for loss of office £	Expense allowances £	Pension Contribution £	Total £
Tony Reeves, Interim Chief Executive ¹	2022/23	-	-	-	-	-
	2021/22	-	-	-	-	-
Duncan Sharkey, Chief Executive ²	2022/23	87,773	-	107	13,254	101,134
	2021/22	151,980	-	250	22,987	175,217
Executive Director of Resources & Section 151 Officer ³	2022/23	125,530	-	253	18,955	144,738
	2021/22	126,480	-	150	18,746	145,376
Head of Finance and Interim Section 151 Officer ⁴	2022/23	3,300	-	-	500	3,800
	2021/22	-	-	-	-	-
Executive Director of Adults, Health & Housing ⁵	2022/23	27,862	-	-	4,207	32,069
	2021/22	124,000	-	493	18,724	143,217
Executive Director of People's Services	2022/23	135,920	-	-	20,524	156,444
	2021/22	124,000	-	-	19,098	143,098
Executive Director of Place	2022/23	130,355	-	-	19,684	150,039
	2021/22	125,000	-	150	15,836	140,986
Director of Law & Governance and Monitoring Officer ⁶	2022/23	108,881	-	-	15,935	124,816
	2021/22	104,873	-	-	18,898	123,771
Head of Law and Governance and Interim Monitoring Officer ⁷	2022/23	1,238	-	-	188	1,426
	2021/22	-	-	-	-	-

Notes

- The Interim Chief Executive took up their role on 3 October 2022 and was employed through an agency, the costs of which were £107,800 and which are not included in the table above.
- Duncan Sharkey, Chief Executive left his post on 2 October 2022
- The Executive Director of Resources and Section 151 Officer left their post on 19 March 2023
- The Head of Finance took up the duties as Interim Section 151 Officer on 20 March 2023
- The Executive Director of Adults, Health and Housing left their role on 19 June 2022
- The Director of Law and Governance and Monitoring Officer left their role on 26 March 2023
- The Head of Law and Governance took up the duties as Interim Monitoring Officer on 27 March 2023

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Remuneration Band	2021/22	2022/23
	Number of Employees	Number of Employees
£50,000 - £54,999	33	40
£55,000 - £59,999	20	20
£60,000 - £64,999	18	21
£65,000 - £69,999	11	13
£70,000 - £74,999	7	10
£75,000 - £79,999	7	3
£80,000 - £84,999	5	7
£85,000 - £89,999	2	5
£90,000 - £94,999	4	3
£95,000 - £99,999	-	1
£100,000 - £104,999	3	-
£105,000 - £109,999	-	3
£110,000 - £114,999	-	-
£115,000 - £119,999	-	1
£120,000 - £124,999	2	-
£125,000 - £129,999	2	1
£130,000 - £134,999	-	1
£135,000 - £139,999	-	1
£140,000 - £144,999	-	-
£145,000 - £149,999	-	-
£150,000 - £154,999	1	-

The numbers of exit packages with total cost per band and total cost of the compulsory and other are set out on the table below. Exit costs include payments to the Pension Fund in lieu of future years contributions (Pension strain).

Exit Package Cost Band (Including special payments)	Number of		Number of Other		Total Number of		Total Cost of Exit	
	Compulsory		Departures		Exit Packages by		Packages in	
	Redundancies		Agreed		Cost Band		Each Band	
	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23
£0- £20,000	-	3	17	11	17	14	136	70
£20,001 - £40,000	-	1	4	1	4	2	103	63
£40,001 - £60,000	-	-	1	2	1	2	41	91
£60,001 - £80,000	-	-	1	-	1	-	78	-
£80,001 - £100,000	-	-	-	1	-	1	-	81
Total	-	4	23	15	23	19	358	305

Note 34 Related Parties

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

Central Government

Central government has significant influence over the general operations of the Authority – it is responsible for providing the statutory framework within which the Authority operates, provides the

NOTES TO THE ACCOUNTS

majority of its funding in the form of grants, and prescribes the terms of many of the transactions that the Authority has with other parties (e.g., council tax bills, housing benefits). Grants received from government departments are set out in the subjective analysis in Note 8. Grant receipts outstanding at 31 March 2023 are shown in Note 15.

Members of the Council

Members of the council have direct control over the council's financial and operating policies. The total of members' allowances paid in the year is shown in Note 32. During the financial year £98m of expenditure was incurred with third parties in which members had an interest. These are listed in the table below.

Corporate Directors and Service Directors

Corporate Directors and Service Directors are required on an annual basis to make a declaration of related parties, and this has been completed for 2022/23.

Related Party Transactions with Other Public Bodies

The Council has a pooled fund arrangement with Adult Social Care budgets and CCG commissioned expenditure, together with expenditure funded by the Better Care Fund, Improved Better Care Fund and the GM Health and Social Care Transformation Fund. For further detail see Note 35 Pooled Funds.

Pension Fund

The Royal Borough of Windsor and Maidenhead administers the Royal County of Berkshire Pension Fund on behalf of 186 active employers, including the unitary local authorities in Berkshire. The council charged £2.230m for administering the Fund during the year.

During the year, transactions with related parties excluding Governmental Departments and Public Bodies arose as follows: -

	2021/22				2022/23			
	Exp £0	Income £0	Dr £0	Cr £0	Exp £0	Income £0	Dr £0	Cr £0
Achieving for Children Community Interest Co	49,628	6,385	8,519	5,554	53,984	1,680	8,658	5,475
All Saints Church	7	-	-	-	-	-	-	-
Baby Bank	27	-	-	-	-	-	-	-
Care UK	89	-	2	-	-	-	-	-
Charters School	131	-	2	-	138	33	3	-
Holyport Community Trust	-	-	-	-	6	-	-	-
Little Red Hen Day Nursery Limited	-	-	-	-	154	-	-	-
More Than a Shelter	3	-	-	-	-	-	-	-
Norden Farm Centre Trust Ltd	92	46	-	4	-	-	-	-
Optalis Ltd	42,699	1,469	492	4,998	42,654	2,005	225	2,557
The Prince Philip Trust Fund	-	-	-	-	10	-	-	-
RBWM Property Company	1,075	843	1,323	17	947	886	1,382	0
Sportsable	100	-	-	-	-	-	-	-
Windsor Foodshare	15	-	-	-	-	-	-	-
Windsor & Maidenhead Youth Counselling Service	-	-	-	-	123	-	-	-
West Windsor Hub	15	-	-	-	3	-	-	-
Total	93,881	8,743	10,338	10,573	98,019	4,604	10,268	8,032

The Royal Borough, along with Wokingham Borough Council, are guarantors for Optalis Ltd to the Royal Berkshire County Pension Fund. The Royal Borough has assessed the likelihood of any call on its guarantee and at present it does not consider that any such call will be made.

Note 35 Pooled Budgets

During 2022/23, the Royal Borough was involved in the following pooled budget arrangements: -

Better Care Fund (BCF)

The Better Care Fund is a pooled budget arrangement with Frimley Clinical Commissioning Group. Its purpose is to support local systems to deliver integration of health and social care in a way that supports person-centred care, sustainability and better outcomes for people and carers. The Royal Borough is the host organisation.

Council Hosting the Better Care Fund as Principal	2021/22	2022/23
	£000	£000
Funding from the Royal Borough of Windsor and Maidenhead	3,570	6,985
Funding from the Health Service	11,980	10,922
Total Funding	15,550	17,907
Total Expenditure on Better Care Fund	15,550	17,907

Berkshire Community Equipment Service

This is a lead commissioning arrangement hosted by West Berkshire Council. The service meets the needs of a range of disabled people, including the frail elderly, adults, and children with physical or learning disabilities, and those experiencing incapacity through ill health. The equipment available is designed to contribute to enabling independent living.

	2021/22	2022/23
	£000	£000
Funding		
RBWM	697	623
Other Berkshire Authorities	4,207	4,005
Clinical Commissioning Group (formerly Berkshire Primary Care Trusts)	6,659	6,891
Total Funding	11,563	11,519
Expenditure		
Management Fund Costs	122	140
NRS Healthcare Services	11,441	11,379
Total Expenditure	11,563	11,519
Net Expenditure on Joint Stores Services	-	-

Note 36 Financial Instruments

(A) Financial Instruments - Classifications

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Non-exchange transactions, such as those relating to taxes, benefits, and government grants, do not give rise to financial instruments.

Financial Liabilities

A financial liability is an obligation to transfer economic benefits controlled by the Council and can be represented by a contractual obligation to deliver cash or financial assets, or an obligation to exchange financial assets and liabilities with another entity that is potentially unfavourable to the Council.

NOTES TO THE ACCOUNTS

All the Council's financial liabilities held during the year are measured at amortised cost and comprised:

- long-term loans from the Public Works Loan Board and commercial lenders,
- short-term loans from other local authorities,
- lease payables detailed in note 22,
- trade payables for goods and services received.

Financial Assets

A financial asset is a right to future economic benefits controlled by the Council that is represented by cash, equity instruments or a contractual right to receive cash or other financial assets, or a right to exchange financial assets and liabilities with another entity that is potentially favourable to the Council. The financial assets held by the Council during the year are accounted for under the following classifications:

- Amortised cost (where cash flows are solely payments of principal and interest, and the Council's business model is to collect those cash flow) comprising:
 - cash in hand,
 - bank current and deposit accounts with Lloyds Bank,
 - loans to other local authorities,
 - loans to Achieving for Children and RBWM Property Company Ltd made for service purposes,
 - trade receivables for goods and services provided.
- Fair value through profit and loss comprising:
 - money market funds managed by Aberdeen Standard, Insight Investments, Legal & General and Invesco fund managers.
 - equity investments in Optalis Ltd and Achieving for Children.

Financial assets held at amortised cost are shown net of a loss allowance reflecting the statistical likelihood that the borrower or debtor will be unable to meet their contractual commitments to the Council.

(B) Financial Instruments - Balances

The financial liabilities disclosed in the Balance Sheet are analysed across the following categories:

Financial Liabilities	Long Term				Short Term			
	Borrowings		Creditors		Borrowings		Creditors	
	2021/22 £000	2022/23 £000	2021/22 £000	2022/23 £000	2021/22 £000	2022/23 £000	2021/22 £000	2022/23 £000
Amortised cost	(71,265)	(111,265)	-	-	(135,989)	(125,217)	(45,820)	(26,813)
Total financial liabilities	(71,265)	(111,265)	-	-	(135,989)	(125,217)	(45,820)	(26,813)
Liabilities not defined as financial instruments	-	-	(179)	(179)	-	-	(42,112)	(27,918)
Total per balance sheet	(71,265)	(111,265)	(179)	(179)	(135,989)	(125,217)	(87,932)	(54,731)

* The creditors lines on the Balance Sheet include £27.9m (2022: £42.1m) short-term and £0.2m (2022: £0.2m) long-term creditors that do not meet the definition of a financial liability as they relate to non-exchange transactions or receipts in advance.

NOTES TO THE ACCOUNTS

The financial assets disclosed in the Balance Sheet are analysed across the following categories:

Financial Assets	Long Term				Debtors		Cash	
	Investments		Investments		2021/22 £000	2022/23 £000	2021/22 £000	2022/23 £000
	2021/22 £000	2022/23 £000	2021/22 £000	2022/23 £000				
Fair value through profit and loss	123	123	-	-	-	-	18,000	20,000
Amortised cost	1,272	1,265	7,896	26,209	21,091	25,891	14,982	22,363
Total financial assets	1,395	1,388	7,896	26,209	21,091	25,891	32,982	42,363
Assets not defined as financial instruments	-	-	-	-	53,008	25,084	-	-
Total per balance sheet	1,395	1,388	7,896	26,209	74,099	50,975	32,982	42,363

* The debtors lines on the Balance Sheet include £25.1m (2022: £53.0m) short-term debtors that do not meet the definition of a financial asset as they relate to non-exchange transactions or payments in advance

(C) Financial Instruments -Income, Expense, Gains and Losses

The gains and losses recognised in the Comprehensive Income and Expenditure Statement in relation to financial instruments consist of the following:

Income, expenses, gains and losses	2021/22 £000	2022/23 £000
Interest received from assets measured amortised cost	(220)	(1,101)
Investment income from assets measured a fair value through profit and loss	(6)	(415)
Fees paid	99	142
Interest expense	2,891	3,999
Net impact on surplus/deficit on provision of services	2,764	2,625

(D) Financial Instruments - Fair Values

The fair value of a financial instrument is the price that would be received when selling an asset, or the price that would be paid when transferring a liability, to another market participant in an arms'-length transaction. Where liabilities are held as an asset by another party, such as the council's borrowing, the fair value is estimated from the holder's perspective.

Financial instruments, except those classified at amortised cost, are carried in the Balance Sheet at fair value. For most assets, including money market funds, the fair value is taken from the market price.

Financial instruments classified at amortised cost are carried in the Balance Sheet at their amortised cost. Their fair values disclosed below have been estimated by calculating the net present value of the remaining contractual cash flows at 31st March 2023, using the following methods and assumptions:

- Loans borrowed by the Council have been valued by discounting the contractual cash flows over the whole life of the instrument at the appropriate market rate for local authority loans.
- Discount rates for "Lender's Option Borrower's Option" (LOBO) loans have been reduced to reflect the value of the embedded options. The size of the reduction has been calculated using proprietary software.
- The fair values of other long-term loans and investments have been discounted at the market rates for similar instruments with similar remaining terms to maturity on 31st March.
- The fair value of short-term instruments, including trade payables and receivables, is assumed to approximate to the carrying amount given the low interest rate environment.

NOTES TO THE ACCOUNTS

The fair values of financial liabilities are shown in the table below:

	Balance Sheet 2021/22 £000	Fair Value 2021/22 £000	Balance Sheet 2022/23 £000	Fair Value 2022/23 £000
<i>Financial liabilities held at amortised cost:</i>				
Long-term loans from PWLB	43,265	54,908	83,265	81,241
Long-term LOBO loans	13,000	17,308	13,000	14,783
Other long-term loans	15,000	14,419	15,000	14,073
TOTAL	71,265	86,635	111,265	110,097

The fair value of short-term financial liabilities held at amortised cost, including trade payables, is assumed to approximate to the carrying amount.

The fair value of financial liabilities held at amortised cost is higher than their balance sheet carrying amount when the interest rate payable is higher than the current rates available for similar loans as at the balance sheet date. Similarly, the fair value will be lower where the interest rate payable is lower than current rates available for similar loans as at the balance sheet date.

The fair value of financial assets are shown in the table below:

	Balance Sheet 2021/22 £0	Fair Value 2021/22 £0	Balance Sheet 2022/23 £0	Fair Value 2022/23 £0
<i>Financial assets held at fair value:</i>				
Money market funds	18,000	18,000	20,000	20,000
<i>Financial assets held at amortised cost:</i>				
Long-term loans to companies	1,272	1,403	1,265	1,263
TOTAL	19,272	19,403	21,265	21,263

The fair value of short-term financial assets held at amortised cost, including trade receivables, is assumed to approximate to the carrying amount.

The fair value of financial assets held at amortised cost is higher than their balance sheet carrying amount because the interest rate on similar investments was lower at the balance sheet date than that obtained when the investment was originally made.

Note 37 Nature and Extent of Risks Arising from Financial Instruments

Financial Instruments - Risks

The Council complies with CIPFA's Code of Practice on Treasury Management and Prudential Code for Capital Finance in Local Authorities, both revised in December 2021.

In line with the Treasury Management Code, the Council approves a Treasury Management Strategy before the commencement of each financial year. The Strategy sets out the parameters for the management of risks associated with financial instruments. The Council also produces Treasury Management Practices specifying the practical arrangements to be followed to manage these risks.

Priority is to be given to security and liquidity, rather than yield. The Council's Treasury Management Strategy and its Treasury Management Practices seek to achieve a suitable balance between risk and return or cost.

The main risks covered are:

- *Credit Risk*: The possibility that the counterparty to a financial asset will fail to meet its contractual obligations, causing a loss to the Council.
- *Liquidity Risk*: The possibility that the Council might not have the cash available to make contracted payments on time.
- *Market Risk*: The possibility that an unplanned financial loss will materialise because of changes in market variables such as interest rates or equity prices.

Credit Risk: Overview

The Council is exposed to credit risk on the following categories of financial assets and commitments:

Exposure Category	2021/22 £000	2022/23 £000
Treasury investments	18,454	59,180
Trade receivables	21,091	25,891
Service loans	9,154	9,745
Total Credit Risk Exposure	48,699	94,816

Credit Risk: Treasury Investments

The Council manages credit risk by ensuring that treasury investments are only placed with organisations of high credit quality as set out in the Treasury Management Strategy. These include commercial entities with a minimum long-term credit rating of A-, the UK government, other local authorities, and organisations without credit ratings upon which the Council has received independent investment advice.

A limit of £5m is placed on the amount of money that can be invested with a single counterparty (other than the UK government).

Credit Risk: Trade Receivables

Loss allowances on trade and lease receivables and contract assets have been calculated by reference to the Council's historic experience of default, with an allowance to adjust for current and forecast economic conditions.

Liquidity Risk

The Council has ready access to borrowing at favourable rates from the Public Works Loan Board and other local authorities, and at higher rates from banks and building societies. There is no perceived risk that the Council will be unable to raise finance to meet its commitments. It is however exposed to the risk that it will need to refinance a significant proportion of its borrowing at a time of unfavourably high interest rates. The maturity analysis of financial liabilities is as follows:

Time to maturity (years)	2021/22 £000	2022/23 £000
Not over 1	143,330	128,349
Over 1 but not over 2	-	22,100
Over 2 but not over 5	15,000	11,300
Over 5 years	48,265	70,765
Total	206,595	232,514

Market Risks: Interest Rate Risk

The Council is exposed to risk in terms of its exposure to interest rate movements on its borrowings and investments. Movements in interest rates have a complex impact on the authority. For instance, a rise in interest rates would have the following effects:

- borrowings at variable rates – the interest expense will rise
- borrowings at fixed rates – the fair value of the liabilities will fall
- investments at variable rates – the interest income will rise
- investments at fixed rates – the fair value of the assets will fall.

Investments measured at amortised cost and loans borrowed are not carried at fair value, so changes in their fair value will have no impact on the Comprehensive Income and Expenditure Statement. However, changes in interest payable and receivable on variable rate borrowings and investments will be posted to the Surplus or Deficit on the Provision of Services. Movements in the fair value of fixed rate investments measured at fair value will be reflected in Other Comprehensive Income or the Surplus or Deficit on the Provision of Services as appropriate.

Note 38 Pension Schemes Accounted for as Defined Contribution Schemes

Teachers employed by the Royal Borough are members of the Teachers' Pension Scheme, administered by Teachers' Pensions on behalf of the Department for Education. The Scheme provides teachers with specified benefits upon their retirement, and the Royal Borough contributes towards the costs by making contributions based on a percentage of members' pensionable salaries.

The Scheme is technically a defined benefit scheme. However, 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. The Royal Borough is not able to identify its share of underlying financial position and performance of the Scheme with sufficient reliability for accounting purposes.

For the purposes of this Statement of Accounts, it is therefore accounted for on the same basis as a defined contribution scheme.

In 2022/23, the council paid £3.773m to Teachers' Pensions in respect of teachers' retirement benefits, representing 23.68% of pensionable pay. The figures for 2021/22 were £3.713m and 23.68%. There were no contributions remaining payable at the year-end. The Royal Borough is responsible for the costs of any additional benefits awarded upon early retirement outside of the terms of the teachers' scheme.

Note 39 Defined Benefit Pension Schemes

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

Participation in pension schemes

The Royal Borough participates in two post-employment schemes:

- The Local Government Pension Scheme (LGPS), which is administered through the Royal County of Berkshire Pension – this is a funded defined benefit career average salary scheme, meaning the Council and its employees pay contributions into a fund, calculated at a level intended to balance the pensions liabilities with investment assets. In 2022/23 the Royal Borough paid employer's contributions total on the basis of 15.1% of employees' pensionable pay plus a monetary amount of £4.467m into the Pension Fund. The contribution rate is

NOTES TO THE ACCOUNTS

determined by the Fund's Actuary based on triennial actuarial valuations and the current rate was determined by the latest valuation undertaken up to 31 March 2019.

- 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.
- In 2022/23, the LGPS received total employer contributions of £12.278m for the above schemes

The pension scheme is operated under the framework of the Local Government Pension Scheme and policy is determined in accordance with the Pensions Fund Regulations.

The principal risks to the Royal Borough of the scheme are the longevity assumptions, statutory changes to the scheme, structural changes to the scheme (e.g., large-scale withdrawals), changes to inflation, bond yields and the performance of the equity investments held by the scheme. However, these are mitigated to a certain extent by the statutory provisions as set out in the following narrative.

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

Recognition and Measurement

The LGPS is accounted for as a defined benefit scheme:

- The liabilities of the pension fund attributable to the Council are included in the Balance Sheet on an actuarial basis using the projected unit method; which is 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 and projections of future earnings for current employees.
- Liabilities are discounted to their value at current prices, using a discount rate of 4.80% (broadly equivalent to the yield available on high quality corporate bonds with duration, consistent with the term of the liabilities).
- The fair value of the assets of the pension fund attributable to the Council are included in the Balance Sheet at their fair value:
 - Market quoted investments – current bid price on the final day of the accounting period
 - Fixed interest securities – net market value based on their current yields
 - Unquoted investments – professional estimate

The change in net pensions liability is analysed into the following components:

- **Service Cost** - comprising:
 - Current year service cost – the increase in the liabilities as a result of years of service earned this year – allocated in the Comprehensive Income and Expenditure Statement to the services for which the employees worked.
 - Past service cost – the increases in liabilities as a result of a scheme amendment or curtailment whose effect relates to years of service earned in earlier years – debited

NOTES TO THE ACCOUNTS

to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement.

- Net interest on the net defined liability – the change during the period in the net defined benefit liability that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the Comprehensive Income and Expenditure Statement – this is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability at the beginning of the period – taking into account any changes in the net defined benefit liability during the period as a result of contribution and benefit payments.
- **Remeasurements** - comprising:
 - The return on plan assets – excluding amounts including in net interest on the net defined benefit liability/(asset) – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure
 - Actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure
- **Contributions paid to the pension fund** – cash paid as employer’s contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

Transactions relating to Post-Employment Benefits

The Royal Borough recognises the cost of retirement benefits in the reported cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge required against council tax is based on the sums specified on the actuary certificate published as part of the valuation as at 1 April 2019, so the real cost of post-employment/retirement benefits is reversed out of the General Fund via the Movement in Reserves Statement.

The following transactions have been made in the Comprehensive Income and Expenditure Statement and the General Fund via the Movement in Reserves Statement during the year.

Local Government Pension Scheme		
	2021/22 £000	2022/23 £000
Comprehensive Income and Expenditure Statement		
Cost of Services		
Current Service Costs	16,203	8,725
Administration Expenses	249	279
Financing and Investment Income and Expenditure		
Net Interest Expense	7,070	4,540
Total Post-employment Benefit Charged to the Surplus or Deficit on the Provision of Services	23,522	13,544
Other Post-employment benefits charged to the Comprehensive Income and Expenditure Statement		
Re-measurement of the net defined benefit liability comprising:		
Return on Fund Assets in excess of interest	(22,201)	7,686
Other actuarial gains / (losses) on assets	391	-
Change in Financial Assumptions	(25,361)	(215,413)
Change in Demographic Assumptions	(16,913)	-
Experience (loss) / gain on defined benefit obligation	(9,762)	48,017
Total Post-employment benefits charged to the Comprehensive Income and Expenditure Statement	(73,846)	(159,710)
Total Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement	(50,324)	(146,166)

Pension Assets and Liabilities Recognised in the Balance Sheet

The amount included in the Balance Sheet arising from the Council's obligation in respect of its defined benefit plan is as follows:

Local Government Pension Scheme		
	2021/22	2022/23
	£000	£000
Present Value of the Defined Benefit Obligation	554,584	390,290
Fair Value of Plan Assets	284,876	278,277
Deficit	269,708	112,013
Present value of unfunded obligation	3,617	2,868
Net defined benefit liability	273,325	114,881

The liabilities show the underlying commitments that the Council has in the long term to pay post-employment (retirement) benefits. The total net liability of £114.881m has a substantial impact on the net worth of the Council as recorded in the Balance Sheet.

However, statutory arrangements for funding the deficit mean that the financial position of the Council remains healthy. The deficit on the Local Government Pension Scheme will be made good by increased contributions over the remaining working life of employees, as assessed by the scheme actuary.

Reconciliation of the Movements in the Fair Value of the Scheme (Plan) Assets:

Local Government Pension Scheme		
	2021/22	2022/23
	£000	£000
Opening Balance at 1 April	262,493	284,876
Interest Income on Plan Assets	4,723	10,851
Return on Plan Assets, excluding the amount included in the net interest expense	22,201	(7,686)
Other actuarial gains/(losses)	(391)	-
Administration Expenses	(249)	(279)
Contributions from Employer (including unfunded)	10,907	12,278
Contributions from Scheme Participants	1,896	2,107
Benefits Paid	(16,704)	(23,867)
Settlement prices received/(paid)	-	(3)
Closing Balance at 31 March	284,876	278,277

Reconciliation of Present Value of the Scheme Liabilities (Defined Benefit Obligation):

Local Government Pension Scheme		
	2021/22	2022/23
	£000	£000
Opening Balance at 1 April	597,049	558,201
Current Service Cost	17,622	9,487
Interest cost	11,793	15,391
Change in financial assumptions	(25,361)	(215,413)
Change in demographic assumptions	(16,913)	-
Experience loss/(gain) on defined benefit obligation	(9,762)	48,017
Liabilities assumed/(extinguished) on settlements	(1,680)	(863)
Estimated Benefits Paid	(16,202)	(23,519)
Past Service Cost including curtailments	261	98
Contributions by Scheme Participants	1,896	2,107
Unfunded Pension payments	(502)	(348)
Closing Balance at 31 March	558,201	393,158

The significant assumptions used by the actuary have been:

	2021/22	2022/23
Mortality assumptions:		
Longevity at 65 retiring today (years):		
Men	21.2	21.1
Women	23.8	23.9
Longevity at 65 retiring in 20 years (years):		
Men	22.3	22.3
Women	25.2	25.3
Rate of increase in salaries	4.20%	3.95%
Rate of increase in pensions	3.20%	2.95%
Rate of discounting of scheme liabilities	2.60%	4.80%

Sensitivity Analysis

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above. The sensitivity analysis shown in the table below has been determined based on reasonably possible changes on the assumptions occurring at the end of the reporting period and assumes for each change that the assumption analysed changes while all other assumptions remain constant.

The assumption in longevity, for example, assumes that life expectancy increases or decreases for men and women. In practice, this is unlikely to occur and changes in some of the assumption may be interrelated. The methods and types of assumptions used in preparing the following sensitivity analysis did not change from those used in the previous period.

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out as follows.

	Approximate increase to Gross Obligation	Approximate increase to Gross Obligation	Approximate increase to Net Liability
	0	%	%
0.1% decrease in Discount Rate	6,017	1.53%	5.2%
1 year increase in member life expectancy	16,140	4.11%	14.0%
0.1% Increase in the Salary Increase Rate	241	0.06%	0.2%
0.1% increase in the Pension Increase Rate	5,879	1.50%	5.1%

Local Government Pension Scheme Assets Comprised:

Asset Breakdown	31-Mar-22		31-Mar-23	
	£000	%	£000	%
Equities	135,838	48	140,062	50
Other Bonds	42,847	15	34,487	12
Infrastructure	36,200	13	38,368	14
Property	34,442	12	35,178	13
Credit	47,336	16	40,444	14
Cash	6,707	2	4,208	2
Longevity Insurance	(18,495)	(6)	(14,470)	(5)
Total	284,875	100	278,277	100

Impact on the Council's Cash Flows

The contributions paid by the Royal Borough are set by the Fund Actuary at each triennial actuarial valuation (the most recent being as at 31 March 2019). The objectives of the scheme include the desirability of maintaining as nearly a constant a primary rate as possible. Recovery of the deficit related to the Royal Borough is targeted for elimination after a recovery period length of no more than 21 years.

Note 40 Trusts and Other Entities

The Royal Borough holds balances on behalf of a number of Trusts and other entities that are administered by the Royal Borough. The details of these are published below for information and do not form part of the Financial Statements.

	2021/22 closing balance	Receipts in year	Payments in year	2022/23 closing balance
	£000	£000	£000	£000
Local Enterprise Partnership (LEP)	14,944	2,815	3,687	14,072
Flexible Home Improvements Ltd (FHIL)	314	2,524	131	2,707
Kidwells Park Trust	460	16	50	426
RBWM Flood Relief Fund	190	7	-	197
Mayor's Benevolent Fund	24	6	8	22
Working Boys Club	641	30	45	626
Thames Valley Athletic Centre	124	2	49	77
Other Trust Funds	1	-	-	1
Trusts & Other Entities Total	16,698	5,400	3,970	18,128

Local Enterprise Partnership (LEP)

The LEP was incorporated in December 2011 and pulls together key players across Thames Valley and Berkshire representing education, employment and skills, SME and corporate enterprises, Local Authorities, and the community sector. The figures above represent the grants received by the Royal Borough from central government, and payments made by the Royal Borough to third parties, following instruction from the LEP.

Flexible Home Improvements Ltd (FHIL)

This company was incorporated in March 2008 for the purpose of making loans to homeowners thus improving private sector housing. The company is initially funded by a grant from the Regional Housing Board and transfers amounts for subsequent loan to local authorities in Berkshire, Buckinghamshire, Oxfordshire, and Surrey.

Kidwells Park Trust

This Trust was established by J.M.Pearce who donated the land on which Kidwells Park and some surrounding buildings now stand. The funds in the Trust resulted from the sale of the College of Art in Marlow Road, Maidenhead to Berkshire County Council.

Royal Borough of Windsor and Maidenhead Flood Relief Fund

Following approval from the Charity Commissioners, this Fund is the combination of funds established in 1949 to provide essential relief measures in time of flood.

Mayor's Benevolent Fund

This Fund was established in February 1975 for general charitable purposes for the benefit of residents or persons working within the Royal Borough.

Working Boys Club

This Trust received £613,000 on sale of 22 Cookham Rd, Maidenhead in 2008/09 and this has been invested in a fund to protect its value and ensure a revenue stream to finance the activities of the charity. The objectives of the charity are to provide facilities for youth in the borough with a preference for clubs and associations.

Thames Valley Athletics Centre

A sinking fund, created for the purpose of maintaining the athletics track and buildings, is invested on behalf of the TVAC Joint Committee.

Other Trust Funds

There are six small trust funds, each with a balance of less than £500 at 31st March. These trust funds are the Sunningdale Gravel Allotment Trust, Sunninghill Fuel Allotment Trust, John Lewis Trust Fund, D.E. Cooke, E Pasco, and the Tester Award Drama Trusts. The last four are school trust funds.

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SUPPLEMENTARY ACCOUNTING STATEMENTS

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Collection Fund 2022/23

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Supplementary Accounting Statements

Collection Fund Accounts

This account reflects the statutory requirement for billing authorities to maintain a separate Collection Fund which shows the transactions of the billing authority in relation to non-domestic rates and the council tax and illustrates the way in which these have been distributed to preceptors and the General Fund. The Collection Fund is consolidated with the other accounts of the billing authority.

2021/22 £000	COUNCIL TAX	2022/23 £000
INCOME		
100,815	Council Tax receivable	105,517
349	Council tax benefit from General Fund	58
101,164	Total Income	105,575
EXPENDITURE		
Apportionment of Previous Year (Deficit)/Surplus		
383	Royal Borough of Windsor and Maidenhead	(783)
23	Berkshire Fire and Rescue Authority	(46)
74	Thames Valley Police & Crime Commissioner	(154)
480		(983)
Precepts and Demands		
81,125	Royal Borough of Windsor and Maidenhead	84,256
4,770	Berkshire Fire and Rescue Authority	5,157
16,000	Thames Valley Police & Crime Commissioner	16,826
101,895		106,239
Charges to Collection Fund		
131	Less write offs of uncollectable amounts	65
75	Less: Increase/(Decrease) in Bad Debt Provision	(99)
-	Less: Disregarded amounts	-
206		(34)
102,581	Total Expenditure	105,222
(1,417)	Surplus/(Deficit) arising during the year	353
(504)	Surplus (Deficit) Brought Forward	(1,921)
(1,921)	Surplus/(Deficit) Carried Forward	(1,568)

Council Tax Income

Council Tax is a charge levied on the notional value of properties as at 1st April 1991. The VOA (Valuation Office Agency) allocates one of eight Council Tax Bands (A-H) to each property within the Borough according to its value. Band A is the lowest band and Band H is the highest.

The Council sets a benchmark charge for a Band D property and, for tax base purposes, all properties in the other bands are expressed in terms of a Band D equivalent. For example, a Band A property is 6/9ths of a Band D, while a Band H property is 18/9ths.

Council Tax support is awarded to residents on low incomes and a 25% single person's discount is given where a property has only one occupant. There are various other discounts, reliefs and exemptions that are available depending on individual circumstances to reduce the payable amount.

Supplementary Accounting Statements

For 2022/23 the sum of £34.57 per Band D property is included to cover Special Expenses of the unparished areas of the Borough. These are the costs associated with providing parish-type services in the non-parished areas of the Borough. A precept in accordance with revised regulations was also included to cover additional Adult Social Care costs and resulted in an additional charge of £139.09 at band D for 2022/23.

Number of Properties						
Band	Property Value	Base	Ratio	Band D Equivalent	New build and collection provision	TAX BASE
A	Up to £40,000	1,523.74	6/9	1,015.52	22.44	1,037.96
B	£40,001 to £52,000	2,497.56	7/9	1,942.55	85.79	2,028.34
C	£52,001 to £68,000	7,963.02	8/9	7,078.24	433.66	7,511.90
D	£68,001 to £88,000	14,250.04	9/9	14,250.04	14.66	14,264.70
E	£88,001 to £120,000	12,168.77	11/9	14,872.94	(64.63)	14,808.31
F	£120,001 to £160,000	7,764.49	13/9	11,215.39	(21.58)	11,193.81
G	£160,001 to £320,000	9,162.14	15/9	15,270.23	(56.84)	15,213.39
H	more than £320,000	1,829.28	18/9	3,658.56	19.34	3,677.90
Total		57,159.04		69,303.48	432.84	69,736.32

The average Band D charge for 2022/23 was £1,567.33. Therefore, based on the adjusted tax base of 69,736. The estimated yield was £106,24m.

	2021/22	2022/23
	£000	£000
Estimated Yield	101,895	106,239
Transitional Relief	0	0
Other Changes in Yield	0	0
Council Tax Income	101,895	106,239

The council tax debt position is reviewed regularly and a provision of £1.55m to cover potentially bad or doubtful debts has been made. RBWM's share of this provision is £1.23m.

Precepts and Demands on the Funds

The following authorities made demands on the Council Tax Collection Fund in 2021/22: -

	2022/23	2022/23
	£000	£000
Council Tax		
Royal Borough of Windsor and Maidenhead		
General Expenses	71,543	
Adult Social Care Precept	9,699	
Special Expenses *	1,251	
Parishes	1,763	
	<hr/>	84,256
Thames Valley Police & Crime Commissioner		16,826
Berkshire Fire and Rescue Authority		5,157
Total Precepts and Demands		106,239

* Special Expenses relate to the cost of services undertaken by the Royal Borough in non-parished areas, which would be carried out by the Parishes in their parts of the Council's area.

Supplementary Accounting Statements

Business Rates Income

2021/22 £000	BUSINESS RATES	2022/23 £000
INCOME		
59,850	Business Rates receivable	74,534
(549)	Transitional Protection Payments	(308)
59,301	Total Income	74,226
EXPENDITURE		
Apportionment of Previous Year Deficit		
(22,869)	Central Government	(26,923)
(25,808)	Royal Borough of Windsor and Maidenhead	(26,384)
(492)	Berkshire Fire and Rescue Authority	(538)
(49,169)		(53,845)
Precepts and Demands		
50,716	Central Government	39,994
49,702	Royal Borough of Windsor and Maidenhead	39,194
1,014	Berkshire Fire and Rescue Authority	800
101,432		79,988
Charges to Collection Fund		
(342)	Less write offs of uncollectable amounts	-
(283)	Less: Increase/(Decrease) in Bad Debt Provision	(820)
813	Less: Increase/(Decrease) in Provision for Appeals	480
232	Less: Cost of Collection	230
20	Less: Renewable energy scheme	18
-	Less: Disregarded amounts	-
440		(92)
52,703	Total Expenditure	26,051
6,598	Surplus/(Deficit) arising during the year	48,175
(68,684)	Surplus (Deficit) Brought Forward	(62,086)
-	Add: Variances to prior year NNDR3 submission	-
(68,684)	Surplus (Deficit) Brought Forward	(62,086)
(62,086)	Surplus/(Deficit) Carried Forward	(13,911)

Business rates, also known as national non-domestic rates (NNDR), help fund local services provided by councils, the police and fire and rescue services. Business rates are calculated by multiplying a property's rateable value (a valuation carried out by the VOA representing the annual rental value of the premises on a particular date) with a multiplier (a rate in the pound set by Central Government) 51.2p in 2022/23 (51.2p in 2021/22). For RBWM, small business non-domestic multiplier was applicable, and this was set at 49.9p for 2022/23. The total rateable value of business premises in the Borough's area at 31st March 2023 was £205.51m producing a notional yield of £104,45m. The business rate bad debt position is reviewed regularly and a provision of £4.3m was maintained as at 31/03/2023 to cover potentially bad or doubtful debts has been made. Of the total bad debt provision, RBWM's share of the provision is £2.09m. In addition to the provision on collectables, a provision on appeals has been provided a potential liability to repay ratepayers as a result of reductions in Rateable Values (RV), following successful appeals or alterations to lists. A provision of £15.09m was maintained as at 2022/23. Of the total provision as at 31st March 2023, RBWN share was £6.9m.

Supplementary Accounting Statements

	2021/22	2022/23
	£000	£000
Notional Yield	98,893	103,239
Allowances	(31,713)	(22,527)
Rateable Value Changes	1,962	1,923
Occupation Changes	(9,292)	(8,101)
Collectable Income	59,850	74,534

Precepts and Demands on the Funds

The following authorities made demands on the Business Rates Collection Fund in 2022/23:-

	2022/23	2022/23
	£000	£000
Business Rates		
Royal Borough of Windsor and Maidenhead	39,194	
		39,194
Central Government		39,994
Berkshire Fire and Rescue Authority		800
Total Precepts and Demands		79,988

Group Financial Statements 2022/23

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Maidenhead

Supplementary Accounting Statements

Group Accounts

Narrative to the Group Accounts

This section of the Statement of Accounts details the Group financial statements for the Royal Borough. These accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2022/23 (the Code) published by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the aim of the Group Accounts is to provide the reader with an overall view of the material economic activities that the Royal Borough controls.

The Royal Borough is required to prepare group accounts where it has any interests in subsidiaries, associates, and joint ventures, subject to consideration of materiality and using uniform Accounting Policies. Each year assessments are made of the Royal Borough's relationship with its partners and where an external body is assessed as having a group relationship (in accounting terms), group accounts are prepared.

Accounting Policies

Generally, the accounting policies for the group accounts are the same as those applied to the single entity financial statements, except for the following policies which are specific to the group accounts:

Basis of Identification of the Group Boundary

Group accounts are prepared by aggregating the transactions and balances of the Royal Borough and all its material subsidiaries, associates, and joint arrangements. In its preparation of these Group Accounts, the Royal Borough has considered its relationship with entities that fall into the following categories:

- **Subsidiaries** – where the Royal Borough exercises control and gains benefits or has exposures to risks arising from this control. These entities are included in the group.
- **Joint Arrangements** (Joint Operations and Joint Ventures) – where the Royal Borough exercises joint control with one or more organisations. Where these are material, they are included in the group.
- **Associates** – where the Royal Borough is an investor and has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee (stopping short of control or joint control). It is presumed that holding 20% of the voting power of an investee (either directly or indirectly) brings significant influence but this presumption can be rebutted.
- **No group relationship** – where the body is not an entity in its own right or the Royal Borough has an insufficient interest in the entity to justify inclusion in the group financial statements. These entities are not included in the group.

In accordance with this requirement, the Royal Borough has determined its Group relationships as follows:

Company name	Relationship	Accounting treatment
RBWM Property Company Limited	Subsidiary	Not material
Achieving for Children Community Interest Company	Joint Venture	Material
Optalis Limited	Joint Operation	Material
Flexible Home Improvement Loans Ltd	Joint Venture	Not material

The grounds for exclusion from consolidation of certain entities are not material to the true and fair view of the financial statements or to the understanding of the users.

Supplementary Accounting Statements

Basis of Consolidation – Group Accounts

The Group Accounts have been prepared using the group accounts requirements of the Code. Companies or other reporting entities that are under the ultimate control of the Royal Borough have been included in the Royal Borough's group accounts to the extent that they are material to users of the financial statements in relation to their ability to see the complete economic activities of the Royal Borough and its exposure to risk through interests in other entities and participation in their activities.

Achieving for Children Community Interest Company (AfC)

AfC was established on 5 February 2014 and became operational on 1 April 2014. It is a Community Interest Company limited by Guarantee that is currently jointly owned by the London Borough of Richmond (40%), the Royal Borough of Kingston (40%) and The Royal Borough (20%). The Boroughs have commissioned AfC to provide Children's and Educational Services. AfC has offered an opportunity to pool facilities, staff talents and to share assets. The main benefits are greater capacity in safeguarding and looking after the most vulnerable children as well as providing the highest quality services to support schools. The Royal Borough has assessed AfC as a Joint Venture.

AfC's Accounts have been prepared in accordance with International Financial Reporting Standards. All three Boroughs provide a revolving credit facility (short term cash flow loan) to AfC at market rates, under the terms of the legal agreement signed by all three parties.

This loan is shown in the Royal Borough's Accounts as a short-term debtor, with a fair value equal to its carrying value due to the loan requiring repayment at no more than six monthly intervals. The accounting policies of AfC are not materially different to those of the Royal Borough and as the notes to the Group Accounts are also not materially different from those of the Royal Borough, no additional notes have been disclosed.

AfC is a member of the Royal County of Berkshire Pension Fund which offers a defined benefit scheme to the employees of AfC.

Optalis Ltd

Optalis Ltd is a Joint Venture with Wokingham Borough the Royal Borough, which has 50% ownership (which reduced from 55% ownership in March 2022). The company was established in June 2011 and became operational during 2011/12. During 2021/22, the Royal Borough increased its share of the joint venture from 45% to 50% and has therefore accounted for the arrangement as a Joint Operation.

Group financial position

The Group recorded:

- Group Deficit for 2022/23 of £30.304m (2021/22: Group deficit of £35.109m)
- Total Comprehensive income for the year of £200.73m (2021/22: total comprehensive income of £53.196m).

The majority of the change between years is as a result of movements in the net pension liability for those employees in the Royal County of Berkshire Pension Fund.

Where there are no material changes to the statements the notes are as per the Royal Borough's single entity accounts.

Supplementary Accounting Statements

Group Comprehensive Income and Expenditure Statement

The Group Comprehensive Income and Expenditure Statement shows the economic cost in the year of providing services in accordance with generally accepted accounting practices rather than the amount to be funded from taxation. Local authorities raise taxation to cover expenditure in accordance with regulations; this may be different from the accounting cost. The taxation position is shown in the Expenditure and Funding Analysis, Note 9 to the entity accounts and the Group Movement in Reserves Statement.

2021/22			Note	2022/23		
Gross Expenditure	Gross Income	Net Expenditure		Gross Expenditure	Gross Income	Net Expenditure
£000	£000	£000		£000	£000	£000
78,753	(39,239)	39,514	Adults, Health & Housing	81,814	(41,338)	40,476
5,237	(4,823)	414	Chief Executive	9,308	(5,811)	3,497
119,867	(92,198)	27,669	Children's Services	123,271	(95,907)	27,364
219	(149)	70	Contingency & Corporate	70	(296)	(226)
4,855	(1,495)	3,360	Governance, Law and Strategy	11,950	(4,736)	7,214
47,345	(18,800)	28,545	Place	46,280	(22,184)	24,096
50,177	(39,030)	11,147	Resources	47,144	(37,067)	10,077
13,303	-	13,303	Impairment of Assets	15,501	-	15,501
319,756	(195,734)	124,022	Total Cost of Services	335,338	(207,339)	127,999
		13,521	Other Operating Expenditure			5,231
		6,997	Financing and Investment Income and Expenditure			15,089
		(111,920)	Taxation and Non-specific Grant Income			(120,733)
		32,620	(Surplus)/Deficit on Provision of Services			27,586
		2,489	Joint Ventures accounted for on an equity basis			2,448
		35,109	Group (Surplus)/Deficit			30,034
			Other Comprehensive Income and Expenditure			
		(9,050)	(Surplus)/Deficit on revaluation of Property, Plant and Equipment			(24,087)
		(73,846)	Remeasurement of the net defined benefit liability/(asset)			(159,710)
		(5,409)	Share of Other Comprehensive Income/Expenditure of Joint Ventures			(16,976)
		(88,305)	Total Other Comprehensive (Income)/Expenditure			(200,773)
		(53,196)	Total Comprehensive (Income)/Expenditure			(170,739)

Supplementary Accounting Statements

Group Balance Sheet

The Group Balance Sheet shows the value of the assets and liabilities recognised by the Group as at the Balance Sheet date.

31 March 2022 £000	Note	31 March 2023 £000
436,643	Property, Plant & Equipment	438,848
89,574	Infrastructure Assets	92,576
90,506	Investment Property	82,584
887	Intangible Assets	638
4,740	Long Term Investments	4,733
4,607	Long Term Debtors	7,535
164	Council's Share of Joint Venture Assets	64
627,121	Long Term Assets	626,978
7,896	Short Term Investments	26,209
4,635	Assets Held for Sale	-
74,099	Short Term Debtors	51,427
32,982	Cash and Cash Equivalents	42,364
119,612	Current Assets	120,000
(659)	Bank Overdraft	(2,813)
(135,330)	Short Term Borrowings	(122,405)
(87,340)	Short Term Creditors	(53,909)
(2,917)	Short Term Provisions	(6,947)
(226,246)	Current Liabilities	(186,074)
(179)	Long Term Creditors	(177)
(5,054)	Long Term Provisions	(1,488)
(71,265)	Long Term Borrowing	(111,265)
(273,325)	Pension Liabilities	(114,881)
(9,861)	Grant Receipts in Advance	(16,179)
(15,690)	Council's Share of Joint Venture Liabilities	(1,062)
(375,374)	Long Term Liabilities	(245,052)
145,113	Net Assets	315,852
(67,485)	Usable Reserves	(53,676)
(93,276)	Unusable Reserves	(263,297)
15,648	Council's Share of Joint Venture Reserves	1,121
(145,113)	Total Reserves	(315,852)

Supplementary Accounting Statements

Group Movement in Reserves Statement

The Group Movement in Reserves Statements shows the movement in the year on the different reserves held, analysed into 'usable reserves' (that is, those that can be applied to fund expenditure or reduce local taxation) and other reserves.

2022/23	Total General Fund Reserves	Schools Reserve	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves	Total Unusable Reserves	Total Council Reserves	Council's share of Joint Venture Reserves	Total Group Reserves
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Balance at 31 March 2022	(47,374)	(3,003)	(3,435)	(13,673)	(67,485)	(93,277)	(160,762)	15,648	(145,114)
Adjustment to Opening Balance	-	-	-	-	-	-	-	-	-
Restated Balance as at 1 April 2022	(47,374)	(3,003)	(3,435)	(13,673)	(67,485)	(93,277)	(160,762)	15,648	(145,114)
Movement in Reserves during 2022/23									
Total Comprehensive Income and Expenditure	27,586	-	-	-	27,586	(183,797)	(156,211)	(14,528)	(170,739)
Adjustments between accounting basis and funding basis under regulations	(3,766)	-	(3,789)	(6,222)	(13,777)	13,777	-	-	-
Change in Group Reserves accounted for through equity	-	-	-	-	-	-	-	-	-
Net Increase/Decrease before transfer to School Revenue Balances	23,820	-	(3,789)	(6,222)	13,809	(170,020)	(156,211)	(14,528)	(170,739)
Transfers to/from School Revenue Balances	831	(831)	-	-	-	-	-	-	-
(Increase)/Decrease in 2022/23	24,651	(831)	(3,789)	(6,222)	13,809	(170,020)	(156,211)	(14,528)	(170,739)
Balance at 31 March 2023	(22,723)	(3,834)	(7,224)	(19,895)	(53,676)	(263,297)	(316,973)	1,120	(315,853)

Supplementary Accounting Statements

2021/22	Total General Fund Reserves	Schools Reserve	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves	Total Unusable Reserves	Total Council Reserves	Council's share of Joint Venture Reserves	Total Group Reserves
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Balance at 31 March 2021	(44,959)	(1,178)	(1,349)	(15,065)	(62,551)	(46,911)	(109,462)	18,586	(90,876)
Adjustment to Opening Balance	-	(1,025)	-	-	(1,025)	-	(1,025)	-	(1,025)
Restated Balance as at 1 April 2021	(44,959)	(2,203)	(1,349)	(15,065)	(63,576)	(46,911)	(110,487)	18,586	(91,901)
Movement in Reserves during 2021/22									
Total Comprehensive Income and Expenditure	32,621	-	-	-	32,621	(82,896)	(50,275)	(2,920)	(53,195)
Adjustments between accounting basis and funding basis under regulations	(35,836)	-	(2,086)	1,392	(36,530)	36,530	-	-	-
Change in Group Reserves accounted for through equity	-	-	-	-	-	-	-	(18)	(18)
Net Increase/Decrease before transfer to School Revenue Balances	(3,215)	-	(2,086)	1,392	(3,909)	(46,366)	(50,275)	(2,938)	(53,213)
Transfers to/from School Revenue Balances	800	(800)	-	-	-	-	-	-	-
(Increase)/Decrease in 2021/22	(2,415)	(800)	(2,086)	1,392	(3,909)	(46,366)	(50,275)	(2,938)	(53,213)
Balance at 31 March 2022	(47,374)	(3,003)	(3,435)	(13,673)	(67,485)	(93,277)	(160,762)	15,648	(145,114)

Supplementary Accounting Statements

Group Cash Flow Statement

The Group Cash Flow Statement shows the changes in cash and cash equivalents of the Group during the reporting period.

2020/21 £000		2021/22 £000
(32,621)	Net Surplus/(Deficit) on the provision of services	(27,586)
54,400	Adjustments to net Surplus/Deficit on the provision of services for non-cash movements	41,748
(19,904)	Adjustments for items included in the net Surplus/(Deficit) on the provision of services that are investing and financing activities	(14,161)
1,875	Net cash flows from Operating Activities	1
(305)	Investing Activities	(25,821)
18,844	Financing Activities	33,048
20,414	Net increase/(decrease) in cash and cash equivalents	7,228
11,909	Cash and cash equivalents at the beginning of the reporting period	32,323
32,323	Cash and cash equivalents at the end of the reporting period	39,551

Group Entities Consolidated

The Group has two joint ventures that are material, both of which are equity accounted

	Optalis Ltd	Achieving for Children (AfC)
Nature of relationship with the Group	Shared owner with Wokingham Borough Council providing Adult Social Care services	Shared owner with The Royal Borough of Kingston Upon Thames and The London Borough of Richmond Upon Thames, a community interest company providing Children's services
Principal place of business / Country of incorporation	UK	UK
Ownership interest / Voting rights held	50%	20%

The following is summarised financial information for Optalis and AfC, for the financial year ended 31 March 2023, based on their respective consolidated financial statements.

	Optalis Ltd	AfC	To Group CI&E & MiRS
	£000	£000	£000
Revenue	53,782	206,995	
(Loss) from continuing operations	(200)	(11,741)	(2,448)
Post-tax profit from discontinued operations			
Other comprehensive income/expenditure		84,883	16,976
Total comprehensive income	(200)	73,142	14,528
Royal Borough Share of Comprehensive income	(100)	14,628	
Opening Share of JV Assets/Liabilities)	147	(9,652)	
Closing Share of JV Assets/(Liabilities)	47	4,976	

Supplementary Accounting Statements

The following is summarised financial information for Optalis Ltd and AfC, for the financial year ended 31 March 2022, based on their respective consolidated financial statements.

	Optalis Ltd	AfC	To Group CI&E & MiRS
	£000	£000	£000
Revenue	47,330	190,005	
(Loss) from continuing operations	-	(12,445)	(2,489)
Post-tax profit from discontinued operations			
Other comprehensive income/expenditure	-	27,045	5,409
Total comprehensive income	-	14,600	2,920
Royal Borough Share of Comprehensive income	-	2,920	
Opening Share of JV Assets/Liabilities)	147	(12,572)	
Closing Share of JV Assets/(Liabilities)	147	(9,652)	

The deficit in the AfC accounts 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, 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 following tables are provided as a comparison for each entity to show the results from 2021/22 and 2022/23 side-by-side. They do not provide additional information but rather the same information as above but in a different format.

Year-on-Year Comparison OPTALIS Ltd

	2021/22	2022/23
	£000	£000
Revenue	47,330	53,782
Profit/(loss) from continuing operations	-	(200)
Total comprehensive income	-	(200)

Year-on-Year Comparison Achieving for Children

	2021/22	2022/23
	£000	£000
Revenue	190,005	206,995
Profit/(loss) from continuing operations	(12,445)	(11,741)
Other comprehensive income/expenditure	27,045	84,883
Total comprehensive income	14,600	73,142

The Royal County of Berkshire Pension Fund Financial Statements 2022/23

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Royal Borough
of Windsor &
Maidenhead

Supplementary Accounting Statements

The Royal County of Berkshire Pension Fund Account at 31 March 2023

2021/22			2022/23
£000		Notes	£000
	Dealings with members, employers and others directly involved in the Fund		
-148,184	Contributions	7	-174,466
-9,791	Transfers in from other pension funds	8	-23,344
-157,975			-197,810
122,560	Benefits	9	123,864
23,894	Payments to and on account of leavers	10	32,617
146,454			156,481
-11,521	Net additions from dealings with members		-41,329
40,011	Management expenses	11	7,159
28,490	Net (additions)/withdrawals including fund management expenses		-34,170
	Returns on investments		
-34,584	Investment income	12	-37,925
-48	Taxes on income	13	-2
-283,465	Profits and losses on disposal of investments and changes in the market value of investments	14	24,697
-318,097	Net return on investments		-13,230
-289,607	Net (increase)/decrease in the net assets available for benefits during the year		-47,400
-	Opening net assets of the scheme		-
2,400,207			2,689,814
-	Closing net assets of the scheme		-
2,689,814			2,737,214

Net Assets Statement at 31 March 2023

2021/22			2022/23
£000		Notes	£000
2,816,526	Investment assets	14	2,863,962
-138,414	Investment liabilities	14	-138,414
26,777,842	Total net investments		2,725,548
16,336	Current assets	21	19,143
16,336			19,143
-4,364	Current liabilities	22	-7,477
-4,364			-7,477
2,689,814	Net assets of the fund available to fund benefits at the end of the reporting period		2,737,214

The Fund's financial statements do not take account of liabilities to pay pensions and other benefits after the period end. The actuarial present value of promised retirement benefits is disclosed at Note 20.

Supplementary Accounting Statements

Notes to the Royal County of Berkshire Pension Fund Accounts for the year ended 31 March 2023

Note 1) Description of Fund

The Royal County of Berkshire Pension Fund (the 'fund') is part of the Local Government Pension Scheme and is administered by the Royal Borough of Windsor and Maidenhead.

Note 1) a) General

The fund is governed by the Public Service Pensions Act 2013. The fund is administered in accordance with the following secondary legislation:

- The Local Government Pension Scheme Regulations 2013 (as amended);
- The Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014 (as amended);
- The Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016.

It is a contributory defined benefit pension scheme administered by the Royal Borough of Windsor and Maidenhead to provide pensions and other benefits for pensionable employees of the 6 unitary local authorities in the geographical region of Berkshire, and a range of other scheduled and admitted bodies. Teachers, police officers and firefighters are not included as they come within other national pension schemes.

The fund is overseen by the Pension Fund Committee.

Note 1) b) Membership

Membership of the LGPS is voluntary. Employees are automatically enrolled into the Fund and are free to choose whether to remain in the fund, opt-out of the fund, or make their own personal arrangements outside the fund.

Organisations participating in the Royal County of Berkshire Pension Fund include:

- Scheduled bodies, which are local authorities and similar bodies whose staff are automatically entitled to be members of the fund.
- Admitted bodies, which are other organisations that participate in the Fund under an admission agreement between the fund and the relevant organisation. Admitted bodies include voluntary, charitable and similar bodies or private contractors undertaking a local authority function following outsourcing to the private sector.

Membership details are set out below:

The Royal County of Berkshire Pension Fund	31 March 2022	31 March 2023
Number of employers with active members	189	186
Number of employees in scheme		
Administering authority	1,483	1,467
Unitary authorities	14,465	14,161
Other employers	10,011	10,687
Total	25,959	26,315

Supplementary Accounting Statements

Number of pensioners		
Administering authority	2,179	2,268
Unitary authorities	11,557	12,175
Other employers	7,620	7,873
Total	21,356	22,316
Deferred pensioners		
Administering authority	3,488	3,424
Unitary authorities	17,042	17,313
Other employers	7,557	8,057
Total	28,087	28,794
Total number of members in pension scheme	75,402	77,425

Note 1) c) Funding

Benefits are funded by contributions and investment earnings. Contributions are made by active members of the Fund in accordance with the LGPS Scheme Regulations 2013 and range from 5.5% to 12.5% of pensionable pay for the financial year ended 31 March 2023. Employers' contributions are set based on triennial actuarial funding valuations. The last such valuation was at 31 March 2022. During 2022/23, employer contribution rates ranged from 10.9% to 29.6% of pensionable pay.

Note 1) d) Benefits

Prior to 1 April 2014, pension benefits under the LGPS were based on final pensionable pay and length of pensionable service, summarised below.

	Service pre 1 April 2008	Service post 1 April 2008
Pension	Each year worked is worth 1/80 x final pensionable salary.	Each year worked is worth 1/60 x final pensionable salary.
Lump sum	Automatic lump sum of 3 x salary. In addition, part of the annual pension can be exchanged for a one-off tax-free cash payment. A lump sum of £12 is paid for each £1 of pension given up.	No automatic lump sum. Part of the annual pension can be exchanged for a one-off tax-free cash payment. A lump sum of £12 is paid for each £1 of pension given up.

From 1 April 2014, the fund became a career average revalued earnings (CARE) scheme, whereby members accrue benefits based on their pensionable pay in that year at an accrual rate of 1/49th. Accrued pension is up-rated annually in line with the Consumer Prices Index.

There are a range of other benefits provided under the fund including early retirement, disability pensions and death benefits. For more details, please refer to the Royal County of Berkshire Pension Fund website - see www.berkshirerpensions.org.uk.

Note 2) Basis of preparation

The Statement of Accounts summarises the Fund's transactions for the 2022/23 financial year and its position at year-end as at 31 March 2023. The accounts have been prepared in

Supplementary Accounting Statements

accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2020/21 ('the code') which is based upon International Financial Reporting Standards (IFRS), as amended for the UK public sector. The accounts have been prepared on a going concern basis.

Paragraph 3.3.1.2 of the Code requires disclosure of any accounting standards issued but not yet adopted. No such accounting standards have been identified for 2021/22.

The accounts summarise the transactions of the Fund and report on the net assets available to pay pension benefits. The accounts do not take account of obligations to pay pensions and benefits which fall due after the end of the financial year.

Note 3) Summary of significant accounting policies

Note 3) a) Fund account - revenue recognition

i. Contribution income

Normal contributions, both from the members and from the employer, are accounted for on an accruals basis. Employee's contribution rates are set in accordance with LGPS regulations. Employer's contributions are set at the percentage rate recommended by the Fund actuary.

Employer deficit funding contributions are accounted for on the due dates on which they are payable under the rates and adjustments certificate set by the fund actuary.

Additional employers' contributions in respect of ill-health and early retirements are accounted for in the period in which they are due. Any amount due in year but unpaid will be classed as a current financial asset. Amounts not due until future years are classed as long-term financial assets.

ii. Transfers to and from other schemes

Transfers in and out relate to members who have either joined or left the Fund.

Individual transfers in/out are accounted for when received/paid, which is normally when the member liability is accepted or discharged.

Transfers in from members wishing to use the proceeds of their additional voluntary contributions (see note 3m) to purchase fund benefits are accounted for on a receipts basis and are included in transfers In (see Note 8).

Bulk (group) transfers are accounted for on an accruals basis in accordance with the terms of the transfer agreement.

iii. Investment income

1. Interest income

Interest income is recognised in the fund account as it accrues, using the effective interest rate of the financial instrument as at the date of acquisition.

2. Dividend income

Dividend income is recognised on the date the shares are quoted ex-dividend. Any amount not received by the end of the reporting period is disclosed in the net assets statement as a current financial asset.

Supplementary Accounting Statements

3. Distributions from pooled funds

Distributions from pooled funds are recognised at the date of issue. Any amount not received by the end of the reporting period is disclosed in the net assets statement as a current financial asset.

4. Movement in the net market value of investments

Changes in the net market value of investments are recognised as income and comprise all realised and unrealised profits/losses during the year.

Note 3) b) Fund Account - expense items

i. Benefits payable

Pensions and lump-sum benefits payable include all amounts known to be payable during the financial year. Any amounts due but unpaid are disclosed in the net assets statement as current liabilities.

ii. Taxation

The Fund is a registered public service scheme under section 1(1) of Schedule 36 of the Finance Act 2004 and as such is exempt from UK income tax on interest received and from capital gains tax on the proceeds of investments sold. Income from overseas investments suffers withholding tax in the country of origin, unless exemption is permitted. Irrecoverable tax is accounted for as a fund expense as it arises.

iii. Management expenses

The Fund discloses its pension Fund management expenses in accordance with the CIPFA guidance *Accounting for Local Government Pension Scheme Management Expenses (2016)*. All items of expenditure are charged to the Fund on an accruals basis as follows:

1. Administrative expenses

All staff costs of the pensions administration team are charged direct to the Fund. Associated management, accommodation and other overheads are apportioned to this activity and charged as expenses to the Fund.

2. Oversight and governance costs

All staff costs associated with governance and oversight are charged direct to the Fund. Associated management, accommodation and other overheads are apportioned to this activity and charged as expenses to the Fund.

3. Investment management expenses

Fees of the external investment manager and custodian are agreed in the respective mandates governing their appointments. Most are based on the market value of the investments under their management and therefore increase or reduce as the value of these investments change, but there are a number of fixed price contracts with annual inflation related increases.

Note 3) c) Net Assets Statement

i. Financial assets

Financial assets are included in the net assets statement on a fair value basis as at the reporting date. A financial asset is recognised in the net assets statement on the date the Fund becomes party to the contractual acquisition of the asset. Any amounts due or payable in respects of trades entered into but not yet complete at 31 March each year are accounted for as financial instruments held at amortised cost and reflected in the reconciliation of movements in

Supplementary Accounting Statements

investments and derivatives in Note 14a. From this date, any gains or losses arising from changes in the fair value of the asset are recognised in the fund account.

The values of investments as shown in the net assets statement have been determined at fair value in accordance with the requirements of the Code and IFRS13 (see note 16). For the purposes of disclosing levels of fair value hierarchy, the fund has adopted the classification guidelines recommended in *Practical Guidance on Investment Disclosures* (PRAG/Investment Association, 2016).

ii. Foreign currency transactions

Dividends, interest and purchases and sales of investments in foreign currencies have been accounted for at the spot market rates at the date of transaction. End-of-year spot market exchange rates are used to value cash balances held in foreign currency bank accounts, market values of overseas investments and purchases and sales outstanding at the end of the reporting period.

iii. Derivatives

The Fund uses derivative financial instruments to manage its exposure to specific risks arising from its investment activities. The Fund does not hold derivatives for speculative purposes.

Longevity swaps are valued on a fair value basis based on the expected future cash flows arising under the swap, discounted using market interest rates and taking into account the risk premium inherent in the contract.

iv. Cash and cash equivalents

Cash comprises cash in hand and demand deposits and includes amounts held by the Fund's external managers.

Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and that are subject to minimal risk of changes in value.

v. Financial liabilities

The Fund recognises financial liabilities at fair value as at the reporting date. A financial liability is recognised in the net assets statement on the date the Fund becomes party to the liability. From this date any gains or losses arising from changes in the fair value of the liability are recognised by the Fund.

Other financial liabilities classed as amortised cost are carried in the net asset statement at the value of the outstanding principal at 31 March each year.

vi. Actuarial present value of promised retirement benefits

The actuarial present value of promised retirement benefits is assessed on a triennial basis by the fund actuary in accordance with the requirements of International Accounting Standards (IAS19) and relevant actuarial standards.

As permitted under the code, the Fund has opted to disclose the actuarial present value of promised retirement benefits by way of a note to the net assets statement (Note 20).

Supplementary Accounting Statements

vii. Additional voluntary contributions

The Royal County of Berkshire Pension Fund provides an additional voluntary contributions (AVC) scheme for its members, the assets of which are invested separately from those of the pension fund.

AVCs are not included in the accounts in accordance with section 4(1)(b) of the LGPS (Management and Investment of Funds) Regulations 2016 but are disclosed as a note only (Note 23).

viii. Contingent assets and contingent liabilities

A contingent asset arises where an event has taken place giving rise to a possible asset whose existence will only be confirmed or otherwise by the occurrence of future events.

A contingent liability arises where an event has taken place prior to the year-end giving rise to a possible financial obligation whose existence will only be confirmed or otherwise by the occurrence of future events. Contingent liabilities can also arise in circumstances where a provision would be made, except that it is not possible at the balance sheet date to measure the value of the financial obligation reliably.

Contingent assets and liabilities are not recognised in the net assets statement but are disclosed by way of narrative in the notes.

Note 4) Critical judgements in applying accounting policies

In applying the Fund's accounting policies, which are described in note 3, the Fund is required to make judgements (other than those involving estimations) that have a significant impact on the amounts recognised and to make estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. There were no critical judgements made, apart from those involving estimations (which are presented separately below).

Note 5) Assumptions made about the future and other major sources of estimation uncertainty

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities at the balance sheet date and the amounts reported for the revenues and expenses during the year. Estimates and assumptions are made taking into account historical experience, current trends and other relevant factors. However, the nature of estimation means that the actual outcomes could differ from the assumptions and estimates.

The items in the financial statements and notes at 31 March 2022 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

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Item	Uncertainties	Effect if actual results differ from assumptions
Actuarial present value of promised retirement benefits	Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries is engaged to provide the fund with expert advice about the assumptions to be applied. Further information on the carrying amounts of the Fund's defined benefit obligation and the setting of the assumptions are provided in notes 19 and 20.	The effects on the net pension liability of changes in individual assumptions can be measured. For instance, a 0.1% increase in the discount rate assumption would result in a decrease in the pension liability of approximately £111.16 million . A 0.1% increase in pension increases and deferred revaluation assumption would increase the value of liabilities by approximately £113.57 million , and a one-year increase in assumed life expectancy would increase the liability by approximately £237.86 million .
Longevity insurance policy	The longevity insurance policy is valued by a firm of consulting actuaries. This valuation is the difference between the discounted cash flows relating to the amounts expected to be reimbursed to the fund and the inflation linked premiums expected to be paid by the fund. The carrying amount as at 31 March 2023 is (£138.41 million) . This valuation depends on a number of complex judgements including the discount and mortality rates.	Changes in the discount rate and mortality rate assumptions would result in a material change to the carrying value in a similar way to the value of the pension fund liability disclosed above.
Private equity investments	Private equity investments are valued at fair value in accordance with the International Private Equity and Venture Capital Board guidelines. These investments are not publicly listed and as such there is a degree of estimation involved in the valuation.	The valuations of private equity investments are particularly sensitive to changes in one or more unobservable inputs which are considered reasonably possible within the next financial year. Changes to the inputs could result in a material change to the carrying value. Further information on the carrying amounts of the private equity and the estimated sensitivity are shown in note 16.

Covid-19 impact

The impact of the Covid-19 pandemic since 2019/20 created uncertainty surrounding global financial and property markets. Since then the asset values have stabilised in order that a materially accurate value can be applied to illiquid assets.

Note 6) Events after the reporting date

Note 6) a) Impact of the McCloud judgement

The McCloud court case relates to possible age discrimination within the New Judicial Pension Scheme. On 16 July 2020, the government published a consultation on the proposed remedy to be applied to LGPS benefits in response to the McCloud and Sargeant cases. The consultation closed

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on 8 October 2020 and a ministerial statement in response to the proposed remedy was published on 31 May 2021.

An allowance using analysis from the Government Actuary's Department as a starting point was made for the potential impact of the McCloud and Sargeant judgement in the results provided to the Fund at the last accounting date. This allowance is incorporated in the roll forward approach and is remeasured at the accounting date (31 March 2022) along with the normal LGPS liabilities. The actuary does not believe there are any material differences between the approach underlying their estimated allowance and the proposed remedy. A more detailed analysis at this stage would require a significant amount of member data which is not yet available. In the light of changes to Regulations an adjustment has been included in this years IAS 26 calculations. In particular, the projected service cost from 1 April 2022 has been adjusted to ensure that no further McCloud remedy is made. The remedy is expected to apply to benefits up to 31 March 2022.

Note 6) b) Investments

The investment figures in the accounts and notes have been adjusted in all material respects to reflect the impact of any information received after 31 March 2023 which reflect the conditions as at 31 March 2023. During the preparation of the statement of accounts, the fund manager's valuation as at 31 March 2023 were received and they showed material difference in aggregate. The accounts have been amended to reflect the difference reported in the table below.

Asset Class	Estimated value 31 March 2023 £m	Manager's value 31 March 2023 £m	Difference £m
Global Equities			
Private Equity			
Credit			
Fixed Income			
Infrastructure			
Other Investment Assets			
Cash			
Total			

Note 7) Contributions receivable

Note 7) a) By category

2021/22 £000		2022/23 £000
31,542	Member's contributions	34,006
	Employers' contributions	
74,040	Normal contributions	79,187
40,211	Deficit recovery contributions	60,470
2,391	Augmentation contributions	803
116,642	Total Employers' contributions	140,460
148,184		174,466

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Note 7) b) By type of employer

2021/22 £000		2022/23 £000
12,935	Administering authority	13,553
121,974	Scheduled bodies	146,538
5,820	Admitted bodies	5,909
7,455	Transferee admission body	8,466
148,184		174,466

Note 8) Transfers in from other pension funds

2021/22 £000		2022/23 £000
9,278	Individual transfers from other pension funds	16,423
0	Group transfers from other pension funds	6,170
513	AVC to purchase scheme benefits	751
9,791		23,344

Note 9) Benefits payable

Note 9) a) By category

2021/22 £000		2022/23 £000
98,371	Pensions	104,158
19,926	Commutation and lump sum retirement benefits	17,404
4,263	Lump sum death benefits	2,302
122,560		123,864

Note 9) b) By type of employer

2021/22 £000		2022/23 £000
13,095	Administering authority	12,795
97,454	Scheduled bodies	98,622
8,218	Admitted bodies	8,490
3,793	Transferee admission body	3,957
122,560		123,864

Note 10) Payments to and on account of leavers

2021/22 £000		2022/23 £000
857	Refunds to members leaving service	951
7,210	Group transfers to other pension funds	11,107
15,827	Individual transfers to other pension funds	20,559
23,894		32,617

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Note 11) Management expenses

2021/22 £000		2022/23 £000
2,115	Administrative costs	2,155
37,810	Investment management expenses	4,943
86	Oversight and governance costs	61
40,011		7,159

Note 11) a) Investment management expenses

2022/23	Management fees £000	Performance fees £000	Transaction costs £000	Total £000
Cash and FX Contracts				
Pooled investments				
Private equity				
Custody fees				

2021/22	Management fees £000	Performance fees £000	Transaction costs £000	Total £000
Cash and FX Contracts	30	0	0	30
Pooled investments	16,880	5,500	1,500	23,880
Private equity	10,741	2,300	600	13,641
	27,651	7,800	2,100	37,551
Custody fees				259
Total				37,810

Note 12) Investment income

2021/22 £000		2022/23 £000
14,031	Income from equities	10,630
1,552	Income from bonds	1,11
10,039	Private equity income	16,359
8,937	Pooled property investments	7,067
0	Pooled investments - unit trusts & other managed funds	1,991
25	Interest on cash deposits	567
34,584	Total before taxes	37,925

Note 13) Other fund account disclosures

Note 13) a) Taxes on income

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2021/22 £000		2022/23 £000
(179)	Withholding tax - equities	(127)
131	Withholding tax - pooled property investments	125
(48)		(2)

Note 13) b) External audit costs

2021/22 £000		2022/23 £000
35	Payable in respect of external audit	327
35		327

Note 14) Investments

Note 14) a) Market value of investments

Market value 31 March 2022 £000		Market value 31 March 2023 £000
	Investment assets	
48,394	Equities	
	Global Equities	1,331,805
737,474	Private Equity	338,027
1,658,740	Pooled investments	
	Credit	335,014
	Fixed Income	61,967
	Infrastructure	376,610
321,096	Real Estate	345,296
7,831	Liquidity funds	0
	Diversifying Strategies	1,477
802	Other Investment assets	1,712
10,869	Cash deposits	29,875
31,050	Amounts receivable for sales	178
2,816,256	Total investment assets	2,863,962
	Investment liabilities	
	Derivative contracts:	
(138,414)	• Longevity Insurance Policy	(138,414)
0	Amounts payable for purchases	0
(138,414)	Total investment liabilities	(138,414)
2,677,842	Net investment assets	2,725,548

From 2022/23, Investment Assets have been categorised in accordance with performance reporting categories but not re-stated for prior years

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Note 14) b) Reconciliation of movements in investments and derivatives

	Market value 01-Apr-22	Purchases during the year and derivative payments	Sales during the year and derivative receipts	Change in market value during the year	Market value 31-Mar-23
	£000	£000	£000	£000	£000
Global Equities	1,266,471	47,107	-11,570	29,797	1,331,805
Private Equity	399,357	54,380	-44,815	-28,895	380,027
Credit	352,800	466	-9,429	-8,823	335,014
Fixed Income	79,113	21,294	-19,946	-18,494	61,967
Infrastructure	337,483	79,171	-9,815	-30,229	376,610
Real Estate	321,096	26,898	-30,341	27,643	345,296
Liquidity funds	7,831	109,850	-117,680	-1	0
Diversifying Strategies	9,384	4,129	-3,643	-8,393	1,477
	2,773,535	343,295	-247,239	-37,395	2,832,197
Derivative contracts:					
- Longevity insurance policy	-138,414	8,360	0	-8,360	-138,414
	2,635,121	351,655	-247,239	-45,755	2,693,783
Other investment balances:					
- Cash	10,869			21,058	29,875
- Other Investment assets	802				1,712
Amounts payable for purchases	0				0
Amounts receivable for sales	31,050				178
Net investment assets	2,677,842			-24,697	2,725,548

a) Reconciliation of movements in investments and derivatives – prior year

	Market value 01-Apr-21	Purchases during the year and derivative payments	Sales during the year and derivative receipts	Change in market value during the year	Market value 31-Mar-22
	£000	£000	£000	£000	£000
Equities	42,986	0	-631	6,039	48,394
Pooled investments	1,517,667	130,283	-158,708	169,498	1,658,740
Pooled liquidity funds	84,048	151,945	-228,160	-2	7,831
Pooled property investments	293,617	0	0	27,479	321,096
Private equity	561,980	156,472	-76,641	95,663	737,474
	2,500,298	438,700	-464,140	298,677	2,773,535
Derivative contracts:					
- Forward currency contracts	-2,636	35,365	-17,385	-15,344	0
- Longevity insurance policy	-133,191	8,080	0	-13,303	-138,414
	2,364,471	482,145	-481,525	270,030	2,635,121
Other investment balances:					
- Cash deposits	17,149			13,435	10,869
- Investment income due	972				802
Amounts payable for purchases	0				0
Amounts receivable for sales	0				31,050
Net investment assets	2,382,592			283,465	2,677,842

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Purchases and sales of derivatives are recognised in note 14b above as follows:

Forward currency contracts - forward foreign exchange contracts settled during the period are reported on a gross basis as gross receipts and payments.

Longevity insurance policy - the net payments or receipts under the contract are reported in the above reconciliation table.

Note 14) c) Investments analysed by fund manager

Market value at 31 March 2022 £000	% of Market value 31 March 2022 %			Market value at 31 March 2023 £000	% of Market value 31 March 2023 %
		Fund Type			
Investment managed within LPPI asset pools					
300,201	11.2	LPPI Credit	Credit	295,796	11
210,862	7.9	LPPI Real Estates	Real Estate	204,640	7.6
1,266,375	47.3	LPPI Global Equities	Global Equity	1,331,805	49
79,113	3	LPPI Fixed Income	Fixed Income	61,967	2.4
198,249	7.4	LPPI Infrastructure	Infrastructure	269,001	10
118,691	4.4	LPPI Private Equity	Private Equity	134,644	5
2,173,491	81.2			2,297,853	84.9
Investments managed outside asset pool:					
43,837	1.6	Gresham House Asset Management Limited	Private Equity	40,796	1.5
4,557	0.2	Technology Enhanced Oil Limited	Private Equity	4,853	0.2
3,570	0.1	Cheyne Capital Management LLP	Credit	2,240	0.1
4,957	0.2	BlackRock	Diversifying Strategies	0	0
3,915	0.2	Select Market	Diversifying Strategies	1,089	0
512	0	Securis Investment Partners LLP	Diversifying Strategies	387	0
96	0	SPL Guernsey ICC Ltd	Private Equity	96	0
1,321	0.1	Northern Trust	Liquidity funds	0	0
6,510	0.2	Aviva	Liquidity funds	0	0
6,237	0.2	Jones Lang LaSalle	Real Estate	0	0
72,181	2.7	LaSalle Investment Management (Jersey) Limited	Real Estate	60,613	2.2
31,816	1.2	Milltrust International LLP	Real Estate	0	0
0	0	Future Planet Capital	Real Estate	30,693	1.1
7,584	0.3	Athyrium Capital Management LP	Credit	6,733	0.2
6,584	0.3	Derwent Shared Equity LLP	Credit	4,284	0.2
11,926	0.5	Dorchester Capital Advisors, LLC	Credit	8,583	0.3
3,101	0.1	Grosvenor Capital Management L.P.	Credit	1,950	0.1
1,671	0.1	Neuberger Berman	Credit	1,033	0
2,627	0.1	Partners Group	Credit	1,814	0.1
4,241	0.2	Rutland Partners LLP	Credit	2,473	0.1
11,294	0.4	WP Global Partners	Credit	10,107	0.4
37,456	1.4	Adams Street Partners	Private Equity	30,031	1.1
2,110	0.1	COREalpha Private Equity Partners Partnership Fund IV, L.P.	Private Equity	2,244	0.1
8,014	0.3	Coral Reef Capital	Private Equity	5,971	0.2

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22,081	0.8	Future Planet Capital	Private Equity	49,739	1.8
11,381	0.4	Macquarie Group	Private Equity	14,721	0.5
604	0	Henderson Equity Partners	Private Equity	631	0
5,829	0.2	ICG PLC	Private Equity	6,370	0.2
8,548	0.3	Kuramo Capital	Private Equity	6,603	0.2
5,705	0.2	Longwall Venture Partners LLP	Private Equity	6,742	0.2
16,153	0.6	Neuberger Berman	Private Equity	0	0
28,278	1.1	Milltrust International LLP	Private Equity	0	0
701	0	Organox	Private Equity	701	0
100	0	Orthoson	Private Equity	221	0
1,964	0.1	Longwall Ventures	Private Equity	1,964	0.1
900	0	Oxsonics Ltd	Private Equity	462	0
4,323	0.2	Pantheon Ventures	Private Equity	3,177	0.1
5,526	0.2	Partners Group	Private Equity	3,611	0.1
14,104	0.5	Sarona Asset Management Inc	Private Equity	10,900	0.4
3,671	0.1	South East Growth Fund	Private Equity	3,671	0.1
1,484	0.1	Stafford CP	Private Equity	1,114	0
1,242	0.1	BMO Global Asset Management	Private Equity	985	0
52,098	2	WP Global Partners	Private Equity	49,782	1.8
1,636	0.1	African Infrastructure Investment Managers Pty Ltd	Infrastructure	1,193	0
16,497	0.6	Climate Fund Managers	Infrastructure	20,249	0.7
110,054	4.1	Gresham House Asset Management Limited	Infrastructure	124,988	4.6
947	0	Macquarie Group	Infrastructure	1,277	0
1,971	0.1	Macquarie Infrastructure Partners Inc.	Infrastructure	584	0
8,130	0.3	The Rohayton Group (TRG)	Infrastructure	8,670	0.3
600,044	22.6			534,345	19
		Other			
-138,414	-5.2	Longevity Insurance Policy		-138,414	-5.1
10,869	0.4	Cash with investment managers		29,875	1.1
31,050	1.1	Amount receivable for sales		178	0
0	-0.1	Amount payable for purchases		0	0
802	0	Other Investment assets		1,712	0.1
-95,693	-3.8			-106,649	-3.9
2,677,842	100	Total		2,725,548	100

The following investments represent more than +/- 5% of the net assets of the fund.

Investment	Market value 31 March 2022 £000	of total fund	Market value 31 March 2023 £000	of total fund
Longevity Insurance Policy	(138,414)	(5.1)	(138,414)	(5.1)
LPPI Infrastructure	190,249	7.4	269,001	9.8
LPPI Global Equities Fund	1,266,375	47.1	1,3341,805	48.7
LPPI Credit Investments LP	300,201	11.2	295,796	10.8
LPPI Real Estates ACS	210,862	7.8	204,640	7.5

In June 2018 the Fund transferred the management of majority of its investment assets to Local Pensions Partnership (LPP) Investments as part of the government's LGPS pooling initiative. The above organisations are registered in the United Kingdom.

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Note 15) Analysis of derivatives

Objectives and policies for holding derivatives

Most of the holding in derivatives is to hedge liabilities or hedge exposures to reduce risk in the fund. Derivatives may be used to gain exposure to an asset more efficiently than holding the underlying asset. The use of derivatives is managed in line with the investment management agreement agreed between the fund and the various investment managers.

Note 15) a) Longevity Insurance Policy

In December 2009 the fund entered into an insurance contract with ReAssure Ltd to cover a closed group of pensioner members. The fund pays ReAssure a pre-determined fixed annual premium and ReAssure reimburses the fund for pensions paid to the insured members. The contract is valued by an external firm of actuaries by considering what adjustment to the discount rate assumption (based on the Merrill Lynch LIBOR swap curve) would be required if the contract had a zero value at the date of inception. A similar adjustment is then made to the discount rate assumption at the accounting date to calculate the updated value of the contract.

Note 15) b) Forward foreign currency

To maintain appropriate diversification and to take advantage of overseas investment returns, a significant proportion of the fund's portfolio is in overseas assets.

To reduce the volatility associated with fluctuating currency rates, the fund has a passive currency programme in place with an external manager.

Note 16) Fair value – Basis valuation

The basis of the valuation of each class of investment asset is set below. There has been no change in the valuation techniques during the year. All assets have been valued using fair value techniques which represent the highest and best price available at the reporting date.

Description of asset	Valuation hierarchy	Basis of valuation	Observable and unobservable inputs	Key sensitivities affecting the valuations provided
Market quoted investments	Level 1	Published bid market price ruling on the final day of the accounting period	Not required	Not required
Quoted bonds	Level 1	Fixed interest securities are valued at a market value based on current yields	Not required	Not required
Exchange traded pooled investments	Level 1	Closing bid values on published exchanges	Not required	Not required
Forward foreign exchange derivatives	Level 2	Market forward exchange rates at the year-end	Exchange rate risk	Not required

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Pooled investments - unit trusts	Level 2	Closing bid price where bid and offer prices are published Closing single price where single price published	NAV-based pricing set on a forward pricing basis	Not required
Unquoted bonds	Level 3	Closing bid price where bid and offer prices are published Closing single price where single price published	NAV-based pricing set on a forward pricing basis	Valuations could be affected by material events occurring between the date of the financial statements provided and the pension funds own reporting date, changes to expected cashflows, and by any differences between audited and unaudited accounts
Pooled investments - property funds	Level 3	Closing bid price where bid and offer prices are published Closing single price where single price published	NAV-based pricing set on a forward pricing basis	Valuations could be affected by material events occurring between the date of the financial statements provided and the pension funds own reporting date, changes to expected cashflows, and by any differences between audited and unaudited accounts
Unquoted equity	Level 3	Comparable valuation of similar companies in accordance with International Private Equity and venture Capital Guidelines (2012)	EBITDA multiple Revenue multiple Discount for lack of marketability Control premium	Valuations could be affected by material events occurring between the date of the financial statements provided and the pension funds own reporting date, changes to expected cashflows, and by any differences between audited and unaudited accounts

Note 16) a) Sensitivity of assets valued at level 3

Having analysed historical data and current market trends the fund has determined that the valuation methods described above are likely to be accurate to within the following ranges, and has set out below the consequent potential impact on the closing value of investments held at 31 March 2022.

	Assessed valuation range (+/-)	Value at 2023 £000	Value on increase £000	Value on decrease £000
Private Equity	4.70%	380,027	397,976	362,078
Infrastructure	4.70%	425,961	446,080	405,843
Real Estate	18.50%	332,774	394,303	271,244
Credit	7.60%	295,945	318,526	273,364
Total		1,434,707	1,556,885	1,312,529

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Note 16) b) Fair value hierarchy

Asset and liability valuations have been classified into three levels, according to the quality and reliability of information used to determine fair values. Transfers between levels are recognised in the year in which they occur.

i. Level 1

Assets and liabilities at level 1 are those where the fair values are derived from unadjusted quoted prices in active markets for identical assets or liabilities. Products classified as Level 1 comprise quoted equities, quoted fixed securities and quoted index linked securities.

ii. Level 2

Assets and liabilities at level 2 are those where quoted market prices are not available; for example, where an instrument is traded in a market that is not considered to be active, or where valuation techniques are used to determine fair value.

iii. Level 3

Assets and liabilities at level 3 are those where at least one input that could have a significant effect on the instrument's valuation is not based on observable market data.

The following table provides an analysis of the financial assets and liabilities of the pension fund grouped into levels 1 to 3, based on the level at which the fair value is observable.

Values at 31 March 2023	Quoted market price Level 1 £000	Using observable inputs Level 2 £000	With significant unobservable inputs Level 3 £000	Total £000
Financial assets at fair value through profit and loss		1,397,490	1,434,707	2,832,197
Financial liabilities at fair value through profit and loss			(138,414)	(138,414)
Cash deposits	29,875			29,875
Other Investment assets	1,712			1,712
Amounts receivable for sales	178			178
Net investment assets	31,765	1,397,490	1,296,293	2,725,548

Values at 31 March 2022	Quoted market price Level 1 £000	Using observable inputs Level 2 £000	With significant unobservable inputs Level 3 £000	Total £000
Financial assets at fair value through profit and loss	51,668	1,358,538	1,363,329	2,773,535
Financial liabilities at fair value through profit and loss	0	0	(138,414)	(138,414)
Cash deposits	10,869	0	0	10,869
Investment due	802	0	0	802
Amounts receivable for sales	31,050	0	0	31,050
Net investment assets	94,389	1,358,538	1,224,915	2,677,842

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Fair value through profit and loss	Assets at amortised cost	Liabilities at amortised cost	Fair value through profit and loss	Assets at amortised cost	Liabilities at amortised cost
£000	31-Mar-22 £000	£000	£000	31-Mar-23 £000	£000
Financial assets					
48,394					
1,658,740					
737,474					
321,096					
7,831					
10,869	6,309			8,836	
	31,852			1,890	
	10,027			10,307	
2,784,404	48,188	-	2,862,073	21,032	-
Financial liabilities					
(138,414)			(138,414)		
	0			0	
		(4,364)			(7,477)
(138,414)	-	(4,364)	(138,414)	-	(7,477)
2,645,990	48,188	(4,364)	2,723,659	21,032	(7,477)

Note 17) b) Net gains and losses on financial instruments

31 March 2022		31 March 2023
£000		£000
Financial Assets		
312,114	Fair value through profit and loss	78,498
312,114		78,498
Financial Liabilities		
(28,649)	Fair value through profit and loss	(103,195)
(28,649)		(103,195)
283,465	Total	(24,697)

The Authority has not entered into any financial guarantees that are required to be accounted for as financial instruments.

Note 18) Nature and extent of risks arising from financial instruments

Note 18) a) Risk and risk management

The Fund's primary long-term risk is that its assets will fall short of its liabilities (i.e. promised benefits payable to members). Therefore, the aim of investment risk management is to minimise the risk of an overall reduction in the value of the fund and to maximise the opportunity for gains across the whole fund portfolio. The Fund achieves this through asset diversification to reduce exposure to market risk (price risk, currency risk, and interest rate risk) and credit risk to an acceptable level. In addition, the Fund manages its liquidity risk to ensure there is sufficient liquidity to meet the Fund's

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forecast cash flows. The Fund manages these investment risks as part of its overall pension fund risk management programme.

Responsibility for the Fund's risk management strategy rests with the pension fund panel. Risk management policies are established to identify and analyse the risks faced by the pension fund's operations. Policies are reviewed regularly to reflect changes in activity and in market conditions.

i. Market risk

Market risk is the risk of loss from fluctuations in equity and commodity prices, interest and foreign exchange rates and credit spreads. The fund is exposed to market risk from its investment activities, particularly through its equity holdings. The level of risk exposure depends on market conditions, expectations of future price and yield movements and the asset mix.

The objective of the Fund's risk management strategy is to identify, manage and control market risk exposure within acceptable parameters, whilst optimising investment return.

In general, excessive volatility in market risk is managed through the diversification of the portfolio in terms of geographical and industry sectors and individual securities. To mitigate market risk, the pension fund and its investment advisors undertake appropriate monitoring of market conditions and benchmark analysis.

The fund manages these risks in two ways:

- the exposure of the fund to market risk is monitored through a factor risk analysis, to ensure that risk remains within tolerable levels;
- specific risk exposure is limited by applying risk-weighted maximum exposures to individual investments.

Equity futures contracts and exchange traded option contracts on individual securities may also be used to manage market risk on equity investments. It is possible for over-the-counter equity derivative contracts to be used in exceptional circumstances to manage specific aspects of market risk.

ii. Other price risk

Other price risk represents the risk that the value of a financial instrument will fluctuate as a result of changes in market prices (other than those arising from interest rate risk or foreign exchange risk), whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all such instruments in the market.

The Fund is exposed to share and derivative price risk. This arises from investments held by the fund for which the future price is uncertain. All securities investments present a risk of loss of capital. Except for shares sold short, the maximum risk resulting from financial instruments is determined by the fair value of the financial instruments.

The Fund mitigates this price risk through diversification and the selection of securities and other financial instruments is monitored to ensure it is within limits specified in the fund investment strategy.

Other price risk - sensitivity analysis

Following analysis of historical data and expected investment return by the Fund's investment advisors during the financial year the Fund has determined that the following movements in market price risk are reasonably possible for the 2022/23 reporting period:

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Asset type	Potential market movements (+/-)
Bonds	7.6%
Equities:	
Listed	20.9%
Unlisted	28.2%
Private Equity:	
Equity	28.2%
Credit	7.6%
Infrastructure	17.5%
Global Equities	20.9%
Fixed Income	5.4%
Diversifying Strategies	10.4%
Real Estate	18.5%

The potential price changes disclosed above are broadly consistent with a one-standard deviation movement in the value of the assets. This analysis assumes that all other variables, in particular foreign currency exchange rates and interest rates, remain the same.

Had the market price of the Fund investments increased/decreased in line with the above, the change in the net assets available to pay benefits in the market price would have been as follows (with prior year comparator):

Asset type	Value as at 31-Mar-23 £000	Potential market movement £000	Value on increase £000	Value on decrease £000
Investment portfolio assets:				
Global Equities	1,331,805	278,081	1,609,886	1,053,724
Fixed Income	61,967	3,346	65,313	58,621
Credit	335,014	25,562	360,576	309,452
Diversifying strategies	1,477	153	1,631	1,324
Real Estate	345,296	63,845	409,141	281,451
Private Equity	380,027	107,244	487,271	272,784
Infrastructure	376,610	65,756	442,367	310,854
Net derivative liabilities	-138,414	-	-138,414	-138,414
Cash deposits	29,875	-	29,875	29,875
Other Investment assets	1,712	-	1,712	1,712
Amount receivable from sales	178	-	178	178
Current assets:				
Debtors	10,307	-	10,307	10,307
Cash balances	8,836	-	8,836	8,836
Current liabilities	-7,477	-	-7,477	-7,477
Total	2,737,214		3,281,202	2,193,227

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Asset type	Value as at 31-Mar-22 £000	Potential market movement £000	Value on increase £000	Value on decrease £000
Investment portfolio assets:				
Equities:				
Unlisted	48,394	13,657	62,051	34,737
Pooled Investments:				
Equity	1,266,471	264,439	1,530,910	1,002,032
Bonds	84,070	4,540	88,610	79,530
Credit	303,772	23,178	326,950	280,594
Diversifying strategies	4,427	460	4,887	3,967
Pooled liquidity funds	7,831	-	7,831	7,831
Pooled Property Funds	321,096	59,371	380,467	261,725
Private Equity:				
Equity	350,963	99,042	450,005	251,922
Credit	49,028	3,741	52,769	45,287
Infrastructure	337,483	58,925	396,408	278,559
Net derivative liabilities	-138,414	-	-138,414	-138,414
Cash deposits	10,869	-	10,869	10,869
Investment income due	802	-	802	802
Amount receivable for sales	31,050	-	31,050	31,050
Current assets:				
Debtors	10,027	-	10,027	10,027
Cash balances	6,309	-	6,309	6,309
Current liabilities	-4,364	-	-4,364	-4,364
Total	2,689,814		3,217,167	2,162,463

iii. Interest rate risk

The fund invests in financial assets for the primary purpose of obtaining a return on investments. These investments are subject to interest rate risks, which represent the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Fund's interest rate risk is routinely monitored by the council and its investment advisors in accordance with the fund's risk management strategy, including monitoring the exposure to interest rates and assessment of actual interest rates against the relevant benchmarks.

The Fund's direct exposure to interest rate movements as at 31 March 2023 and 31 March 2022 is set out below. These disclosures present interest rate risk based on the underlying financial assets at fair value.

Interest rate risk sensitivity analysis

The Fund recognises that interest rates can vary and can affect both income to the Fund and the value of the net assets available to pay benefits. A 100 basis point (BPS) movement in interest rates is consistent with the level of sensitivity applied as part of the Fund's risk management strategy. The Fund's investment advisor's has advised that long-term average rates are expected to move less than 100 basis points (1%) from one year to the next and experience suggests that such movements are likely.

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1 BPS is the movement of 0.01% between two percentages, for example from 0.50% to 0.51%. Therefore 100 BPS is the movement of 1.00% between two percentages, for example from 0.50% to 1.50%.

The analysis that follows assumes that all other variables, in particular exchange rates, remain constant, and shows the effect in the year on the net assets available to pay benefits of a \pm 100 BPS change in interest rates:

Asset exposed to interest rate risk	Value as at 31 March 2023	Change in year in the net assets available to pay benefits	
		Change in year in the net assets available to pay benefits	
		+ 100 BPS	- 100 BPS
	£000	£000	£000
Investments - Liquidity funds	0	0	0
Investments - Cash deposits	29,875	0	0
Current assets - Cash balances	8,836	0	0
Total change in assets available	38,711	0	0

Asset exposed to interest rate risk	Value as at 31 March 2022	Change in year in the net assets available to pay benefits	
		Change in year in the net assets available to pay benefits	
		+ 100 BPS	- 100 BPS
	£000	£000	£000
Investments - Liquidity funds	7,831	0	0
Investments - Cash deposits	10,869	0	0
Current assets - Cash balances	6,309	0	0
Total change in assets available	25,010	0	0

Income exposed to interest rate risk	Amount receivable in year ending 31 March 2023	Effects on income values	
		Effects on income values	
		+ 100 BPS	- 100 BPS
	£000	£000	£000
Cash balances / cash and cash equivalents	567	573	561
Fixed Income	1,311	1,311	1,311
Total change in assets available	1,878	1,884	1,872

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Income exposed to interest rate risk	Amount receivable in year ending 31 March 2022	Effects on income values	Effects on income values
		+ 100 BPS	- 100 BPS
	£000	£000	£000
Cash balances / cash and cash equivalents	25	25	25
Fixed Income	1,552	1,552	1,552
Total change in assets available	1,577	1,577	1,577

The analysis assumes that all variables, in particular exchange rates, remain constant, and shows the effect in the year on net assets available to pay benefits of a +/- 1% change in interest rates. The analysis demonstrates that a 1% increase in interest rates will not affect the interest received on fixed bonds but will reduce their fair value and vice-versa. Changes in interest rates do not impact on the value of cash/cash equivalent balances but they will affect the interest income received on those balances.

iv. Currency risk

Currency risk represents the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Fund is exposed to currency risk on financial instruments that are denominated in any currency other than the functional currency of the fund GBP. The fund holds both monetary and non-monetary assets denominated in currencies other than GBP.

The Fund's currency rate risk is routinely monitored by the council and its investment advisors in accordance with the Fund's risk management strategy, including monitoring the range of exposure to currency fluctuations.

Currency risk - sensitivity analysis

Following analysis of historical data by the Fund's investment advisors during the financial year the fund has determined that the following likely volatility associated with foreign exchange rate movements are reasonably possible for 2022/23.

The table below shows the value of assets held by the Fund in foreign currencies and the likely volatility associated with foreign exchange rate movements (as measured by one standard deviation). This analysis assumes that all other variables, in particular foreign exchange rates and interest rates, remain constant.

Denominated Currency	Value as at 31 March 2023 £000	Potential volatility (+/-)	Value on increase £000	Value on decrease £000
AUD	16,713	6.80%	17,849	15,576
CAD	0	6.40%	0	0
CHF	0	6.50%	0	0
EUR	10,388	5.60%	10,970	9,806
JPY	0	7.70%	0	0
NOK	0	9.90%	0	0
NZD	13,980	6.80%	14,930	13,029
USD	298,128	6.70%	318,073	278,183
Total	339,209		361,822	316,594

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Denominated Currency	Value as at 31 March 2022 £000	Potential volatility (+/-)	Value on increase £000	Value on decrease £000
AUD	16,862	6.80%	18,008	15,715
CAD	0	6.40%	0	0
CHF	0	6.50%	0	0
EUR	6,068	5.60%	6,408	5,728
JPY	23	7.70%	25	21
NOK	183	9.90%	201	165
NZD	14,960	6.80%	15,977	13,943
USD	307,706	6.70%	328,291	287,120
Total	345,802		368,910	322,692

v. Credit risk

Credit risk represents the risk that the counterparty to a transaction or a financial instrument will fail to discharge an obligation and cause the Fund to incur a financial loss. The market values of investments generally reflect an assessment of credit in their pricing and consequently the risk of loss is implicitly provided for in the carrying value of the fund's financial assets and liabilities.

The selection of high quality counterparties, brokers and financial institutions minimises credit risk that may occur through the failure to settle a transaction in a timely manner.

Deposits are not made with banks and financial institutions unless they are rated independently and meet the funds's credit criteria. The Fund has also set limits as to the maximum deposit placed with any one class of financial institution. In addition, the Fund invests an agreed amount of its funds in the money markets to provide diversification.

The Fund believes it has managed its exposure to credit risk, and has had no experience of default or uncollectable deposits over the past five financial years. The Fund's cash holding under its treasury management arrangements at 31 March 2022 was £25.01m (31 March 2021: £108.7m). This was held with the following institutions:

	Rating	Balances as at 31 March 2022 £000	Balances as at 31 March 2023 £000
Money Market funds			
Aviva	AAA	6,510	0
JP Morgan	AAA	0	0
Legal & General	AAA	0	0
Northern Trust	AAA	1,321	0
Bank deposit accounts			
JP Morgan	AA-	10,869	29,875
Bank current accounts			
Lloyds	A+	6,309	8,836
Total		25,010	38,711

vi. Liquidity risk

Liquidity risk represents the risk that the fund will not be able to meet its financial obligations as they fall due. The fund therefore takes steps to ensure that it has adequate cash resources to meet its commitments.

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The Fund defines liquid assets as assets that can be converted to cash within three months. Illiquid assets are those which will take longer than three months to convert to cash. As at 31 March 2023 the value of illiquid assets was £1,104m, which represented 40.4% of the total fund net assets (31 March 2022: £1,058.57m, which represented 36.4% of the total fund net assets).

vii. Refinancing risk

The key risk is that the fund will be bound to replenish a significant proportion of its pension fund financial instruments at a time of unfavourable interest rates. The Fund does not have any financial instruments that have a refinancing risk as part of its treasury management and investment strategies.

viii. Longevity risk

This is the risk of higher-than expected life expectancy trends amongst the Fund's pensioners. A longevity swap has been entered into with ReAssure to protect the Fund against costs associated with potential increases in life expectancy of the Fund's pensioners. This arrangement covers all pensions in payment as at the end of July 2009.

Note 19) Funding arrangements

In line with the Local Government Pension Scheme Regulations 2013, the Fund's actuary undertakes a funding valuation every three years for the purpose of setting employer contribution rates for the forthcoming triennial period. The last such valuation took place as at 31 March 2022. The next valuation will take place as at 31 March 2025.

The key elements of the funding policy are:

- to ensure the long-term solvency of the Fund, i.e. that sufficient funds are available to meet all pension liabilities as they fall due for payment;
- to ensure that employer contribution rates are as stable as possible;
- to minimise the long-term cost of the fund by recognising the link between assets and liabilities and adopting an investment strategy that balances risk and return;
- to reflect the different characteristics of employing bodies in determining contribution rates where the administering authority considers it reasonable to do so;
- to use reasonable measures to reduce the risk to other employers and ultimately to the council tax payer from an employer defaulting on its pension obligations.

The aim is to achieve 100% solvency over a period of 21 years from the valuation date and to provide stability in employer contribution rates by spreading any increases in rates over a period of time. Solvency is achieved when the funds held, plus future expected investment returns and future contributions, are sufficient to meet expected future pension benefits payable.

At the 2022 actuarial valuation, the Fund was assessed as 86% funded (78% at the March 2019 valuation). This corresponded to a deficit of £446m (2019 valuation: £597m) at that time.

At the 2022 actuarial valuation the average required employer contribution to restore the funding position to 100% over the next 18 years was 23.4% of pensionable pay.

The valuation of the Fund has been undertaken using the projected unit method under which the salary increase for each member is assumed to increase until they leave active service by death, retirement or withdrawal from service. The principal assumptions were:

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Note 19) a) Financial assumptions

Discount Rate	5.1% per annum for both unitary authorities and other employers
Pension and Deferred Pension Increases	2.9% per annum
Short term pay increases	not applicable
Long term pay increases	3.9% per annum

Note 19) b) Mortality assumptions

Current mortality	110% (Male) / 105% (Female) of the S3PA tables
Mortality Projection	2021 CMI Model with a long-term rate of improvement of 1.25% p.a

Note 19) c) Commutation assumption

It is assumed that members at retirement will commute pension to provide a lump sum of 50% of the maximum allowed under HMRC rules and this will be at a rate of £12 lump sum of £1 of pension.

Note 20) Actuarial present value of promised retirement benefits

In addition to the triennial funding valuation, the Fund's actuary also undertakes a valuation of the pension fund liabilities, on an IAS 19 basis, using the same base data as the funding valuation rolled forward to the current financial year, taking account of changes in membership numbers and updating assumptions to the current year. This valuation is not carried out on the same basis as that used for setting Fund contribution rates and the Fund accounts do not take account of liabilities to pay pensions and other benefits in the future.

In order to assess the value of the benefits on this basis, the actuary has updated the actuarial assumptions (set out below) from those used for funding purposes (see Note 19). The actuary has also used valued ill health and death benefits in line with IAS 19.

Calculated on an IAS19 basis, the actuarial present value of promised retirement benefits at 31 March 2023 was **£xm** (31 March 2022: £5,469m). The net assets available to pay benefits as at 31 March 2023 was **£xm** (31 March 2022: £2,675m). The implied Fund deficit as at March 2023 was therefore **£xm** (31 March 2022: £2,794m).

As noted above, the liabilities above are calculated on an IAS 19 basis and therefore differ from the results of the 2022 triennial funding valuation (see Note 19) because IAS 19 stipulates a discount rate rather than a rate which reflects market rates.

Note 20) a) IAS19 assumptions used

Inflation/pension increase rate assumption	%
Salary increase rate	%
Discount rate	%

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Note 20) b) Guaranteed Minimum Pension (GMP) Equalisation

In valuing the present value of promised retirement benefits the Fund's actuary has assumed that for GMP the Fund will pay limited increases for members that have reached statutory pension age (SPA) by 6 April 2016, with the Government providing the remainder of the inflationary increase. For members that reach SPA after this date, the Fund actuary has assumed that the Fund will be required to pay the entire inflationary increase. Therefore the Fund actuary does not believe that any adjustments are needed to the value placed on the liabilities as a result of the High Court's recent ruling on the equalisation of GMP.

Current assets

31 March 2022		31 March 2023
£000		£000
2,716	Contributions due - employees	2,592
6,347	Contributions due - employers	6,963
964	Sundry debtors	771
10,027	Debtors	10,307
6,309	Cash balances	8,836
16,336		19,413

Analysis of debtors

31 March 2022		31 March 2023
£000		£000
6,734	Other local authorities	6,724
3,293	Other entities & individuals	3,583
10,027		10,307

Note 21) Current liabilities

31 March 2022		31 March 2023
£000		£000
(4,230)	Sundry creditors	(4,877)
(134)	Benefits payable	(2,600)
(4,364)		(7,477)

Note 21) a) Analysis of creditors

31 March 2022		31 March 2023
£000		£000
(1,102)	Central government bodies	(2,600)
(1,516)	Other local authorities	(3,733)
(1,746)	Other entities & individuals	(1,144)
(4,364)		(7,477)

Note 22) Additional voluntary contributions

Market value		Market value
31 March 2022		31 March 2023
£000		£000
13,202	Prudential	12,631
7	Equitable Life	7
18	Clerical Medical	18
13,227	Total	12,656

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AVC Contributions of £xm were paid directly to Prudential during the year (2021/22: £1.72m).

Note 23) Related party transactions

Note 23) a) The Royal Borough of Windsor and Maidenhead

The Royal County of Berkshire Pension Fund is administered by The Royal Borough of Windsor and Maidenhead. During the reporting period, The Royal Borough of Windsor and Maidenhead incurred costs of £2.155m (2021/22: £2.115m) in relation to the administration of the fund and was subsequently reimbursed by the fund for these expenses. The council is also the 6th largest employer in the pension fund (by contributions paid) and contributed £13.6m (2021/22: £12.9m).

Note 23) b) Governance

No members of the pension fund panel are in receipt of pension benefits from The Royal County of Berkshire Pension Fund.

Each member of the pension fund panel is required to declare their interests at each meeting.

Note 23) c) Key management personnel

The disclosures required by Regulation 7(2)-(4) of the Accounts and Audit (England) Regulations can be found in the main accounts of The Royal Borough of Windsor and Maidenhead.

The key management personnel of the Fund are the Members of the Pension Fund Committee, the Director of Resources (up to March 2023), the Head of Finance and Head of Pension Fund (from 1 September 2021). Their remuneration is set out below.

2021/22		2022/23
£000		£000
206	Short-term benefits	
38	Post-employment benefits	
244		

Note 24) Contingent liabilities and contractual commitments

Outstanding capital commitments (investments) at 31 March 2023 totalled £360.049m (31 March 2022: £278.743m).

These commitments relate to outstanding call payments due on unquoted limited partnership funds held in the private equity and infrastructure parts of the portfolio. The amounts "called" by these funds are irregular in both size and timing.

Note 25) Contingent assets

Several admitted body employers in the Royal County of Berkshire Pension Fund hold insurance bonds to guard against the possibility of being unable to meet their pension obligations. These funds are drawn in favour of the pension fund and payment will only be triggered in the event of employer default. It is not practicable to disclose the financial effect of the contingent assets.

ANNUAL GOVERNANCE STATEMENT

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Royal Borough
of Windsor &
Maidenhead

Annual Governance Statement 2022/23

Scope of Responsibility

1. The Royal Borough of Windsor and Maidenhead ('the Council') is responsible for ensuring that its business is conducted in accordance with the law, proper standards and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
2. This statement summarises the outcome of the Council's review of the governance arrangements that have been in place during 2022/23.
3. The Council is responsible for ensuring that there is a sound system of governance which incorporates the system of internal control. The local code of governance is underpinned by the seven principles of good governance set out in the CIPFA/SOLACE publication 'Delivering Good Governance in Local Government: Framework 2016'.
4. The Local Code of Governance framework comprises a collection of systems, policies, procedures, rules, processes, behaviours and values by which the Council is controlled and governed. The Framework has been reviewed during the current financial year.
5. The effectiveness of key elements of the governance framework are assessed throughout the year by the Statutory Governance Officer Group, Senior Leadership Team (SLT), Corporate Leadership Team (CLT), the Audit and Governance Committee, Internal Audit and other Officers and Members as required. The review of effectiveness is informed by the work of senior officers who have responsibility for the development and maintenance of the governance environment, the Head of Internal Audit's annual report, and from comments received from external auditors and other review agencies and inspectorates.
6. This Annual Governance Statement (AGS) explains how the Council has complied with its Code of Corporate Governance and also meets the requirements of regulation 6(1)(b) of the Accounts and Audit Regulations 2015.

The purpose of the governance framework

7. The governance framework comprises the systems, processes, culture and values by which the Council is managed and controlled. The framework also sets out how the Council accounts to, engages with and leads the community.
8. The governance framework enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate and cost-effective services.
9. The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives as an individual's failure to comply with policies and procedures, even when provided with comprehensive training on them, can never be entirely eliminated.
10. The system of internal control is based on an ongoing process designed to
 - a) identify the risks to the achievement of the Council's policies, aims and objectives;
 - b) evaluate the likelihood and impact of the risks should they be realised; and
 - c) identify and implement measures to reduce the likelihood of the risks being realised and to manage them efficiently, effectively and economically.

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The governance framework

In 2016 CIPFA/SOLACE issued revised best practice guidance for Delivering Good Governance in Local Government. The framework sets out seven principles that should underpin the governance of each Local Authority as:

- A. Behaving with integrity, demonstrating a strong commitment to ethical values, and respecting the rule of law.
- B. Ensuring openness and comprehensive stakeholder engagement.

In addition to the overarching requirements for acting in the public interest in principles A and B, achieving good governance in the public sector also requires effective arrangements for:

- C. Defining outcomes in terms of sustainable economic, social, and environmental benefits.
- D. Determining the interventions necessary to optimise the achievement of the intended outcomes.
- E. Developing the entity's capacity, including the capability of its leadership and the individuals within it.
- F. Managing risks and performance through robust internal control and strong public financial management.
- G. Implementing good practices in transparency, reporting, and audit, to deliver effective accountability.

This has now been supplemented by work done by the Centre for Governance and Scrutiny through the "Governance Risk and Resilience Framework" 2021 which give authorities a method of strength testing their governance control environment against the CIPFA principles.

Review of effectiveness

The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework, including the system of internal control.

In 2022/23 this review was led by the Statutory Governance Officers Group comprising the Chief Executive, Monitoring Officer, s151 Officer, Head of Legal, Head of Finance, Head of Governance, and Assistant Director SWAP Internal Audit Services with input from other officers as relevant. The review was informed by the work of:

- The Chief Executive, Directors and Monitoring Officer (and Deputies) who have responsibility for the development and maintenance of the governance environment. This was through a process of consulting on a draft Annual Governance Statement.
- The Assistant Director SWAP Internal Audit Services annual report and opinion, and by comments made by the external auditors and other review agencies and inspectorates.
- The Council's external auditor.
- The Council's Section 151 Officer who has statutory responsibility for ensuring the proper management of the Council's financial affairs.
- The Council's Overview & Scrutiny Panels and Audit and Governance Committee
- The CIPFA review of Financial Governance undertaken in July 2019
- LGA Peer Review undertaken in January 2022 with follow up in October 2022.

The Statutory Governance Officers Group meets regularly to discuss corporate governance arrangements and issues, and to reflect on recurring themes and spheres of activity relating to Council improvement. References in this document referring to the statutory officers will also include reference to the deputy positions. The Group has reviewed and updated the Local Code of Corporate

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Governance to ensure it reflects the 2016 CIPFA/SOLACE guidance in respect of delivering good governance. The revised document was published following review by the Corporate Overview and Scrutiny Panel on 27 May 2020.

The review this year has been undertaken in line with the Centre for Governance and Scrutiny's Risk and Resilience framework which is underpinned by the CIPFA Good Governance Principles resulting in the areas for action be identified in the action plan below.

Findings

The findings of this review are outlined under points below:

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

Behaving with integrity

All Council employees and Members must conduct themselves in accordance with the terms of the Officers' Code of Conduct and Members' Code of Conduct (part 7C and 7A of the Constitution). On joining the Council officers are provided with a contract outlining the terms and conditions of their appointment. All staff must sign a code of conduct and declare any financial interests, gifts or hospitality on a register.

All Members have attended training on the Code of Conduct. A new Code has been adopted this year by Council and training has been made compulsory.

The Member Standards Panel advises the Council on the Code of Conduct for Members and promotes high standards of conduct by Members. The Committee's terms of reference are set out in Part 6 of the Constitution. Records of the Committee's meetings and decisions are available online.

On becoming a Member of the Royal Borough, all Councillors are required to sign a declaration of acceptance of office which includes an undertaking to observe the code of conduct and the Nolan Principles.

Members are required to register details of Disclosable Pecuniary Interests and a series of interests defined by the Code of Member Conduct. Declarations are required to be completed within 28 days of becoming a Member (or being re-elected or reappointed) in the Authority's Register of Members' Interests.

Complaints in relation to the Member Code have decreased this year.

Demonstrating strong commitment to ethical values

The governance function of the Council is growing in robustness with a focus on ethical values. The appointment of two Deputy Monitoring Officers and a new Independent Person has strengthened this function, together with the legal service being brought in house. A new Code of Conduct has been developed by the LGA for adoption on a national basis. This was considered by full Council in April 2021 and a new code adopted, which was followed by additional training. Guidance and support has been provided to Members across all groups in relation to the application of the Code.

The Monitoring Officer reports annually to the Member Standards Panel on the operation of the Code of Conduct and other associated ethical issues through their annual report and reports on any issues that trigger the Section 5 duty.

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Member behaviour was an issue identified by the Peer Review Team and work was undertaken to address those issues resulting in less complaints for the current year.

The Section 151 Officer was the Executive Director for Resources (until March) and was responsible for financial administration and financial probity and prudence in decision making. Since that time the s151 role has been filled on an interim basis by the Head of Finance. Both roles are defined within Part 5B of the Constitution.

The Assistant Director (SWAP) is responsible for providing assurance on internal controls, governance and risk management arrangements and ensuring that there are adequate mechanisms in place for the investigation and reporting of fraud. A new delivery partner (South West Audit Partnership) has been appointed since April 2022.

The Council is committed to protecting any funds and property to which it has been entrusted and expects the highest standards of conduct from Members and officers regarding the administration of financial affairs. The Corporate Policy on the Prevention and Detection of Fraud and Corruption (updated Feb 2021) conforms to legislative requirements and sets out steps to minimise the risk of fraud, bribery, corruption and dishonesty and procedures for dealing with actual or expected fraud.

The Council is committed to achieving the highest possible standards of openness and accountability in all its practices. The Council's Whistleblowing Policy (updated March 2019) sets out the options and associated procedures for Council staff to raise concerns about potentially illegal, unethical or immoral practice and summarises expectations around handling the matter.

Members and officers are required to comply with approved policies.

Respecting the rule of law

The Monitoring Officer was the Director, Law and Strategy and Public Health until March 2023. The Monitoring Officer role is being filled on an interim basis by the Head of Law and Governance.

All reports prepared for Cabinet require legal advice to be sought prior to their submission, and all reports to Cabinet or Cabinet Members must incorporate comments from both the Section 151 Officer and Monitoring Officer (or their deputies) before they are submitted for consideration. The reports are also considered at a Leaders Board meeting before the public meeting.

The scheme of delegations to officers, to committees and to Cabinet members ensures that decisions are not ultra vires whilst allowing the Council to exercise its powers in a convenient way.

The Action Plan for the 2020/21 AGS identified that better guidance, controls and instructions to officers were needed to ensure that all decision making complied with the scheme of delegation in the Constitution. Guidance documentation on decision making has been revised and updated and issued to all members of the Corporate Leadership Team for wider dissemination. Training for key officers and Members on roles and responsibilities has been delivered. A new process in relation to delegated decision making has been introduced following an audit of delegated decision making and this has resulted in more decisions being recorded.

The Council seeks to comply with both the specific requirements of legislation and the general responsibilities placed on it by the common law and public law, bringing the key principles of good administrative law into processes and decision making.

The Council has not been subject to any successful judicial reviews of its decisions.

In particular, the process around equality impact assessments (EQIAs) has been strengthened through work on Equality, Diversity and Inclusion, and the Inequalities Project.

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The control environment relating to procurement has been further embedded, focusing on more scrutiny on contracts procured outside the standing orders and those needing re-procurement having been initially procured during the Covid 19 pandemic. This has in large part been resolved.

Attention following an audit of contract management has turned to strengthening the contract register and how contracts are managed within RBWM.

B: Ensuring openness and comprehensive stakeholder engagement.

Openness

It is recognised that people need information about the decisions the Council has taken into account that impact the services they provide. The views of customers are at the heart of the Council's service delivery arrangements. The Council uses a number of methods to communicate the Council's objectives and achievements to local people, including:

- 'Around the Royal Borough' – a newsletter sent to all residents and weekly online residents newsletter and other service specific newsletters.
- The Council Website
- Social Media including Facebook and Twitter including some service specific accounts
- The annual online Council Tax leaflet
- E newsletter to parishes

The RBWM website is accessible to a wide audience, with relevant and regularly updated news articles online.

The council also has a number of user forums, including the Learning Disability Partnership Board, and the Children in Care Council, which it uses to engage with people it supports, residents, businesses and other stakeholders to enable them to inform the development and delivery of council services.

Copies of the agendas, documents, minutes and decisions of all Committees, Cabinet and Council are available promptly online and an interactive online calendar of future meetings enables public attendance where appropriate.

All public meetings are live streamed via the Council's e-democracy channel on YouTube. This has ensured more transparent decision making.

The Council has a dedicated webpage for consultations where details of current consultations can be located and is seeking to support wider consultation through the use of a dedicated engagement platform, Engagement HQ.

The Council operates a clear and transparent policy and procedure for dealing with complaints about the Council's services and reports on complaints received and lessons learnt.

RBWM publishes data under the Government's Transparency Code including Council spending, Council contracts and senior salaries.

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The Council's Publication scheme details the different classes of information which RBWM routinely makes available, and the Freedom of Information webpage provides guidance for the public about what information is available to them and how they can access it, including via Freedom of Information (FOI), Environmental Information and Subject Access Requests. RBWM publishes all responses to FOI requests.

RBWM's commitment to transparency, as detailed above, enables the public to assess this and they can then use the complaints policy and the consultation process to feed back their views.

The Corporate Plan, developed with partners, outlines how RBWM commits to work in the public interest. This takes an evidence-based approach and has now been approved.

New performance indicators and metrics have been developed to support the corporate plan and will lead to greater accountability. A new performance framework has been developed and is able to be accessed through the newly launched "Citizens Portal", that gives enhanced visibility over all of the data being collected and monitored.

A Resident's Survey has been conducted to baseline some of the "Council Trusted to Deliver" metrics, this has allowed the Council to understand and report on levels of satisfaction with Council services and the way that the Council and area are perceived. This has been supplemented by the Inequalities Project, which has focussed on areas where needs are not met optimally at the current time and allows the Council to understand its own performance better.

Engaging comprehensively with institutional stakeholders

Partnerships are about the Council coming together with the right organisations to deliver improved outcomes for local people. The Council is involved in many different partnerships at different levels, each with their own set of terms of reference for effective joint working which is set out in the Council's Partnership Protocol. The Communications Strategy 2019/20 outlines how RBWM communicates with all sections of the community, employees and stakeholders.

RBWM proactively engages with the community in order to seek out their views, actively listen to them and support them to respond. There are a range of ways in which people can be involved in shaping decisions. These are inclusive and meet individual needs. RBWM also supports a number of groups to provide views to the Council including a Youth Council and the Disability and Inclusion Forum.

A consultation framework has been developed so that there is a consistency of approach across all of RBWM.

This seeks to ensure that the Consultation that is presented to the public engages with the target communities and seeks a full set of responses which can be used to inform the Council's decision making. The consultation portal 'Engagement HQ' is used by RBWM for both public and internal consultations.

There is a list of open and closed consultations available on the website and purpose of each consultation is described so it is possible to take part in those that are open.

This includes statutory consultations, surveys which can be completed online or paper questionnaires plus telephone and accessible format options, focus groups, face to face interviews, workshops and consultation/discussion events.

A budget consultation was undertaken during December 2022 and January 2023. It was open to the public and promoted through social media, print media, business, voluntary and charity sector networks.

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Key stakeholders and residents were consulted on the Corporate Plan.

All communications are branded to ensure that they are easily recognised, and the information can be translated into different languages and alternative formats as required.

The constitution allows public speaking at Cabinet and other committees, and for public questions to be heard at Full Council.

The pandemic has encouraged the public to attend meetings online in increasing numbers. These can also be viewed on demand through the council's e democracy channel on YouTube. New audio visual equipment has been installed in the Council Chamber to enable a good quality of broadcasting online and improve functionality in the Chamber.

The Petitions Scheme is available online.

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits

During 2021/22 the Council developed its new Corporate Plan and following consultation with Members, stakeholders and residents the plan was approved in November 2021.

The corporate plan sets out an overarching vision of 'Creating a sustainable borough of innovation and opportunity' and is framed around three key objectives:

- **Thriving Communities:** Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
- **Inspiring Places:** Supporting the borough's future prosperity and sustainability.
- **A Council trusted to deliver its promises.**

The plan sets out the following priorities, which respond to evidence on the key challenges within the borough and the priorities of our residents:

- Taking action to tackle climate change and its consequences and improving our natural environment: the council has declared a Climate Emergency, and this priority sets out the actions we will drive forward as a council – and collectively – to reduce emissions, protect our natural environment and to adapt to climate impacts.
- Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper this recognises the need to invest in new infrastructure to support the borough's future prosperity and sustainability, including digital, low carbon, transport and community infrastructure.
- A ladder of housing opportunity, to support better life chances for all: this recognises the challenges faced by many residents due to the lack of affordable housing in the borough. Helping more residents into affordable, sustainable homes, is a key part of our strategy to reduce inequality.

The Plan is supported by a new performance management framework.

Defining outcomes

The Citizens' Portal is a public dashboard, which provides information about the council's performance.

The portal enables the public to view the council's performance and progress against the goals for 2021-26. It has been developed to improve transparency and accountability. Performance is tracked against each of the 50 goals in the Plan, as part of the performance management framework.

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The Citizens' Portal provides easy access to a wide range of information. It is structured around the three objectives and 50 goals in the Corporate Plan. A selection of metrics and / or milestones have been included under each goal, to enable the public to view our progress.

The portal is focused on the outcomes the Council wants to achieve in the borough and presents data showing progress and performance on the delivery of key programmes – from electric vehicle charging points, to rates of childhood obesity.

Performance data is used by services to manage at a service level but also to improve performance across the whole Council through the Performance and Risk Management Board, an officer working group.

Performance Reports are considered by the Corporate Overview and Scrutiny Panel and supported by the Policy and Performance Team. The Panel can refer issues to either of the other two Overview and Scrutiny Panels. This allows the Panels to drill down into detail on outcomes to understand and challenge performance across the authority.

Sustainable economic, social and environmental benefits

As identified above the Council approved a five-year plan in November 2021.

The plan sets out the following priorities, which respond to evidence on the key challenges within the borough and the priorities of our residents:

- Taking action to tackle climate change and its consequences, and improving our natural environment: the council has declared a Climate Emergency, and this priority sets out the actions we will drive forward as a council – and collectively – to reduce emissions, protect our natural environment and to adapt to climate impacts.
- Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper: this recognises the need to invest in new infrastructure to support the borough's future prosperity and sustainability, including digital, low carbon, transport and community infrastructure.
- A ladder of housing opportunity, to support better life chances for all: this recognises the challenges faced by many residents due to the lack of affordable housing in the borough. Helping more residents into affordable, sustainable homes, is a key part of our strategy to reduce inequality.

These are defined by a set of measured outcomes and performance indicators through the Performance Management Framework.

D. Determining the interventions necessary to optimise the achievement of the intended outcomes

Determining interventions

The Corporate Plan has been developed through a data driven approach, and wide community and stakeholder engagement and is supported through a new Performance Management

The Strategy and Performance Team provides RBWM with the evidence it needs to inform decisions affecting commissioning and operational service delivery, such as population analysis, demand forecasting and needs assessments, as well as enabling the organisation to manage performance, engage with citizens and service users and maintain key business intelligence systems.

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Subsequent to the Plan's adoption, new arrangements were agreed by Cabinet on 20 December 2021 in relation to how performance against the Corporate Plan is reported. These arrangements include the establishment of a new public-facing online "Citizens' Portal", and agreement that the Corporate Overview & Scrutiny Panel takes primary responsibility for Member Scrutiny of the council's performance, receiving routine reports identifying areas of progress and areas of concern.

Planning interventions

Article 12 of the Constitution defines the responsibilities for decision making and the principles in accordance with which decisions must be made.

All reports are reviewed and signed off by the S151 Officer and the Monitoring Officer (or their deputies) to ensure the financial impact of any decision is properly recognised before that decision is taken, and the Council's decisions are lawful.

All agendas, minutes and decisions taken by Cabinet members are available to the public through RBWM's website.

The online committee management system which ensures easily accessible and good quality information is always available about decisions and Member meetings, this also ensures that the committee process is efficiently managed.

Reports to Cabinet are considered at a Leaders Board before the formal Cabinet meeting. This allows members of the Cabinet and the senior officers to review the quality of reports and ensure they are easy for the public to understand before they are formally submitted to a Cabinet meeting.

The Overview and Scrutiny Panels play a key role to inform and challenge decisions carried out within each service. Each Overview and Scrutiny Panel has its own terms of reference, and these are set out in the Constitution.

Scrutiny members have been trained this year on good scrutiny practice.

All relevant papers can be found on RBWM's Committee Management Information System (ModernGov).

RBWM intranet pages provide officers and councillors with access to information about decision making.

Decision-making reports require an Equality Impact Assessment to be completed and, where appropriate, a Data Protection Impact Assessment.

Optimising achievement of intended outcomes

The new Performance Management Framework focuses on measuring outcomes

Subsequent to the Corporate Plan's adoption, new arrangements were agreed by Cabinet on 20 December 2021 in relation to how performance against the Corporate Plan is reported. These arrangements include the establishment of a new public-facing online "Citizens' Portal", and agreement that the Corporate Overview & Scrutiny Panel takes primary responsibility for Member Scrutiny of the council's performance, receiving routine reports identifying areas of progress and areas of concern.

The Citizens' Portal was launched in April 2022 as a public-facing online dashboard setting out performance indicators and activities to show progress against the 50 goals in the Corporate Plan as part of the council's commitment to transparency and accountability. The Portal represents a substantial step forward in how the council shares performance information and will continue to be

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developed over time, with more information across the whole portal and particularly in relation to “A council trusted to deliver” goals.

Following the launch of the Portal, the Strategy, Policy & Performance Team has worked closely with relevant Corporate Plan goal owners to establish target trajectories and tolerance thresholds for performance indicators featured on the Portal. Target trajectories and tolerance thresholds are the key enablers for RAG (Red, Amber, Green) statuses to be determined. Confirmed target trajectories and tolerance thresholds were applied to the Citizens’ Portal from 1 July 2022.

E. Developing the entity’s capacity, including the capability of its leadership and the individuals within it

Developing the entity’s capacity

RBWM operates a robust interview and selection process to ensure that Officers are only appointed if they have the right levels of skills and experience to effectively fulfil their role. If working with children and/or vulnerable adults they will be subject to an enhanced Disclosure and Barring Service (DBS) check prior to appointment. New officers must attend an induction meeting, which provides information about how the organisation works and managers must complete an induction checklist.

All Officers complete a number of mandatory e-learning courses on an annual basis including health and safety, equalities and diversity and information governance. Officers and Members have access to a range of IT, technical, soft skills and job specific training courses.

Employees’ annual training and development needs are identified through the performance management process. In addition to a comprehensive induction programme, there are a number of internal training courses available to employees, covering a wide range of topics and issues. Each service area completes an annual Training Needs Analysis to identify individual officer development.

All Officers receive regular one to ones with their Manager in order to monitor workload and performance. Opportunities are provided for identifying future training and development needs, and to track progress against objectives. The effectiveness of individual performance monitoring is tracked in a number of ways, including by asking staff about it as part of regular staff satisfaction surveys.

RBWM has developed an online ‘Members’ Hub’ which is a dedicated area containing documents, news, training and forms. The hub can be accessed from Members’ corporate iPads.

A LGA Peer Review was conducted in January 2022 with a subsequent action plan developed. A follow up review was conducted in October 2022.

Developing the capability of the entity’s leadership and other individuals

The law and Constitution clearly define the responsibilities of key Member and officer roles.

Part 3 of the Constitution sets out powers delegated to Cabinet Members and Officers. Chief Officers are in turn responsible for authorising delegations to their officers. All delegations are updated when roles or structures change.

The protocol on Member/officer relations contained within Part 7 of the Constitution further defines the day-to-day roles and responsibilities of officers and Members. Following elections in May 2019 all Members were offered a comprehensive Induction and there are regular briefing and development sessions throughout their term of office.

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Newly elected Councillor induction includes information on roles and responsibilities, political management and decision-making, financial management and processes, health and safety, information governance, data protection, the Members' Code of Conduct and safeguarding.

Compulsory training is provided for Members who sit on the Licensing Panel, Appeals Panel and the Development Management Committees. The Council has developed an online 'Members' Hub' which is a dedicated area containing documents, news, training and forms. The hub can be accessed from Members' corporate iPads.

F. Managing risks and performance through robust internal control and strong public financial management

Managing risk

The Council has Finance Procedure Rules which are updated on a rolling basis. They set the framework on how the Council manages its financial arrangements and form part of the Council's Constitution. They also set the financial standards that will ensure consistency of approach and the controls needed to minimise risks.

They are available to staff with accompanying guidance, and these are reviewed at least annually to ensure they remain fit for purpose and adhere to best practice.

RBWM has a corporate risk management system that records both strategic and service risks and the assigned owners. A Strategic Risk Report is formally considered on a quarterly basis by the Directors Team where they consider current and emerging risks.

Risks are identified within any reports submitted for decision making.

RBWM has an adopted Risk Management Strategy, and this is regularly reviewed and refreshed and considered at Audit and Governance Committee.

The risk management framework has been reviewed as part of the Internal Audit work done this year.

Managing performance

The Council's performance management framework has 42 different measures aligned to the strategic objectives in the Council Plan 2017-21, 22 of which are key measures reported to Cabinet bi-annually. The Overview and Scrutiny Panels have oversight of the relevant key measures reported to Cabinet as well as a range of other performance measures relating to the Council's strategic priorities.

As part of the development of the Corporate Plan a new performance management framework has been developed to link our new outcome based approach to tracking performance and delivery more closely.

Robust internal control

The Council has Finance Procedure Rules which are updated on a rolling basis. They set the framework on how the Council manages its financial arrangements and form part of the Council's Constitution. They also set the financial standards that will ensure consistency of approach and the controls needed to minimise risks.

Work has been undertaken in the way which contracts are procured and then managed. Further work is recommended this year on the Procurement Toolkit with officers to embed good practice.

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A review of the Property Company governance has been undertaken (supported by the Statutory Governance Officer Group) and reported on to Members. This has resulted in an Action Plan, which is monitored by Corporate Overview and Scrutiny Panel. This is included in the AGS Action Plan as a governance issue for completeness rather than detailed monitoring.

It has been agreed that a Shareholder Panel will be introduced for the Councils Property Company "RBWM Property Company Ltd" to strengthen the Council's oversight as shareholder of the Company. The Shareholder Panel will be the formal mechanism by which the Council will scrutinise company performance, risk, delivery and direction of travel and will also provide a forum for the Property Company to formally raise any issues with the Council.

Further work is planned this year in respect of the Council's other Teckel companies.

Managing data

RBWM's Publication scheme details the different classes of information which RBWM routinely makes available and the 'Transparency' webpage which provides guidance for the public about what information is available to them and how they can access it. The Council also has a webpage for Freedom of Information (FOI), Environmental Information and Subject Access Requests. We also publish all responses to FOI requests.

The Council has appointed a SIRO (Head of HR, Corporate Projects and IT) to manage information risks and the Council is focused on PSN compliance.

In relation to GDPR, link officers identified for each service area have been provided with ongoing support to ensure all documents including service area Information Asset Registers (IAR) and Registers of Processing Activity (RoPA) are regularly reviewed, monitored and kept up to date.

Strong public financial management

Financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (April 2016). The Chief Financial Officer was the Executive Director for Resources until March and is now the Head of Finance.

The s151 Officer is responsible for leading the promotion and delivery of good financial management so that public money is always safeguarded, ensuring that budgets are agreed in advance and are robust, that value for money is provided by council services, and that the finance function is fit for purpose. The s151 Officer advises on financial matters to both the Cabinet and full Council and should be actively involved in ensuring that the authority's strategic objectives are delivered sustainably in line with long term financial goals. The s151 Officer together with finance staff should ensure that new policies or service proposals are accompanied by a full financial appraisal which is properly costed, fully funded and identifies the key assumptions and financial risks that face the Council.

The s151 Officer has a statutory duty to report any unlawful financial activity or failure to set or maintain a balanced budget. The s151 Officer also has a number of statutory powers in order to allow this role to be carried out: e.g. Under Section 25 of the Local Government Act 2003 the S151 officer is required to state in the budget report their view on the robustness of estimates for the coming year, the medium-term financial strategy, and the adequacy of proposed reserves and balances. Under Section 114 of the Local Government Finance Act 1988 the chief financial officer has the power to issue a Section 114 notice (S114) if they judge that the council is unable to set or achieve a balanced budget.

The Council has Financial Regulations which provide a framework to identify financial responsibilities and the financial limits assigned to individual Officers. These also outline the responsibilities in

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relation to partnerships and commissioning arrangements. The Financial Regulations are kept under regular review.

Training for all budget holders on financial processes of compliance for approving spend and monitoring have been held; further training will be provided throughout the financial year on relevant topics to ensure that financial best practice is core to the way the organisation operates. A suite of online finance training videos has been introduced.

An officer Capital Review Board was introduced during 2020/21 to provide more oversight and challenge around the capital programme as well as consider the council's capital strategy and this is working effectively.

G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability

Implementing good practice in transparency

The Council and its decisions are open and accessible to the community, service users, partners and its staff. The Freedom of Information Act 2000 and the Environmental Information Regulations 2004 give anyone the right to ask for any information held by the Council except where an exemption or exception can be lawfully applied to such information.

All reports requiring a decision must be considered by appropriately qualified legal and finance staff with expertise in the particular function area before they are progressed to the relevant committee/forum. The Council is committed to its equality responsibilities. To meet these responsibilities, equality impact assessments are undertaken where appropriate. EQIAs are a systematic way of taking equal opportunities into consideration when making a decision and should be conducted when there is a new or reviewed strategy, policy, plan, project, service or procedure in order to determine whether there will likely be a detrimental and/or disproportionate impact on particular groups, including those within the workforce and customer/public groups.

The Action Plan for the 2020/21 AGS identified that better guidance, controls and instructions to officers were needed to ensure that all decision making complied with the scheme of delegation in the Constitution and this is complete.

Guidance documentation on decision making has been revised and updated and issued to all members of the Corporate Leadership Team for wider dissemination.

Following the issuing of updated guidance on decision making to all relevant officers and a joint Member/CLT workshop on officer/Member roles and responsibilities, there has been a clear improvement in the application of governance procedures.

This has included regular review of the Forward Plan, ensuring sign-off of reports by statutory officers and an increased use of officer decision forms. Ongoing Member peer support via the LGA has also been provided to political groups.

Implementing good practices in reporting

All reports are checked by the statutory officers or their staff prior to submission and seen by Directors Team. Reports are on a standard template. Delegated decisions are recorded with reasons.

The Forward Plan is available on the website.

Oversight is provided through the Overview and Scrutiny Panels.

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Assurance and effective accountability

RBWM's values focus on accountability and the work leading to the development of those values has been important in driving forward the culture of the Council in the past year. For the forthcoming year we need to do more work in embedding those values and this is reflected in the Action Plan.

The Local Government Act 2000 requires a local authority acting under Executive arrangements to have one or more Overview and Scrutiny Panels. In 2021/22 the Council operated four Overview and Scrutiny Panels. These panels support the work of the Cabinet and the Council as a whole. They may make reports and recommendations which advise the Cabinet and the Council as a whole on its policies, budget and service delivery. Following a recommendation from the LGA Peer Review, full Council agreed in May 2022 to amend the committee structure to three Panels to align with the Directorates and Corporate Plan.

The Overview and Scrutiny Panels also monitor the decisions of the Cabinet. They can 'call-in' a decision which has been made by the Cabinet but not yet implemented. This enables the Panel to consider whether the decision is appropriate. It may recommend that the Cabinet reconsider the decision. The Panels may also be consulted by the Cabinet or the Council on forthcoming decisions and the development of policy. Details of the Council's Overview and Scrutiny Panels can be located on the Council's website.

Induction, training and support is provided to individual Members and whole committees to support them in their policy development and holding-to-account roles.

In 2022/23 scrutiny in RBWM was supported by officers within Democratic Services and the Democratic Services Team Manager is the Statutory Scrutiny Officer. Work will be undertaken as part of the AGS Action Plan to develop the role of other officers in the Council to support Overview and Scrutiny more effectively. A dedicated Scrutiny Officer has been placed in post.

The Head of Finance, Executive Director of Resources and Internal Audit meet with the external auditors on a regular basis to discuss audit activity and ensure that appropriate support is being provided.

The Audit and Governance Committee has undertaken the key functions required of it by Chartered Institute of Public Finance's (CIPFA) guidance on the role of audit committees.

The Audit and Governance Committee role and purpose is set out in Articles of the constitution.

The Committee has a close working relationship with the internal and external auditors.

The Committee met 5 times during the 2022/23 financial year, in public.

Their work has included receiving internal audit and counter fraud progress reports, including detail of all limited assurance reviews and the extent to which remedial recommendations have been implemented.

The Council is required to publish the unaudited Statement of Accounts for the financial year ending 31 March 2023 by 31 May 2023. The Council has not yet published the draft Statement of Accounts for 2022/23 nor commenced the period for the exercise of public inspection.

The Council will publish a draft set of accounts as soon as reasonably practicable, following which the period for the exercise of public inspection will commence. The delay has arisen due to the continued inherent complexity and disclosure requirements of Local Government financial reporting, and the increased assurance work that auditors are required to carry out nationally with respect to asset valuations.

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Also, the limited availability of the staff members critical to the production of these statements throughout the statement preparation period has contributed to the delay.

A further notice will be published in due course setting out the public inspection period as soon as the draft 2022/23 Statement of Accounts have been finalized for a period of public inspection prior to external audit. The Internal Audit Plan is regularly reported to Committee.

Head of Internal Audit Opinion

The Head of Internal Audit's overall audit opinion on the internal control environment (framework of governance, risk management and internal control) is;

Significant gaps, weaknesses or non-compliance were identified. Improvement is required to the system of governance, risk management and control to effectively manage risks to the achievement of objectives.

The Head of Internal Audit Annual Report provides a summary of the activity used to support this opinion.

External Audit

There is a national issue that is well recognised in terms of the availability of external audit resources. The 2019/20 accounts were signed off on 1st March 2023 following rejection of a number of objections to the accounts that were considered as well as a national issue around the valuation of infrastructure assets.

The accounts for 2020/21 have already been prepared and it is anticipated they will be signed off by the autumn of 2023. The draft accounts for 2021/22 were published on 31st July 2022 and external audit will start upon completion of the 2020/21 accounts audit. This is expected to be concluded by the end of December 2023. There have been a number of objections to both the 2020/21 and 2021/22 accounts, and these will need to be resolved prior to the sign off of these accounts.

1.

Subject	Action (s)	Responsible Officer	Target completion date
A. Behaving with integrity, demonstrating a strong commitment to ethical values, and respecting the rule of law.	1. Training of the O&S Panels with LGA and CfGS .	Head of Law & Governance(A1,2)	December 2023 (A1)
	2. Review of Code of Conduct Assessment Processes	Head of Law & Governance (A4)	completed
	3. Launch of Procurement Toolkit	Head of Finance (A3)	Completed – due to be republished mid-July due to changes in thresholds (national Legislation)
B. Ensuring openness and comprehensive stakeholder engagement	1. Adoption of a new Engagement Approach	Head of Strategy (B1)	August 2023 (B1)

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C. Defining outcomes in terms of sustainable economic, social, and environmental benefits.	<ol style="list-style-type: none"> 1. Embedding new Performance Management Framework. 	Head of Strategy (C1&2)	Complete subject to revision in February 2024 following agreement of new Corporate Plan
D. Determining the interventions necessary to optimise the achievement of the intended outcomes.	<ol style="list-style-type: none"> 1. Embedding new Performance Management Framework. 2. Introduction of Regular Review of Performance by the Corporate O&S Panel 	Head of Strategy (D1) Head of Law & Governance (D2)	May 2023 (D1) January 2024
E. Developing the entity's capacity, including the capability of its leadership and the individuals within it.	<ol style="list-style-type: none"> 1. Further development of Induction Programme for New Members 2. Development of the Scrutiny function with Members. 	Head of Law & Governance (E1) Head of Law & Governance (E3)	completed Dec 2023 (E2)
F. Managing risks and performance through robust internal control and strong public financial management.	<ol style="list-style-type: none"> 1. Embedding new Performance Management Framework. 2. Review of Risk Management 3. Review of Council's Governance of the Property Company and establishment of a Shareholder Panel 4. Review of procurement and contract management 	Head of Strategy (F1) Head of Finance (F2) Executive Director (Place) (F3) & Head of Law & Governance (F3) Head of Finance(F4)	May 2023 (F1) Feb 2023 (F2) July 2023 (F3) May 2023 (F4)
G. Implementing good practices in transparency, reporting, and audit, to deliver effective accountability.	<ol style="list-style-type: none"> 1. Further development of the Scrutiny function with Members. 	Head of Law & Governance (G1)	Dec 2023 (G1)

CONCLUSION

Although the Council has improved many elements its governance system in the past year, the Head of Internal Audit's opinion clearly shows that significant improvements are required.

In the past year we have strengthened our governance foundations and culture to help us make better decisions for our communities and whilst we have made considerable steps forward, we know that there is work yet to do, however the outcome of the Peer Review demonstrated that we are on

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the right path. It is important that over the coming years efforts are made to further develop the culture of the organisation to operate these systems consistently.

The Appointment of a new Internal Auditor has introduced a new level of scrutiny which has allowed the Council to identify gaps and weaknesses in its governance arrangements and we look forward to working closely with the internal auditor to continue to identify weaknesses and resolve those already identified.

The Action Plan will help us address those areas that will support our new culture to embed the key principles of good governance at the heart of our organisations making it more accountable.

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements, including procurement reviews, embedding performance management, developing the leadership capacity of the organisation and a comprehensive induction programme for Members.

We are satisfied that these steps will address the need for proper governance arrangements to be in place. We will undertake ongoing monitoring of the implementation of any improvements that were identified in our review of effectiveness and as part of our next annual review.

CLr J Tisi
Chairman, Audit and Governance Committee

Signed:
Date:

Stephen Evans
Chief Executive

Signed:
Date:

CLr Werner
Leader of the Council

Signed:
Date:

INDEPENDENT AUDITOR'S REPORT

The auditor's report will be added on closure of the audit

DRAFT

Glossary of Terms

For the purposes of the Statement of Accounts, the following definitions have been adopted: -

Accounting Policies

Define the process whereby transactions and other events are reflected in the financial statements.

Accruals

The concept that income and expenditure are recognised as they are earned or incurred, not as money is received or paid.

Actuarial Gains and Losses

The change in actuarial deficits or surpluses arising from actual gains/ losses since the last valuation or changes in actuarial assumptions.

Capital Charge

A charge to service revenue accounts to reflect the cost of Property, plant & equipment used in the provision of services.

Capital Expenditure

Expenditure on the acquisition of a fixed asset or expenditure which adds to and not merely maintains the value of an existing asset.

Community Assets

Assets that the local authority intends to hold in perpetuity, that have no specific life span, and that may have restrictions on their disposal. Examples of such assets include parks and historic buildings.

Classes of Tangible Assets

Operational Assets:

Council Dwellings, Other land and building, Vehicles, plant, furniture, and equipment
Infrastructure Assets; Community Assets

Non-Operational Assets:

Investment property, Assets under construction and Surplus assets for disposal

Contingent Asset or Liability

A condition which exists at the balance sheet date, where the outcome will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events which are not wholly within our control.

Creditors

Amounts owed by an authority at the balance sheet date for goods received or work done.

Defined Benefit Scheme

A pension scheme having a statutory duty to ensure pensionable benefits, due to the employee are maintained through changes in the employer's contributions, as determined through periodic valuation.

Debt

This refers to the amount of long-term debt borrowed by an authority or for which the authority has responsibility to repay and which was used to finance the acquisition of Property, plant & equipment. It is similar to a mortgage on a private person's home.

Supplementary Accounting Statements

Debtor

Amounts due to an authority but unpaid at the balance sheet date.

Depreciation

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

Events after the Balance Sheet date

Those events, both favourable and unfavourable, which occur between the balance sheet date and the date on which the Statement of Accounts is signed by the responsible officer.

Fair value

The fair value of an asset is the price at which it could be exchanged in an "arm's length" transaction less, where applicable, any income receivable towards the purchase or use of that asset.

Finance Lease

A lease that transfers substantially all the risks and rewards of ownership of a fixed asset to the lessee. Such a transfer may be presumed to occur if, at the inception of the lease, the present value of the minimum lease payments, including any initial payment, amounts to substantially all of the fair value of the leased asset.

Impairment

A reduction in the value of a fixed asset arising from changes in market value, obsolescence or change in business.

Infrastructure Assets

Property, plant & equipment that are inalienable or immovable, expenditure on which is recoverable only by the continued use of the asset created. Examples of infrastructure assets are highways and footpaths.

Interest Costs (Pensions)

Expected changes during the period in the present value of the schemes liabilities because the benefits are one year nearer their settlement.

Investments

A long-term investment is an investment that is intended to be held on a continuing use basis in the activities of the authority. Investments, other than those in relation to pensions fund, that do not meet the above criteria are classed as current assets

Investment Properties

Interest in land and / or buildings: in respect of which construction work and development have been completed; and which is held for its investment potential, rather than its use in the provision of the local authority's service to the public, any rental income being negotiated at arm's length.

Liquid Resources

Current assets and investments that are readily disposable without disrupting the authority's day to day business.

Minimum Revenue Provision

The minimum amount of an authority's external debt that must be repaid in accordance with Government regulations, by the revenue account in the year of account.

Net Debt

The amount of long-term borrowing less cash and liquid resources such as cash.

Supplementary Accounting Statements

Net Book Value

The amount at which Property, plant & equipment are included in the balance sheet, i.e., their historic cost or current value less the cumulative amounts provided for depreciation.

Net Current Realisable Costs

The cost of replacing an asset, or its nearest equivalent, that reflects its current condition.

Net Realisable Value

The open market value of an asset in its existing use less expenses incurred in realising the asset

Non-Operational Assets

Property, plant & equipment held by the local authority but not directly occupied, used, or consumed in the delivery of its services. Examples of non-operational assets include investment properties and those assets which are surplus to requirements, and which are being held pending sale or redevelopment.

Operational Assets

Property, plant & equipment held and occupied, used or consumed by the local authority in the direct delivery of those services for which it has a statutory or discretionary responsibility.

Past Service Costs

Changes in the present value of the schemes' liabilities related to employee service in prior periods arising from the introduction of, or improvement in, retirement benefits in the current period.

Precepts

The amount that the authority is required to collect from council taxpayers to fund another, non-tax collecting authority's expenditure. Precepts are issued by Parish Councils and the local police authority.

Prior Period Adjustments

Those material adjustments which apply to previous years, which have arisen from changes in accounting policies or from the correction of fundamental errors. Such errors would destroy the validity of the financial statements. They do not include normal recurring corrections or adjustments of accounting estimates made in prior years.

Prudence

The concept that revenue is not anticipated but is recognised only when realised in the form of either cash or of other assets whose realisation can be assessed with reasonable certainty.

Related Parties

Parties are related when one party has direct or indirect control or influence over the financial and/ or operational activities of the other. Examples include government departments, local authorities, members and chief officers.

Related Party Transaction

A related party transaction is the transfer of asset or liability or performance of service by, to or for a related party.

Remuneration

Sums (including expenses allowances and non-cash benefits subject to UK income tax) paid to or receivable by employees. They exclude employee and employer pensions contributions.

Supplementary Accounting Statements

Reserves

Reserves are maintained by transferring money to and from the Income and Expenditure Account. There are generally two types of Reserve:

1. General Reserves which create a cushion against unexpected events or emergencies or to even out the effect of variations in cash flow (i.e. to avoid temporary borrowing)
2. Earmarked Reserves created to meet known or predicted liabilities (e.g. Capital Reserves, Insurance Reserves and schools balances).

Residual Value

The net realisable value of an asset at the end of its useful life.

Retirement Benefits

All forms of benefits given by an employer in exchange for services rendered by employees that are payable at the completion of employment. Such benefits exclude an employer's decision to terminate employment before normal retirement and an employee accepting early retirement as these are not given in exchange for services rendered.

Revenue Expenditure funded from Capital under Statute

Expenditure that may be funded from capital resources, but which does not result in an asset on the Balance Sheet. Qualifying items would be grants or expenditure on property not owned by the Council. The expenditure is charged to the Income and Expenditure Account and shown as a reconciling item in the Statement of Movement on the General Fund Balance.

Inventories

These comprise the following:-

- goods or other assets purchased for resale;
- consumable stores;
- raw materials and components purchased for incorporation into products for sale;
- products and services in intermediate stages of completion;
- long-term contract balances;
- finished goods for resale.

Tangible Property, plant & equipment

Tangible assets that yield benefits to the local authority and the services it provides for a period of time in excess of one year.

Total Cost

The total cost of a service or activity includes all costs related to the provision of that service or activity.

Useful Life

The period over which the local authority will derive benefits from the use of a fixed asset.

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Report Title:	SWAP Internal Audit Progress Report
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	
Meeting and Date:	Audit and Governance Committee – 20 July 2023
Responsible Officer(s):	Andrew Vallance, Deputy Director of Finance & Interim s151 Officer
Wards affected:	All



REPORT SUMMARY

The report is the first progress report on the internal audit plan for 2023/24 agreed at the February 2023 meeting. It will be presented by the Council's internal auditors, South West Audit Partnership (SWAP).

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Audit and Governance Committee notes the report

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 To ensure that the internal audit programme for 2023/24 is progressing as planned.

Options

Table 1: Options arising from this report

Option	Comments
To agree the Internal Audit Progress report This is the recommended option	This is the preferred option for the reasons set out in the report

3 BACKGROUND

- 3.1 The October 2021 meeting of Audit and Governance Committee recommended to Cabinet that the Council should become a member of the South West Audit Partnership (SWAP). Cabinet ratified this decision in November 2021.
- 3.2 SWAP therefore took over the role of the Council's internal auditors from 1 April 2022.
- 3.3 SWAP's audit plan for 2023/24 was approved at the February 2023 meeting of this committee
- 3.4 A progress report on Quarter 1 to date is attached as **Appendix 1**.

3.5 Key staff from SWAP will attend the meeting to present the report.

4 FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no direct financial consequences arising from this report.

5 LEGAL IMPLICATIONS

5.1 None.

6 RISK MANAGEMENT

6.1 SWAP have undertaken a review of current risk management arrangements as part of their audit plan.

7 POTENTIAL IMPACTS

7.1 Equalities. An Equality Impact Assessment is attached as **Appendix 2**. A screening assessment has been completed which indicates the proposal does not have any equality impacts.

7.2 Climate change/sustainability. There are no impacts as a consequence of the decision.

7.3 Data Protection/GDPR. No personal data has been processed.

8 CONSULTATION

8.1 See section 12

9 TIMETABLE FOR IMPLEMENTATION

9.1 By 31 March 2024

10 APPENDICES

10.1 Appendix 1 - Internal Audit Progress Report Q1 2023/24

10.2 Appendix 2 - EQIA

11 BACKGROUND DOCUMENTS

11.1 None

12 CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputies)</i>			
Andrew Vallance	Deputy Director of Finance (Interim S151 Officer)	6/7/23	6/7/23
Elaine Browne	Deputy Director of Law and Strategy /Monitoring Officer	6/7/23	10/7/23
<i>Deputies:</i>			

Confirmation relevant Cabinet Member(s) consulted		Yes
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REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Audit and Governance Committee for Noting	No	No

Report Author:
 Andrew Vallance, Deputy Director of Finance
andrew.vallance@rbwm.gov.uk

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Royal Borough of Windsor and Maidenhead







Report of Internal Audit Activity

Progress Report - July 2023

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Internal Audit Update – July 2023/24 ‘At a Glance’

The Headlines

	22/23 Audit Plan <ul style="list-style-type: none"> One audit completed (Reasonable) One audit at draft stage
	23/24 Reviews completed in the period <ul style="list-style-type: none"> One audit at draft stage One grant certification Eleven reviews in progress
	Progress to date On track to deliver plan: <ul style="list-style-type: none"> 26% of the plan has been started
	Follow-ups in the period One follow-up audit in progress.
	Plan Changes <ul style="list-style-type: none"> Three audits deferred Three audits added One follow-up added
	Range of innovations and enhancements made to our internal audit process throughout the year Benchmarking exercise carried out to compare RBWM lease approval process at other authorities in the SWAP partnership.

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Internal Audit Assurance Opinions 2023/24

	July	YTD
Substantial	0	0
Reasonable	0	0
Limited	0	0
No Assurance	0	0
Total	0	0

Internal Audit Agreed Actions 2023/24

	July	YTD
Priority 1	0	0
Priority 2	0	0
Priority 3	0	0
Total	0	0

Summary

As part of our rolling plan reports, we will detail progress against the approved plan and any updates in scope and coverage.

We will also provide details of any significant risks that we have identified in our work, along with the progress of mitigating significant risks previously identified through audit activity.

The contacts at SWAP in connection with this report are:

Lisa Fryer

Assistant Director

lisa.fryer@swapaudit.co.uk

David Hill

Chief Executive

david.hill@swapaudit.co.uk



Summary

Introduction

This 2023/24 progress report allows monitoring against the plan agreed by this Committee in February 2023. The plan remains necessarily flexible and some changes have already taken place. The schedule provided at **Appendix D** details progress made to date and new work agreed.

Each completed assignment includes its respective “assurance opinion” rating together with the number and relative ranking of recommendations that have been raised with management. In such cases, the Committee can take assurance that improvement actions have been agreed with management to address these. The assurance opinion ratings have been determined in accordance with the Internal Audit “Audit Framework Definitions” as detailed at **Appendix A** of this document.

To assist the Committee in its important monitoring and scrutiny role, in those cases where weaknesses have been identified in service/function reviews that are considered to represent significant service risks, a summary of the key audit findings that have resulted in them receiving a ‘limited Assurance Opinion’ is given as part of this report in **Appendix B**. There were no finalised limited assurance audits during this period.

A follow-up review is performed in respect of all limited assurance opinion audits. This is important to provide evidence that recommendations have been implemented to reduce areas of risk identified. The results of follow-up reviews performed in the period can be found in **Appendix C**. There were no finalised follow-up audits during this period.

In circumstances where findings have been identified which are considered to represent significant corporate risks to the Council, due to their importance, these issues are separately summarised. No significant corporate risks were reported in the period.

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Internal Audit Plan Update

Our audit plan coverage assessment is designed to provide an indication of whether we have provided sufficient, independent assurance to monitor the organisation’s risk profile effectively.

For those areas where no audit coverage is planned, assurance should be sought from other sources to provide a holistic picture of assurance against key risks.







SWAP audit plan coverage across strategic risks

The internal audit plan agreed is based on our risk based approach to help ensure that resources are focused where internal audit can offer the most value and insight. A key source of information is the Council’s strategic risk register.

The strategic risk register has been reviewed and updated for this financial year by the Council. The table that follows on the next page is a summary of how our completed audits and work in progress to date provide assurance in relation to these strategic risks. As the year builds and more work is completed, coverage across the key risk areas will increase. ‘Adequate’ coverage reflects delivery of planned assurance levels.

Key

	Good coverage complete
	Adequate coverage complete
	Coverage In progress
	No coverage to date

Internal Audit Plan Update

Continued:

Our audit plan coverage assessment is designed to provide an indication of whether we have provided sufficient, independent assurance to monitor the organisation's risk profile effectively.

For those areas where no audit coverage is planned, assurance should be sought from other sources to provide a holistic picture of assurance against key risks.

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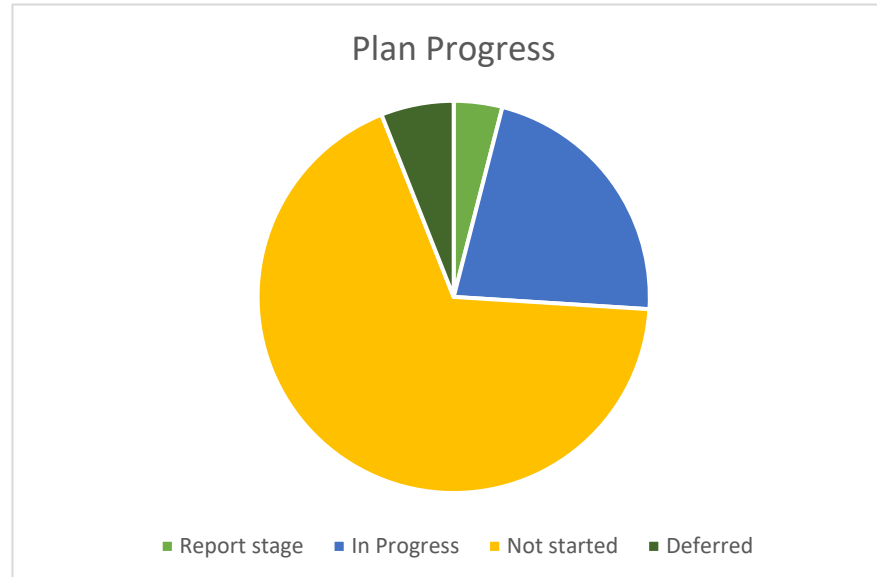
Strategic Risk	Coverage
Impact of winter flu/other pathogens	
Climate change – decarbonization to net zero	(Climate change governance covered in 22/23)
Adults and children's safeguarding	Children's safeguarding
Best value not delivered from contractors and council owned companies	Contract Management follow-up, contract register, grounds maintenance contract management, Governance and oversight of Optalis
Loss of IT/communication facilities	User access and account management, on premises hosting, software asset management
Workforce capacity is insufficient	Healthy Organisation review – human resources
Demand changes arising from cost of living crisis	Children's early intervention
Increased mental health demands	Adults mental health
Regeneration programmes fail to deliver expected benefits	Property Leases
Effectiveness of the financial strategy	Management of the revenue budget, Adult debt management, corporate debt management follow-up
Insufficient Emergency Services response	Emergency planning, business continuity follow-up
Health and Safety building risks – Fire Exposure	Health and safety – premises
Transition from Children's to Adult Services	Transition from Children's to Adult Services
Increased demand for adult social care	Adults – assessments and care plans
Breach of legislation results in corporate manslaughter	Safety of tree stock
Security threat to the safety of residents and visitors	Emergency planning

Internal Audit Plan Update

We will build our audit plan as the year progresses to ensure that we are auditing the right things at the right time.



Progress Year to Date



A good start has been made to the year with 26% of audits underway at the end of the quarter.


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Assurance Definitions	
No Assurance	Immediate action is required to address fundamental gaps, weaknesses or non-compliance identified. The system of governance, risk management and control is inadequate to effectively manage risks to the achievement of objectives in the area audited.
Limited	Significant gaps, weaknesses or non-compliance were identified. Improvement is required to the system of governance, risk management and control to effectively manage risks to the achievement of objectives in the area audited
Reasonable	There is a generally sound system of governance, risk management and control in place. Some issues, non-compliance or scope for improvement were identified which may put at risk the achievement of objectives in the area audited.
Substantial	A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited.

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Definition of Corporate Risks	
Risks	Reporting Implications
High	Issues that we consider need to be brought to the attention of both senior management and the Audit Committee.
Medium	Issues which should be addressed by management in their areas of responsibility.
Low	Issues of a minor nature or best practice where some improvement can be made.

Categorisation of Recommendations	
In addition to the corporate risk assessment it is important that management know how important the recommendation is to their service. Each recommendation has been given a priority rating at service level with the following definitions:	
Priority 1	Findings that are fundamental to the integrity of the service’s business processes and require the immediate attention of management.
Priority 2	Important findings that need to be resolved by management.
Priority 3	Finding that requires attention.

Audit Title	Risks Reviewed	 Limited	Priority Actions			
			1	2	3	Total
No limited assurance audit reports have been issued in the period.						

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	Scope and Objective	Progress Summary			
	To provide assurance that the agreed actions to mitigate against risk exposure, identified within the 2021/22 audit of Housing Income, have been implemented.	Completed	In progress	Not Started	Total
	Priority 1				
	Priority 2				
	Priority 3				
	Total				
183	None reached final stage in the period.				

Audit Type	Audit Area	Status	Opinion	No of Rec	Recommendation		
					1 = Major	↔	3 = Medium
					1	2	3
2022/23							
Governance	Medium Term Financial Plan (MTFP) – Revenue Savings Assurance	Final	Reasonable	3		3	
Operational	Achieving for Children Governance and Oversight	Draft					
2023/24							
Complete							
Grant	LEP Core Growth	Complete	Certified				
Reporting							
Governance	Health and Safety Premises risks	Draft					
In progress							
Grant	Supporting Families Grant	Ongoing					
Advisory	National Fraud Initiative (NFI)	Ongoing					
Advisory	Council Tax Investigations	Ongoing					
Governance	Governance of Property Leases	In progress					
Financial	Payroll	In progress					
Financial	Treasury Management	In progress					
Financial	Schools Financial Management – SFVS Assurance work	In progress					
Follow-up	Risk Management	In progress					

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Audit Type	Audit Area	Status	Opinion	No of Rec	Recommendation		
					1 = Major	↔	3 = Medium
					1	2	3
Operational	Children’s – Strategic Review of Early Intervention	In progress					
Operational	NEW Adults – Assessments and Care Plans	In progress					
Operational	Safety of Tree Stock	In progress					
Waiting to Start							
Operational	Grounds Maintenance Contract Management (Tivoli)	Waiting to start	Request to delay start to August				
Follow-up	Delegated Decision Making	Waiting to start					
Financial	Pension Fund – Risk Management	Waiting to start					
Financial	Management of the Revenue Budget	Waiting to start					
Financial	Adults Debt Management	Waiting to start					
Follow-up	Fleet Safety Compliance Checks	Waiting to start					
Operational	Children’s Short-break Care	Waiting to start					
ICT	User access and account management	Waiting to start					
ICT	On premises hosting	Waiting to start					
ICT	Software asset management	Waiting to start					
Grant	Local Transport Capital Funding Grant	Waiting to start					
Grant	Bus Service Operator Grant (BSOG)	Waiting to start					

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Audit Type	Audit Area	Status	Opinion	No of Rec	1 =	↔	3 =
					Major		Medium
					Recommendation		
					1	2	3
Grant	Disabled Facilities Grant (DFG)	Waiting to start	Request to delay start to Q4				
Governance	Healthy Organisation Review	Waiting to start					
Governance	Contract Register	Waiting to start					
Governance	Information Management	Waiting to start					
Governance	Emergency Planning	Waiting to start					
Operational	Management of Parking Income	Waiting to start					
Operational	NEW Children’s to Adult’s services transition	Waiting to start					
Follow-up	Corporate Debt Management	Waiting to start					
Grant	Initial Teacher Training (ITT) Bursary	Waiting to start					
Financial	Council Tax	Waiting to start					
Governance	Optalis – Governance and Oversight	Waiting to start					
Operational	Infrastructure Section 106	Waiting to start					
Operational	NEW Disabled Facilities Grant Process	Waiting to start					
Operational	Adults – Mental Health Services	Waiting to start					
Operational	Childrens Safeguarding Arrangements	Waiting to start					
Follow-up	Adults Direct Payments	Waiting to start					

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Audit Type	Audit Area	Status	Opinion	No of Rec	1 =	↔	3 =
					Major		Medium
					Recommendation		
					1	2	3
Follow-up	Adults Financial Assessments	Waiting to start					
Follow-up	Fraud Baseline Assessment of Maturity in Relation to Fraud	Waiting to start					
Follow-up	Contract Management	Waiting to start					
Follow-up	Records Management	Waiting to start					
Follow-up	NEW Business Continuity	Waiting to start					
Advisory	Fraud Awareness Session	Waiting to start					
Deferred							
Operational	Temporary Accommodation	Deferred	Deferred until 23/24. Request to replace with Disabled Facilities Grant Process				
Operational	Strategic Commissioning SEND	Deferred	Deferred until 23/24. Request to replace with Children’s to Adult’s services transition				
Grants	LEP – Peer Networks	Deferred	Certification not required in 23/24				

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Equality Impact Assessment

For support in completing this EQIA, please consult the EQIA Guidance Document or contact equality@rbwm.gov.uk

1. Background Information

Title of policy/strategy/plan:	<u>SWAP Internal Audit Progress Report Q1 2023/24</u>
Service area:	<u>Finance</u>
Directorate:	<u>Resources</u>

Provide a brief explanation of the proposal:

- What are its intended outcomes?
- Who will deliver it?
- Is it a new proposal or a change to an existing one?

To inform members of progress.

SWAP

No

2. Relevance Check

Is this proposal likely to directly impact people, communities or RBWM employees?

- If No, please explain why not, including how you've considered equality issues.
- Will this proposal need a EQIA at a later stage? (for example, for a forthcoming action plan)

No – internal audit progress report

No

If 'No', proceed to 'Sign off'. If unsure, please contact equality@rbwm.gov.uk

3. Evidence Gathering and Stakeholder Engagement

Who will be affected by this proposal?

For example, users of a particular service, residents of a geographical area, staff

Among those affected by the proposal, are protected characteristics (age, sex, disability, race, religion, sexual orientation, gender reassignment, pregnancy/maternity, marriage/civil partnership) disproportionately represented?

For example, compared to the general population do a higher proportion have disabilities?

What engagement/consultation has been undertaken or planned?

- How has/will equality considerations be taken into account?
- Where known, what were the outcomes of this engagement?

What sources of data and evidence have been used in this assessment?

Please consult the Equalities Evidence Grid for relevant data. Examples of other possible sources of information are in the Guidance document.

4. Equality Analysis

Please detail, **using supporting evidence**:

- How the protected characteristics below might influence the needs and experiences of individuals, in relation to this proposal.
- How these characteristics might affect the impact of this proposal.

Tick positive/negative impact as appropriate. If there is no impact, or a neutral impact, state 'Not Applicable'

More information on each protected characteristic is provided in the Guidance document.

	Details and supporting evidence	Potential positive impact	Potential negative impact
Age			
Disability			
Sex			
Race, ethnicity and religion			
Sexual orientation and gender reassignment			
Pregnancy and maternity			
Marriage and civil partnership			
Armed forces community			
Socio-economic considerations e.g. low income, poverty			
Children in care/Care leavers			

5. Impact Assessment and Monitoring

If you have not identified any disproportionate impacts and the questions below are not applicable, leave them blank and proceed to Sign Off.

What measures have been taken to ensure that groups with protected characteristics are able to benefit from this change, or are not disadvantaged by it?

For example, adjustments needed to accommodate the needs of a particular group

Where a potential negative impact cannot be avoided, what measures have been put in place to mitigate or minimise this?

- For planned future actions, provide the name of the responsible individual and the target date for implementation.

How will the equality impacts identified here be monitored and reviewed in the future?

See guidance document for examples of appropriate stages to review an EQIA.

6. Sign Off

Completed by: Lisa Fryer	Date: 6/7/23
Approved by: Andrew Vallance	Date: 6/7/23

If this version of the EQIA has been reviewed and/or updated:

Reviewed by:	Date:
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Report Title:	RBWM Risk Management
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Jones, Deputy Leader and Cabinet Member for Finance
Meeting and Date:	Audit and Governance Committee – 20 July 2023
Responsible Officer(s):	Andrew Vallance, Deputy Director of Finance and Interim S151 Officer
Wards affected:	None

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REPORT SUMMARY

1. *This report sets out how adequate risk management is in place for RBWM as a fundamental element of its governance arrangements.*
2. *It includes:*
 - *The council's "Approach to Management of Risk 1 April 2023 – 31 March 2024". This document describes the nature and use of the risk management techniques used by RBWM along with its risk financing strategy.*
 - *The key strategic risks to the council.*

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That the Audit and Governance Committee notes the report and:

- i) Approves the "Approach to Management of Risk 1 April 2023 – 31 March 2024".

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Options

Table 1: Options arising from this report

Option	Comments
To note the report. This is the recommended option	The council is required to publish an annual governance statement in which a fundamental requirement is to demonstrate how it manages risk.
Do Nothing	Without any risk management structure it is far more likely that the council will have insufficient awareness of its risks and be exposed to impact of unnecessary levels of risk.

- 2.1 Risk management is a governance process open to scrutiny from councillors and the public at RBWM's Audit and Governance Committee meetings. Making sound use of risk management processes supports good strategy setting, operational performance and effective service delivery to residents.
- 2.2 The purpose of risk analysis is to help all decision-makers get a better understanding of a realistic array of possibilities, what drives the associated uncertainty and hence where efforts can be best concentrated to manage this uncertainty.
- 2.3 RBWM's risk register records the risks relating to the council's objectives. The risk registers are appropriate at the point in time at which they are produced and require consideration to be given to a broad range of potential risks and outcomes. Anything that could inhibit the way in which such risks are expressed would weaken the quality of decision making when determining the most appropriate response to a risk.
- 2.4 Those risks carrying the most damaging potential impacts as defined by our measurement scale are classified as key risks. The inclusion of risks of any impact level does not mean there is an immediate problem but instead it signifies that officers are aware of potential risks and have devised strategies for the implementation of any relevant mitigating controls.
- 2.5 The strategic risks were last presented to Members at the meeting of the Audit and Governance Committee on 20 October 2022. Senior management subsequently undertook a comprehensive re-evaluation and revision of the entire strategic risk register during December 2022 and January 2023. Appendices C and D illustrate the outcomes of this exercise.
- 2.6 Elected Members are notified of the key risks where they are named as the risk owner typically as part of a Member briefing. Officers are tasked with ensuring that any comments by Members are reflected in the assessment.
- 2.7 Risks are reviewed and debated by senior management to give ample opportunity for challenge and discussion. If any risks are of such low impact that there is no good reason to continue including them in this dialogue then they are removed from the risk register or re-categorised with a lower risk assessment. This is also an opportune moment to identify and incorporate any new risks.

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Officers and Members are engaged in regular risk reviews of the key risk	Risks are left without officer or Member attention.	Quarterly reviews.	Risks are reviewed more frequently than quarterly.	Risks are constantly assessed and not necessarily led by the review frequency on the risk register.	Ongoing by quarterly review.

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
register - the nature of the threat and the progress on mitigations.					
Officers and Members make strategic, operational and investment decisions around projects with the risks in mind.	Risks are left without officer or Member attention.	Risk reviews undertaken at every key stage of the project.	Risks are constantly assessed.	None.	Ongoing until conclusion as part of project management.

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no explicit financial consequences arising from this report. However, risk owners need to contemplate resource implications when devising their mitigation strategies.

5. LEGAL IMPLICATIONS

- 5.1 There are potential legal implications should a risk occur that RBWM is not prepared for. The purpose of risk management is to provide awareness of these so that management can make a risk-based judgement.
- 5.2 The council must comply with Regulation 6 (2) of the Accounts and Audit Regulations 2015 by publishing an Annual Governance Statement which demonstrates how it manages risk.

6. RISK MANAGEMENT

Table 3: Impact of risk and mitigation

Threat or risk	Impact with no mitigations in place or if all mitigations fail	Likelihood of risk occurring with no mitigations in place.	Mitigations currently in place	Mitigations proposed	Impact of risk once all mitigations in place and working	Likelihood of risk occurring with all mitigations in place.
There is a risk that the council fails to make	Major 3	High	Officers and members are engaged in	Complete outstanding actions of	Moderate 2	Low

<p>good use of risk management processes because of sufficient attention given to the activity. This could result in management and elected members having insufficient awareness of those risks carrying the potential to severely damage the organisation and affect residents</p>			<p>regular risk reviews of the key risk register.</p> <p>Non-key risks are reviewed according to the scheduled frequency.</p> <p>Audit and Governance provides a mechanism for examination of the process.</p>	<p>SWAP audit.</p>		
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7. POTENTIAL IMPACTS

- 7.1 Equalities. An Equality Impact Assessment is available as Appendix A.
- 7.2 Climate change/sustainability. None directly but note that one of our key strategic risks concerns the council's response to the threat of climate change and our objective of net zero carbon emissions by 2050¹.
- 7.3 Data Protection/GDPR. None directly but note that one of our key strategic risks concerns the potential for cyber-crime and/or the corruption of data or breach of privacy/confidentiality caused by inadequate information security.

8. CONSULTATION

- 8.1 This matter was last presented to the Audit and Governance Committee on 20 October 2022. Consultations have taken place with the (then) corporate leadership team, heads of service, directorate management teams and SWAP Internal Audit.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 This section is not applicable.

10. APPENDICES

- 10.1 This report is supported by four appendices:
- Appendix A – Equality Impact Assessment

¹ The Environment and Climate Strategy was approved by Cabinet 17 December 2020.

- Appendix B – Approach to Management of Risk 1 April 2023 – 31 March 2024
- Appendix C – heat map of current key strategic impact/likelihood risk assessments and summary of the threat wordings
- Appendix D – detailed key strategic risk wordings

11. BACKGROUND DOCUMENTS

11.1 This report is not supported by any background documents.

12. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officer (or deputy)</i>			
Andrew Vallance	Deputy Director of Finance/ interim S151 Officer	23/06/23	6/7/23
Elaine Browne	Deputy Director of Law & Governance/Monitoring Officer	6/7/23	10/7/23

Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Finance	Yes
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REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Non-key decision	No	No

Report Author: Steve Mappley, Insurance and Risk Manager, 01628 796202

Equality Impact Assessment

For support in completing this EQIA, please consult the EQIA Guidance Document or contact equality@rbwm.gov.uk

1. Background Information

Title of policy/strategy/plan:	<u>RBWM Risk Management</u>
Service area:	<u>Finance</u>

www.rbwm.gov.uk



Directorate:	<u>Resources</u>
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Provide a brief explanation of the proposal:

- What are its intended outcomes?
- Who will deliver it?
- Is it a new proposal or a change to an existing one?

To inform members of the audit and governance committee of the council's approach to managing its risks.

Head of finance, supported by the insurance and risk manager.

Continual update to ongoing procedures as required by this committee.

2. Relevance Check

Is this proposal likely to directly impact people, communities or RBWM employees?

- If No, please explain why not, including how you've considered equality issues.
- Will this proposal need a EQIA at a later stage? (for example, for a forthcoming action plan)

No – it concerns the council's internal risk management processes.
No.

If 'No', proceed to 'Sign off'. If unsure, please contact equality@rbwm.gov.uk

3. Evidence Gathering and Stakeholder Engagement

Who will be affected by this proposal?

For example, users of a particular service, residents of a geographical area, staff

Among those affected by the proposal, are protected characteristics (age, sex, disability, race, religion, sexual orientation, gender reassignment, pregnancy/maternity, marriage/civil partnership) disproportionately represented?

For example, compared to the general population do a higher proportion have disabilities?

What engagement/consultation has been undertaken or planned?

- How has/will equality considerations be taken into account?
- Where known, what were the outcomes of this engagement?

What sources of data and evidence have been used in this assessment?

Please consult the Equalities Evidence Grid for relevant data. Examples of other possible sources of information are in the Guidance document.

4. Equality Analysis

Please detail, **using supporting evidence**:

- How the protected characteristics below might influence the needs and experiences of individuals, in relation to this proposal.
- How these characteristics might affect the impact of this proposal.

Tick positive/negative impact as appropriate. If there is no impact, or a neutral impact, state 'Not Applicable'

More information on each protected characteristic is provided in the Guidance document.

	Details and supporting evidence	Potential positive impact	Potential negative impact
Age			
Disability			
Sex			
Race, ethnicity and religion			
Sexual orientation and gender reassignment			
Pregnancy and maternity			
Marriage and civil partnership			
Armed forces community			
Socio-economic considerations e.g. low income, poverty			
Children in care/Care leavers			

5. Impact Assessment and Monitoring

If you have not identified any disproportionate impacts and the questions below are not applicable, leave them blank and proceed to Sign Off.

What measures have been taken to ensure that groups with protected characteristics are able to benefit from this change, or are not disadvantaged by it?

For example, adjustments needed to accommodate the needs of a particular group

Where a potential negative impact cannot be avoided, what measures have been put in place to mitigate or minimise this?

- For planned future actions, provide the name of the responsible individual and the target date for implementation.

How will the equality impacts identified here be monitored and reviewed in the future?

See guidance document for examples of appropriate stages to review an EQIA.

6. Sign Off

Completed by: Steve Mappleby	Date: 23/06/23
Approved by: Andrew Vallance	Date:

If this version of the EQIA has been reviewed and/or updated:

Reviewed by:	Date:
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Royal Borough Windsor and Maidenhead
Approach to Management of Risk
1 April 2023 – 31 March 2024

Date: 22 June 2023

Our corporate plan sets out an overarching vision of 'Creating a sustainable borough of innovation and opportunity' and is framed around three key objectives:

- **Thriving Communities:** Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
- **Inspiring Places:** Supporting the borough's future prosperity and sustainability.
- **A Council trusted to deliver its promises.**

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1. INTRODUCTION

1.1 This document sets out the working definitions of risks and issues and how RBWM approaches risk management. Like any business the council is exposed to risk as part of its normal activities.

Definitions

1.2 Risk is defined as "the chance of something happening which may have an impact on the achievement of an organisation's objectives".

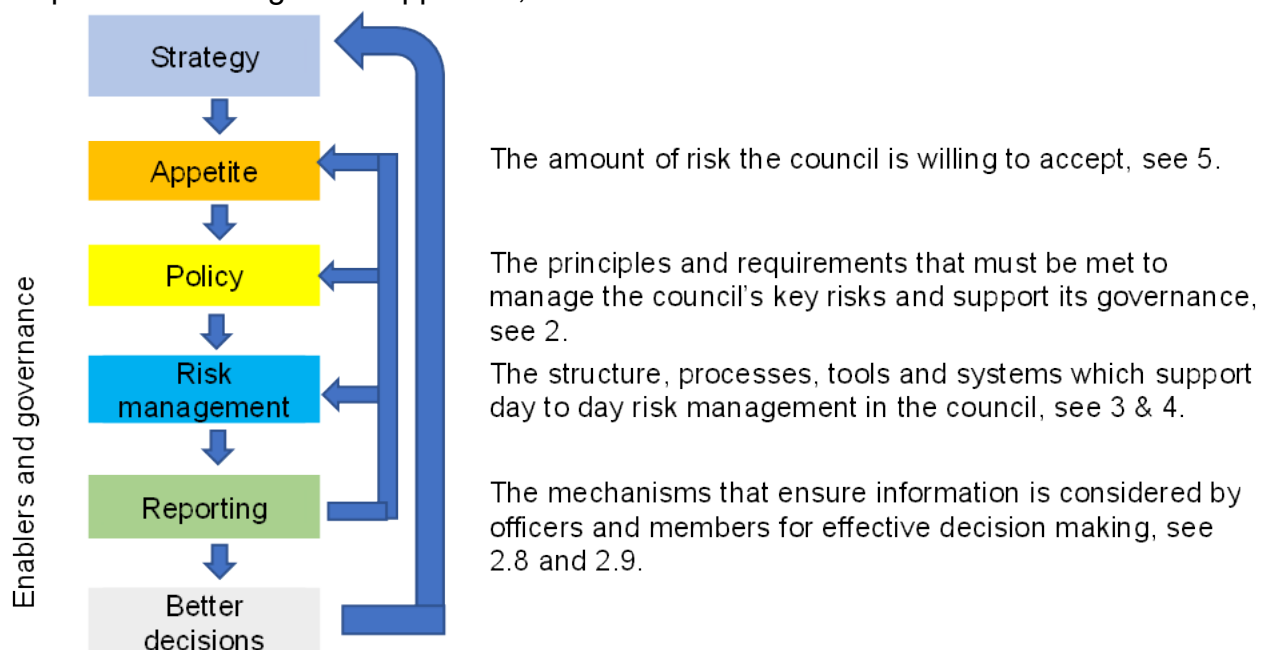
1.3 Risk management is defined as "the culture, processes and structure that are directed towards the effective management of potential opportunities and any threats to the organisation achieving its objectives".

1.4 An issue is defined as an event that is happening right now or has already happened. There is the possibility for a risk to turn into an issue when it is realised.

1.5 The difference between a risk and an issue is one of timing. Issues demand immediate attention and resolution, whereas risks require proactive analysis and planning to mitigate potential outcomes. Because an issue event has already happened there is no uncertainty element and thus no need to assess probability.

Risk

1.6 RBWM's approach to risk management stems from the ALARM¹/Airmic²/IRM³ enterprise risk management approach, summarised below:



¹ ALARM is the primary voice for public sector risk management in the UK.

² Airmic promotes the interests of insurance buyers and those involved in enterprise risk management.

³ The IRM (Institute of Risk Management) provides risk management related education.

- 1.7 Risk is a normal part of business. The understanding and management of risks is an integral part of the RBWM corporate governance framework.
- 1.8 RBWM employees will adopt a consistent and systematic approach to managing risk. The management of risk is a responsibility of all senior managers in the council. It is important that the identification of risks is timely to support effective service delivery.
- 1.9 Risk management should be incorporated within RBWM's normal management and governance processes, not treated as a separate compliance exercise.
- 1.10 RBWM manages specific project work through a stand-alone system where the risk assessment methodology is scaled to the project under consideration.
- 1.11 Risks relating to health and safety are addressed through a separate policy⁴.
- 1.12 How successful RBWM is in dealing with the risks it faces can have a major impact on the achievement of the council's strategic priorities. When management of risk goes well it often remains unnoticed. When it fails the consequences can be significant and high profile, for example, inefficient use of or wasted resources, financial loss, service disruption, adverse publicity, litigation or failure to meet objectives. Hence the need for effective risk management.
- 1.13 Risks are classified as either strategic or operational:
 - Strategic risk is that which threatens the council's plans to set and achieve its business objectives and overall strategy.
 - Operational risk refers to the potential for losses that may result from disruptions to the day-to-day business operations of the council.

2. THE COUNCIL'S 2023/24 RISK MANAGEMENT POLICY

- 2.1 This policy is fundamental to the council being less risk averse i.e. accepting greater levels of risk. Successful organisations are not afraid to take risks; unsuccessful organisations take risks without understanding them.
- 2.2 The objective of risk management is not to eliminate all possible risks - that is not possible – but to recognise risks and deal with them appropriately. Underpinning the implementation of the council's risk management strategy are the following principles:
 - The **informed acceptance** of risk is essential to good business strategy.
 - Risk management is an effective means to enhance and **protect the council**.
 - **Common definition and understanding** of risks is necessary in order to better manage those risks and make more consistent and informed business decisions.
 - Management of risk is an **anticipatory, proactive** process.

⁴ <https://rbwm.sharepoint.com/sites/intranet/our-council/health-and-safety>

- All risks are to be **identified, assessed, measured, monitored** and reported on in accordance with this strategy.
- Officers will **ensure Cabinet Members are aware** of all key risks in a timely way.

2.3 Consequently, staff will need to understand the nature of the risks in their areas and systematically identify, analyse, assess, treat, monitor and review those risks.

2.4 Risk management encompasses both external and internal influences.

External influences

2.5 Risk management is an important element of corporate governance. The council must demonstrate that it complies with regulations⁵ in relation to the publication of an annual governance statement⁶. One of its core principles is a requirement for RBWM to demonstrate how it manages risk and ensure that it has a system of controls that mitigate those risks that may affect the achievement of its objectives. The leadership team must make a rigorous assessment of the principal risks to the council's business model and ability to deliver its strategy.

2.6 CIPFA⁷ in their 2018 publication "audit committees – practical guidance for local authorities and police" emphasise that a core function of the audit committee is to review the effectiveness of the risk management arrangements. This role is fulfilled by the remit of RBWM's Audit and Governance Committee.

Internal influences

2.7 The council's risk register draws together all the potential consequences of failing to deliver service and strategic objectives. It classifies the relative importance of these potential problems and assigns responsibilities for attempting to reduce the likelihood and/or impact to the preferred risk appetite if they do occur. It is a static snapshot.

2.8 The terms of reference of the Audit and Governance Committee⁸ are specific to their responsibilities for receiving a regular report to ensuring that the key risks are properly assessed and managed and for their approving the annual risk management strategy.

2.9 Including specific risk management commentaries as part of reports to members and executive leadership team ensures that any risks inherent in a decision or situation are more noticeable and hence subject to improved scrutiny. The report template requires writers to reference any relevant risks from the corporate risk register.

2.10 Risk management therefore requires:

⁵ Regulation 6 of the Accounts and Audit Regulations 2015. The council's financial management arrangements similarly conform to the governance requirements set out in CIPFA's 'the role of the chief financial officer' (2016).

⁶ The latest governance statement covering 18/19 was signed off in November 2019.

⁷ "Chartered Institute of Public Finance and Accountancy". The only UK professional accounting body that specialises in the public sector.

⁸ B11 in the RBWM Constitution.

- A consistent management framework on how best to manage risk.
- Risk being everyone's business. All staff must be competent in and accountable for managing risk within their area of responsibility.
- Relevant legislative requirements and political, social, environmental and economic environments to be considered in managing risk.
- Good quality information.

3. RISK MANAGEMENT FRAMEWORK AIMS AND OBJECTIVES 2023/24

1.1 The risk management framework aims to achieve an environment in 2023/24 where risk management becomes an integral part of strategy, management processes and the general culture.

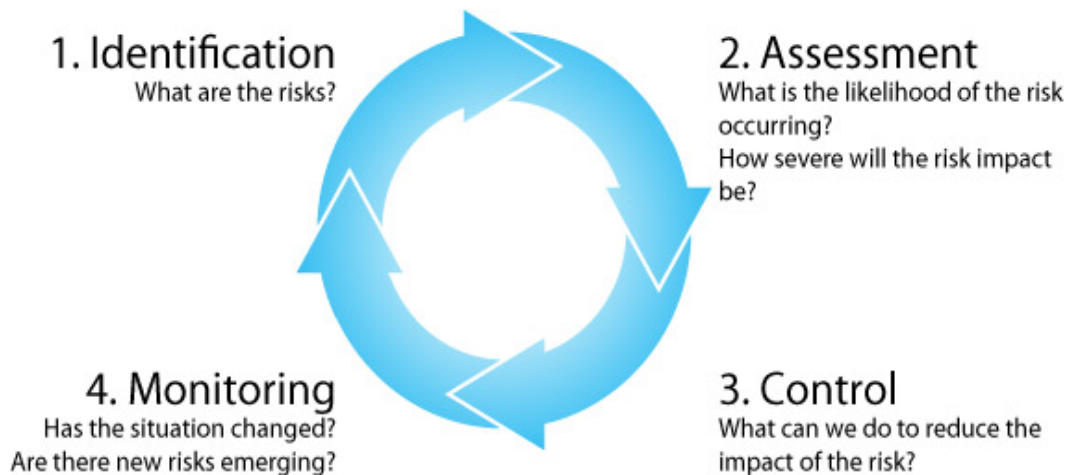
1.2 It will achieve this through implementing the following objectives:

- Assessment of the challenges faced by the council, through improved decision-making and targeted risk mitigation and control.
- Implementing transparent and responsible risk management processes, which align with accepted best practice.
- Minimising risk to customers who use council owned/operated assets.
- Providing a sound basis for the corporate risk financing strategy.
- Detailing the justification of the level of balances held as reserves in each year's budget report.
- Providing suitable training to officers and elected members.

4. RISK MANAGEMENT PROCESS

1.3 The approach to risk management in RBWM follows a four-stage process, see diagram 1. Each service area is assessed, by the relevant manager, against the process and a judgement drawn on the level of risk.

Diagram 1: Four stage process



Stage 1: Recognise those circumstances – risks – that might prevent service/team/decision objectives being reached. A variety of techniques and methods can be used to identify risks. ISO 31000⁹ guidance notes the following:

- Brainstorming/Delphi technique¹⁰
- Structured risk analysis meetings
- Networking/peer group analysis including horizon scanning
- On-site internal and external Inspections and surveys
- Failure Mode and Effect Analysis¹¹
- Bow-tie analysis

And for more detailed analysis -

- Stress testing and scenario analysis¹²
- Reverse stress testing¹³

⁹ ISO 31000:2018 provides principles and generic guidelines on managing risks faced by organisations.

¹⁰ A technique based on the principle that forecasts (or decisions) from a structured group of individuals are more accurate than those from unstructured groups.

¹¹ A step-by-step approach for identifying all possible failures in a design e.g. consequences, causes and frequency, severity and chance of detection of a particular mode of failure.

¹² Evaluating the potential effects of a set of specified changes in risk factors, corresponding to exceptional but plausible events.

¹³ A stress test that starts with the identification of a pre-defined outcome e.g. the point at which the organisation can be considered as failing or its business model becomes unviable.

A variety of people from across the council should be able to input into the risk identification process. This will ensure all risks are identified.

The existing risk registers can also be reviewed with three questions in mind:

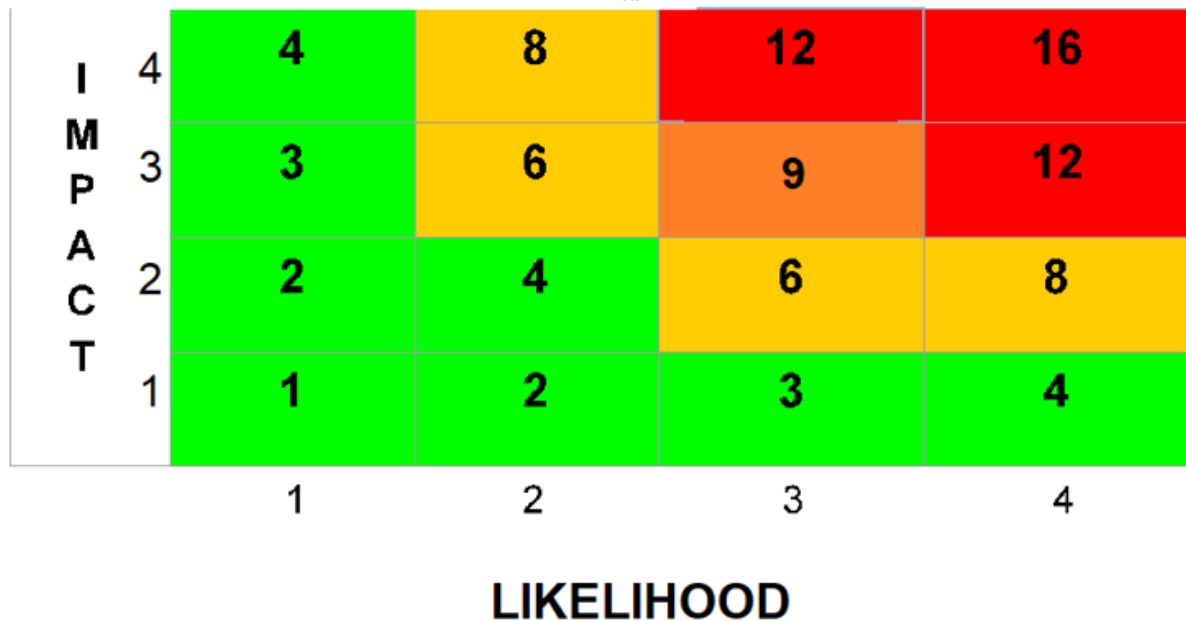
1. Has the impact or likelihood of any of the risks recorded changed significantly?
2. Are any risks missing from the risk register?
3. Is anything planned over the next 12 months to present a significant risk?

Stage 2: Evaluate the likelihood, impact, confidence level in these assessments along with the appetite position for the risk:

- Impacts and likelihoods are scored on a four-point scale. At the lower end 1 represents a minor impact and/or “very unlikely” and 4 represents an extreme risk and/or “very likely”. Because likelihood judgements are subject to more volatility in their assessment – an unlikely event might be about occur - those scores, whilst not without limited use - are less significant in the risk assessment.
 - Protocols exist to guide officers in making these judgements. A note detailing the criteria is attached (appendix 1).
 - Key risks are those identified as high risks with consideration also given to those where the implications of failure carry the most damaging consequences i.e. a risk with an inherent impact of “extreme” which scores 4.
- 1.4 In terms of assessing each risk the assessment is detailed in four situations:
- Inherent – the natural level of risk inherent in a process or activity without doing anything to reduce the likelihood or mitigate the severity of a mishap, or the amount of risk before the application of the risk reduction effects of controls¹⁴.
 - Current – how the risk stands at the present time.
 - Controlled – how the risk looks once all possible mitigations are implemented.
 - Appetite - where RBWM considers itself to be on the spectrum ranging from willingness to take or accept risks through to an unwillingness or aversion to taking risks.
- 1.5 The critical part is recognising and appreciating the risks to enable informed decisions to be made. A heat map is a useful way of visualizing this, constructed by combining the risk assessment values for impact and likelihood.

¹⁴ Enterprise Risk Management: A Methodology for Achieving Strategic Objectives, G Monahan 2008

Diagram 2: Risk assessment heat map



Stage 3: Treat the risks in order of priority. Mitigation measures address whether the likelihood and/or impact can be reduced or the consequences changed. Each situation should receive careful attention so that the risk mitigation measures are aligned as directly as possible to the risks.

- Controls have different characteristics:
 - Preventative – designed to prevent a risk event occurring.
 - Detective – through either pro-active or reactive risk analysis, detective controls identify risk events or losses and help assess causes.

Certain risks in their entirety or limited aspects of them may be considered as suitable to be transferred to another party e.g. through contractual agreements. In some circumstances the matter giving rise to the risk may be terminated. However, much of the council’s activity is determined and created by statute. Thus, the opportunity to undertake the transfer or terminate options is likely to be limited and the council would remain as the body with the statutory responsibility.

The exposure from certain risks could be tolerated without further mitigation e.g. the level of resources required may be more than the risk owner¹⁵ is willing to commit to its control. It is important that relevant officers/members understand the potential impacts for these situations.

Stage 4: This is a monitoring and review process. Whilst key risks will be constantly considered by the risk owner i.e. directors, senior leadership team and cabinet

¹⁵ An individual officer, who is closely involved with the risk, can monitor the risk and has sufficient authority to initiate action if the risk becomes more serious.

members as part of their typical responsibilities, a formal recorded review must be undertaken quarterly. This process adds scrutiny to ensure:

- The correct risks are being identified.
- Treatment measures are legitimate.
- Correct individuals are assigned as risk owners.
- Systematic scanning for novel and unexpected threats as well as dealing with identified risks is, as far as possible, considered a core part of management responsibilities.
- There are challenges to what we “know” to ensure that our belief system is based upon the most up to date knowledge.
- Early warning systems exist so information can filter up quickly and easily.

- 1.6 If, at the review, the group is assured that mitigation of the key risk has reduced it to an acceptable level then it can be regraded and deescalated from the key risk register if appropriate.
- 1.7 Reviews are carried out to assess whether the control is appropriately designed to achieve the objective of the residual risk level desired. Controls are ranked according to their performance e.g., a high/medium or low effect on controlling the risk.
- 1.8 For all non-key risks, the review period is at least annually.
- 1.9 The threshold for escalating service risk information for corporate consideration is determined by the inherent risk assessment. The scoring approach enables officers to recognise when issues cannot safely be contained and must be escalated to ensure senior management are aware of the situation and suitable mitigations put in place (if possible). Risks with an “extreme” impact will be considered as high risk to the council and identified as potential key risks. Officers must ensure that the matter is raised with their line manager without delay.
- 1.10 Formal notification takes place through discussion or submission of the service/ directorate risk register/s with/to the insurance and risk manager.
- 1.11 Each risk is classified into one of a comprehensive set of eleven categories (appendix 2). These can be used to:
- Aggregate risks from various parts of the organisation for management purposes.
 - Help with the detection of mutating risk. A mutating risk is an existing risk which starts connecting with other threats or factors to generate new outcomes.
- 1.12 Much effort is currently applied to develop a capability in identifying emerging risks¹⁶. These risks have characteristics differentiating them from ‘business as usual’ risks:
- They are marked by a high degree of uncertainty.

¹⁶ Defined by Lloyd’s as an issue that is perceived to be potentially significant but which may not be fully understood or allowed for.

- Basic information, which would help adequately assess the frequency and severity of a given risk, is often lacking.
- They may arise and evolve quickly and/or unexpectedly or may never actually happen.
- Emerging risks may have a massive economic loss potential at a macro level for society and subsequently may impact the council directly or indirectly.

5. RISK APPETITE

1.13 Due to its diverse range of services the council does not have a single risk tolerance and appetite for risk. Risk appetite is the phrase used to describe where RBWM considers itself to be on the spectrum ranging from willingness to take or accept risks through to an unwillingness or aversion to taking risks in service delivery.

1.14 Considering and setting risk appetite enables the council to increase its rewards by optimising its risk taking and accepting calculated risks within an appropriate level of authority. A clearly defined risk appetite takes much of the guesswork out of putting limits on new business. Equally, it reduces the likelihood of unpleasant surprises.

Risk appetite enhances the content of the risk registers by considering:

- Capacity – the actual physical resources available and physical capability of the organisation. The council's capacity must have limits; therefore, its capacity is finite and breaching those limits will cause RBWM problems it cannot deal with.
- Tolerance – the factors that the council can determine, can change and is prepared to bear. Risks falling within tolerances for quality and range of services can be accepted. Tolerance changes more frequently than capacity and should therefore be stress tested more often.

1.15 There are an overarching series of qualitative and quantitative risk appetite statements (appendix 3) which no unit or service area can exceed, based on the capacity and tolerance levels of the council.

1.16 All risks are expected to carry an appetite position.

6. CONFIDENCE LEVEL

1.17 A metric is ascribed to the level of conviction the risk assessor has in the assessment score. By showing a confidence level the risk assessor can mitigate the problem that the decision makers, members etc. may be expecting precise numerical calculations because (unless told otherwise by the risk assessor) the assessments get interpreted as completely accurate depictions of the risk.

1.18 Low confidence level (score between 0-25%)

- Assessment is based on purely subjective opinion, is qualitative and not especially well documented because we don't have the data.
- No scientific consensus exists on estimating approach.

- Scores are, on balance, quite arbitrary and could be off by more than one measure (high vs high/medium vs medium vs. medium/low v low). It is no more probable that the reported score is correct than a lower or higher score is correct.

1.19 Medium Confidence Level (26% - 60%)

- Assessment is based on similar conditions observed previously and/or qualitative analysis. Qualitative analysis is based on unverified models and/or data.
- Expert opinion might fall in here but should be treated with caution if that's all there is. Some documentation exists.
- Literature relying on this estimating approach exists. We are confident that, if scores above are wrong, they are, on balance, only off by one ordinal.

1.20 High Confidence Level >60%

- Assessment is based on testing, modelling or simulation, use of prototype or experiments.
- Qualitative analysis is based on verified models. Quantitative assessment is based on an historical basis and/or data. Impact estimate is quantitative and well documented.
- Scientific consensus exists on estimating approach. It is highly probable that the reported score is correct (this could, for example, mean within one standard deviation).

7. RISK MANAGEMENT ROLES AND RESPONSIBILITIES

1.21 Chief Executive

The Chief Executive takes overall responsibility for RBWM risk management performance and ensures that:

- decision-making is in line with RBWM policy and procedures for risk management;
- adequate resources are made available for the management of risk;
- there is an understanding of the risks facing RBWM.

1.22 Cabinet members

- take reasonable steps to consider the risks involved in their decisions;
- understand the key risks falling within their portfolio.

1.23 Audit and Governance Committee

- consider and approve the risk management strategy annually and communicate it to other elected members;
- receive an annual report on risk management and monitor the effective development and operation of corporate governance;
- receive six monthly reports on the effective management of risks facing RBWM;
- oversee a comprehensive, inclusive and risk management approach to the annual governance statement process.

1.24 Head of Finance

- ensures that a risk management policy and strategy is developed and reviewed annually to reflect the changing nature of the council;
- champions the process of risk management as good management practice and a valuable management tool.

1.25 **Executive Directors and the Executive Leadership Team**

- challenges the contents of the corporate risk register to ensure that it reflects any significant new risks emerging and that monitoring systems are suitably robust;
- support and promote risk management throughout RBWM;
- ensure that, where appropriate, key decision reports include a section demonstrating that arrangements are in place to manage identified risks;
- ensure that risk is managed effectively in each service area within the agreed strategy;
- recognise any service specific issues relating to risk management which have not been explicitly addressed in the strategy;
- disseminate the detail of the strategy and allocate responsibilities for implementation to service managers and staff;
- understand the risks facing the council.

1.26 **Insurance and Risk Management Team**

- develop the strategy and oversee its implementation across the council;
- share experience and good practice on risk and risk management;
- develop and recommend the strategy to the audit and governance committee, head of finance and the senior leadership team;
- provide a clear and concise system for reporting risks to elected members.

1.27 **Internal Audit**

- take the content of the key risk registers into account when setting the internal audit programme;
- undertake audits to assess the effectiveness of the risk mitigation measures;
- feedback audit opinions on a predetermined scale so they can be included in the risk register.

1.28 **Heads of Service/Managers**

- take primary responsibility for identifying and managing significant strategic and operational risks arising from their service activities;
- recommend the necessary training for employees on risk management;
- maintain a risk register for their service area and ensure that all employees are aware of the risk assessments appropriate to their activity;
- be responsible for production and testing of business continuity plans.

1.29 **All staff**

- recognise emerging or changing risks in their job and feed this back to their line manager.

8. CORPORATE RISK FINANCING STRATEGY

1.30 RBWM uses its risk financing arrangements to protect it from the financial implications of unexpected accidental events. This helps in providing continuous services in the event of serious losses.

5.1 The level of cover bought will depend on the council's appetite for risk, based on its ability to self-fund claims and the strength of its risk management.

5.2 RBWM is exempt from most requirements regarding compulsory insurance¹⁷. Nevertheless, most public sector organisations purchase external insurance. Without this, the council funds all such exposures from its own resources.

5.3 If RBWM were to insure without taking substantial excesses against most of the risks that it faces then this would incur significant annual premiums.

5.4 Having strong risk management arrangements across RBWM allows us to retain some risks either by deciding to self-insure these risks in their entirety or by purchasing insurance for losses that arise over a certain value.

5.5 Objectives

- Provide financial protection to the council's assets, services and employees.
- Maintain appropriate balance between external cover and internal risk retention.
- Ensure the internal insurance fund is maintained at an appropriate level.
- Ensure resilient claims handling arrangements and insurance fraud detection.
- Comply with any statutory requirements to have in place particular policies of insurance and associated inspection systems.

5.6 Achieved by

- Using claims modelling and other risk assessments to determine exposures.
- Monitoring changes in legislation, civil justice protocols and case law.
- Maintaining claims handling protocols in line with statutory requirements.
- Undertaking periodic actuarial fund reviews.

5.7 Procurement of insurance

- All insurance procurement complies with the relevant EU procurement rules.
- Hard copies of policies are retained indefinitely with more recent policy documentation stored soft copy.

¹⁷ Under the Local Government Act 1972 the only insurable aspect of the council's operations it is obliged to make specific financial provision for is against the risk of financial fraud by staff.

9. APPENDICES

1. Impact and likelihood assessment scoring.
2. Risk classifications.
3. Qualitative and quantitative risk appetite statements.

Appendix 1: Impact scoring

Factor	Score	Effect on level of service	Effect on quality of service	Embarrassment/reputation	Failure to provide statutory duties/meet legal obligations	Financial loss
Extreme	4	Massive loss of service, including several important areas of service and /or protracted period; service disruption 5+ days	Quality of service deteriorates by over 80% from accepted (ideally defined by PI's) operating parameters.	Adverse and persistent national media coverage; adverse central government response, involving (threat of) removal of delegated powers; officer(s) and/or members forced to resign	Litigation/ claims/fines from departmental £250k + corporate £500k +	Costing over £500,000 Up to 75% of budget
Major	3	Complete loss of an important service area for a short period; major effect to services in one or more areas for a period of weeks; service disruption 3-5 days	Quality of service deteriorates by between 25% to 60% from accepted (ideally defined by PI's) operating parameters.	Adverse publicity in professional/municipal press, affecting perception/standing in professional/local government community; adverse local publicity of a major and persistent nature; statutory prosecution of a serious nature.	Litigation/ claims/fines from departmental £50k to £125k corporate £100k to £250k	Costing between £50,000 and £500,000 Up to 50% of budget
Moderate	2	Moderate effect to an important service area for a short period; adverse effect to services in one or more areas for a period of weeks; service disruption 2-3 days	Quality of service deteriorates by between 10% to 25% from accepted (ideally defined by PI's) operating parameters.	Adverse local publicity /local public opinion aware; statutory prosecution of a non-serious nature	Litigation/ claims/fines from departmental £25k to £50k Corporate £50k to £100k	Costing between £5,000 and £50,000 Up to 25% of budget
Minor	1	Brief disruption of important service area; significant effect to non-crucial service area; service disruption 1 day	Quality of service deteriorates up to 10% away from accepted operating parameters.	Contained within section/unit or directorate; complaint from individual/small group, of arguable merit	Litigation/ claims/fines from departmental £12k to £25k corporate £25k to £50k	Costing less than £5,000 Up to 10% of budget

Appendix 1: Likelihood scoring

FACTOR	SCORE	THREATS - DESCRIPTION	INDICATORS
Very likely	4	More than 75% chance of occurrence.	Regular occurrence. Circumstances frequently encountered - daily/weekly/monthly.
Likely	3	40% - 75% chance of occurrence.	Likely to happen at some point within the next 1-2 years. Circumstances occasionally encountered (a few times a year).
Unlikely	2	10% - 40% chance of occurrence.	Only likely to happen 3 or more years.
Very unlikely	1	Less than 10% chance of occurrence.	Has happened rarely or never before.

Multiplying these likelihood and impact scores together gives a result assessed as either “high risk” (value 12 - 16), “high/medium risk” (value = 9), “medium risk” (value 6 - 8) or “low risk” (value 1 - 4) as can be depicted in the following diagram.

I M P A C T	4	4	8	12	16
	3	3	6	9	12
	2	2	4	6	8
	1	1	2	3	4
		1	2	3	4
		LIKELIHOOD			

Appendix 2 – risk classifications

1 Business processes

Design, operation and application activities.

2 Assets

Infrastructure including hard assets e.g., roads, buildings, vehicles, along with other physical responsibilities such as trees, open spaces. Excludes IT.

3 Communications

The approach to and culture of communication, consultation, transparency and information-sharing, both within and outside the council.

4 Political and operating contexts

Perceived or potential conflicts between private and public interests, members and officers, national and local government or contractors and the council.

5 Financial management

The structures and processes that ensure sound management of financial resources and compliance with financial management policies and standards.

6 Governance, strategic direction and organisational transformation

Management skills and capacity, the approach to leadership and decision-making. The approach to significant structural or behavioural change.

7 Human resources management

Staff/management turnover; employment/work culture; recruitment, retention and staffing processes and practices; succession planning and talent management; employee development, training and capacity.

8 Information technology

Capacity and sustainability of information technology and both the infrastructure and utilisation of technological applications.

9 Knowledge and information management

Collection and management of knowledge, including intellectual property, operational information, records and data.

10 Legal

Management of RBWM's legislative, advisory and litigation activities, including the development and renewal of, and compliance with, laws, regulations and policies.

11 Demographic and social factors

The direct needs of residents, visitors and the general public.

Appendix 3 – Qualitative and quantitative risk appetite statements.

Risk definitions

low appetite	low/medium appetite	medium appetite	medium/high appetite	high appetite
Avoidance of risk and uncertainty is a key organisational objective.	Preference is for ultra safe business delivery options that have a low level of inherent risk and only have a potential for limited reward.	Preference is for safe delivery options that have a low degree of inherent risk and likely to only have limited potential for reward in most circumstances.	Willing to consider all potential delivery options and choose the one most likely to result in successful delivery while also providing an acceptable level of reward.	Eager to be innovative and to choose options offering potentially higher business rewards despite greater inherent risks.

Authorisation definitions

low appetite	low/medium appetite	medium appetite	medium/high appetite	high appetite
Insignificant consequences requiring line manager (or even staff) approval	Moderate consequences requiring HOS approval	Medium consequences acceptable by director.	Potential major consequence acceptable only with chief officer authorisation.	Potential catastrophic consequences unacceptable without highest possible level approval

Monitoring arrangement

low appetite	low/medium appetite	medium appetite	medium/high appetite	high appetite
Accept	Low level monitoring	High level monitoring	Remedial action and/or senior monitoring	Urgent remedial action or senior monitoring

Risk appetite statements 1 – 3 are quantitative assessments, 4 – 8 are qualitative assessments each acknowledging a willingness and capacity to take on risk.

1. Maximum tolerance for losses

low appetite	low/medium appetite	medium appetite	medium/high appetite	high appetite
<p>Costing <£10K. It is likely to cost about this much to manage an occurrence of this risk.</p> <p>Little stakeholder concern and can usually be managed in the directorate concerned with normal reporting to head of finance.</p> <p>Little impact on service delivery in other areas due to the financial impact of this occurrence.</p>	<p>Costing £10K - £50K. It is likely to cost about this much to manage an occurrence of this risk.</p> <p>Pockets of some stakeholder concern and can usually be managed in the directorate concerned with normal reporting to head of finance.</p> <p>Little impact on service delivery in other areas due to the financial impact of this occurrence.</p>	<p>Costing £50K - £250K. It has often cost around this sum to manage this risk in similar projects or programmes.</p> <p>Moderate stakeholder concern.</p> <p>Some impact to service delivery in other areas due to the financial impact of this occurrence.</p>	<p>Costing £250K - £500K. The exposure is demonstrably around this sum in order to manage an occurrence of this risk.</p> <p>Reasonably high interest by stakeholders in the level of loss.</p> <p>Notable impact to service delivery in other areas due to the financial impact of this occurrence.</p> <p>The head of finance is to be alerted when a risk reaches this impact.</p>	<p>Costing >£500K, <£5M. The exposure is demonstrably around this sum in order to manage an occurrence of this risk.</p> <p>Very significant interest by stakeholders in the level of loss.</p> <p>Major impact on service delivery in other areas due to financial impact of this occurrence.</p> <p>The head of finance is to be alerted when a risk reaches this impact.</p>

2. Headroom after impact on capital funding strategy

low appetite	low/medium appetite	medium appetite	medium/high appetite	high appetite
£10M upwards	Between £5M - £10M	Between £2M - £5M	Between £1M and £2M	<£1M, >500K

3. Minimum cash balance

low appetite	low/medium appetite	medium appetite	medium/high appetite	high appetite
At least £5M	Between £2.5M and £5M	Between £1M and £2.5M	Between £500K and £1M	No lower than £500K

4. Regulatory risk

low appetite	low/medium appetite	medium appetite	medium/high appetite	high appetite
<p>In the event any statute is breached, it carries little damaging financial or reputational impact i.e. fines <£10K concerning a localised technical matter.</p> <p>Avoid anything that could be challenged, even unsuccessfully.</p>	<p>Relatively low profile statutory requirement may not be delivered adequately</p> <p>Fines >£10K up to £25K if council found in breach of relevant Act</p> <p>Want to be very sure we'd win any challenge.</p>	<p>Well established statutory requirement may not be delivered adequately</p> <p>Fines £25K - £50K if council found in breach of relevant Act</p> <p>Limited tolerance for sticking our neck out. We want to be reasonably sure we would win any challenge.</p>	<p>Important statutory requirement may not be delivered with potentially serious implications.</p> <p>Fines £50K - £250K if council found in breach of relevant Act</p> <p>Challenge will be problematic but we are likely to win it and the gain will outweigh the adverse consequences.</p>	<p>Fundamental statutory requirement may not be delivered satisfactorily with potentially very serious implications.</p> <p>Fines over £250K if council found in breach of relevant Act.</p> <p>Chances of losing are high and consequences serious. However, a win would be seen as a great coup.</p>

5. Reputation risk

low appetite	low/medium appetite	medium appetite	medium/high appetite	high appetite
<p>A low level of interest in a particular council activity.</p> <p>A sideline in specialist press.</p> <p>Localised criticism.</p> <p>Managed situation with director/head of service briefed.</p>	<p>Front page news in local press.</p> <p>No particular national interest beyond sidelines.</p> <p>Managed situation with managing director/leader briefed.</p>	<p>Some national publicity or media criticism for no more than two/three days.</p> <p>Sustained criticism over 1-2 months amongst local press/public and/or specialist press.</p> <p>Could take up to a month to restore credibility.</p>	<p>Some national publicity or media criticism lasting no more than a week.</p> <p>Sustained criticism over 3-4 months amongst local press/public and/or specialist press.</p> <p>Could take up to three months to restore credibility.</p> <p>Reputation tarnished in longer term. Senior officers criticised for actions undertaken by the council.</p>	<p>Widespread criticism originating from all quarters of the press / the general public.</p> <p>It will take more than 6 months to restore credibility amongst stakeholders.</p> <p>Reputation is massively damaged and confidence lost towards senior officers and elected members.</p>

6. Council services

low appetite	low/medium appetite	medium appetite	medium/high appetite	high appetite
<p>Has low level impact on the council's ability to deliver key services.</p> <p>May affect an aspect of performance management but overall target likely to remain unaffected. 1 day disruption.</p>	<p>Moderate impact on the delivery of any key service.</p> <p>Recoverable but will be delays of up to 2-3 days in returning to normal.</p>	<p>Has a medium level impact on the council's ability to deliver key services.</p> <p>Recoverable but will be delays of up to a week in returning to normal.</p>	<p>Impacts one key element of the council's strategic plan.</p> <p>Takes over a week but less than a fortnight to recover and return to pre-risk occurrence state.</p>	<p>Has a high level impact on the ability of the council to deliver more than one key element of the council's strategic plan.</p> <p>Over a fortnight to return to normal.</p>

7. Operational risks in the execution of business plans

low appetite	low/medium appetite	medium appetite	medium/high appetite	high appetite
<p>The uncontrolled impact would be no more than moderate at operating unit level. It would be controllable to a lower assessment status and not affect the wider council</p>	<p>The uncontrolled and/or controlled impact would be no more than moderate at operating unit level. It would be controllable and not affect the wider council.</p> <p>Small delays to major project.</p>	<p>Would have a major uncontrolled impact at the directorate level that may possibly lead to a wider council impact.</p> <p>Key milestones to major project or initiative slip.</p>	<p>Would have a major uncontrolled impact at the directorate level and with clear reasons that would likely lead to a wider council impact.</p> <p>Key milestones to major project or initiative slip.</p>	<p>Significant council wide impact.</p> <p>Major failing in the delivery of a key project or initiative.</p> <p>Would meet criteria for key operational risk.</p>

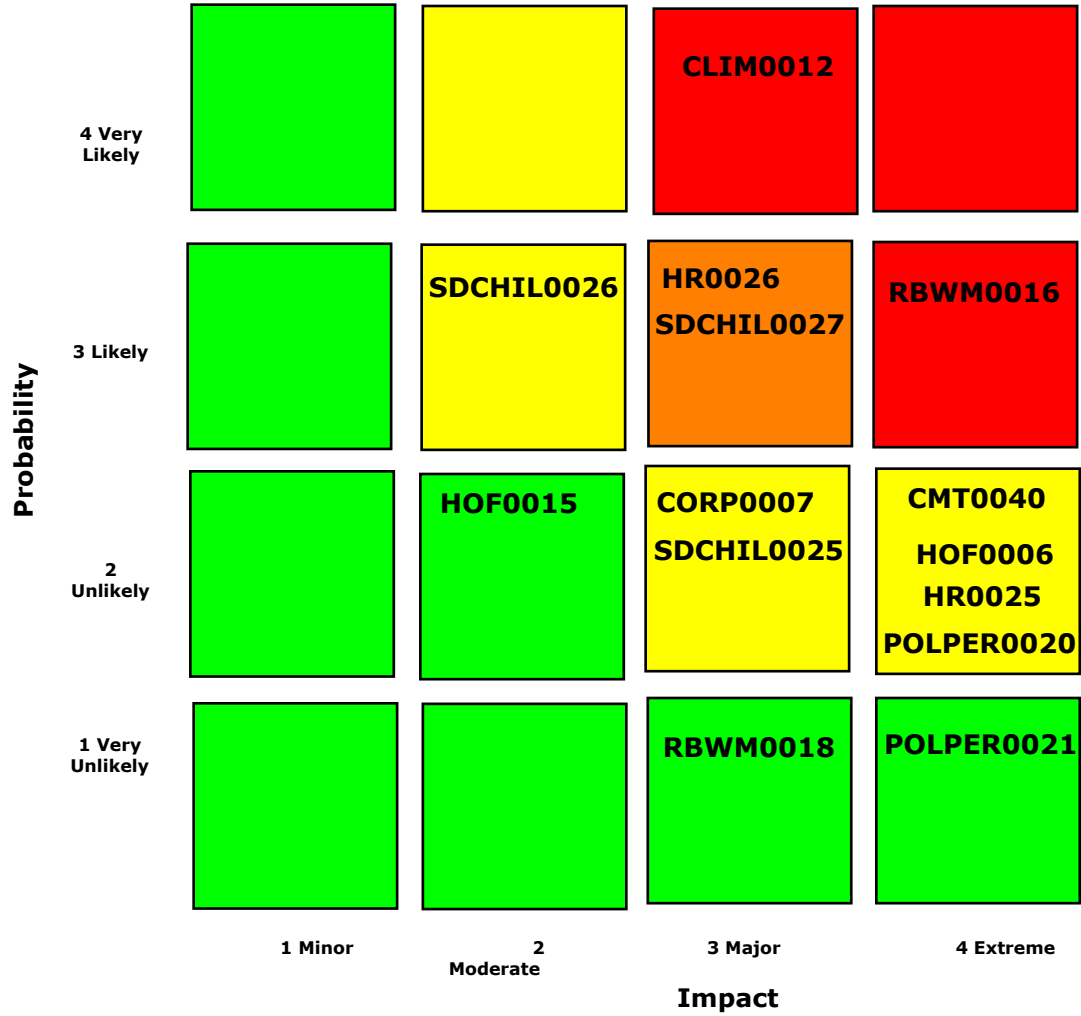
8. Risk related decision making, especially in relation to new business opportunities

low appetite	low/medium appetite	medium appetite	medium/high appetite	high appetite
<p>Many such opportunities undertaken at local levels. Clear precedents exist with apparent transparent benefits.</p> <p>Little or no change to council's existing business structure.</p>	<p>Reasonably common area of business but without a vast number of competitors e.g. <10.</p> <p>Council required to make minor adjustments to address new ways of working.</p> <p>Tolerance for risk taking limited to those events where there is</p>	<p>New area of business with a small number of precedents.</p> <p>Moderate adjustments to address new ways of working.</p> <p>Some moderate staffing level changes.</p>	<p>Only one or two examples of similar work undertaken in the local authority environment.</p> <p>Significant modifications to address new ways of working.</p> <p>Considerable changes to staffing levels/methods.</p>	<p>Completely new business area never assumed by any public sector organisation.</p> <p>Benefits cannot be based on previous experience because there isn't any.</p> <p>Appetite to take decisions that are likely to bring scrutiny of the council but where potential benefits are huge.</p>

Minimal tolerance for any decisions which could lead to scrutiny of the council	no chance of any significant repercussions for the council		Appetite to take decisions with the potential to expose the council to additional scrutiny.	Desire to break the mould and challenge current practices.
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Appendix C – Current key strategic risks



Detailed Risk Information

Current Risk Rating	Risk Ref	Summary	Assigned To	Review Date
12	CLIM0012	<p>The impact of climate change may be captured under four key areas:</p> <ol style="list-style-type: none"> 1. Physical resilience - migration of and adaptation to largely physical consequences of climate change. Children and the elderly are highly vulnerable to such extreme conditions, and existing school sites/community centres are rarely designed or operated with climate change in mind. 2. Transition changes - greenhouse gas emissions. In April, when the world was in lockdown, daily global carbon emissions dropped by 17% compared with the previous year. 3. Liability - actions initiated against decision making bodies from people who suffer injury/loss/damage arising from climate change. 4. Opportunities to take advantage of new technologies/techniques to stop/reduce harmful activities. <p>The challenge is the wider emissions from business operations in the borough which is where the Climate Change partnership work is directed.</p>	Andrew Durrant	28/07/2023
12	RBWM0016	<p>Impact of winter flu and possible future pathogen variants. There is nothing to suggest that future pathogen variants will be any less problematic than Covid-19.</p> <p>The current scientific advice is that a pandemic outbreak is highly likely to occur in the next 5-10 years. Confidence in this projection is informed by improved analysis of greater accuracy around mining animal health data where these infections begin.</p> <p>Leads to:</p> <ul style="list-style-type: none"> - Significant ongoing pressure on local national health services. A critical incident has therefore been reported across the Frimley Health and Care Integrated Care System. - Winter flu might be more damaging to certain parts of our local community. - Loss of key staff and reduced service resilience to the impacts of absence. <p>Much of the control is outside the ability of the council but this shouldn't mean that the exposure to the risk isn't significant. Note the current risk rating and appetite metrics will vary depending on the area of impact. Thus the values depicted here should be read with that in mind.</p>	Stephen Evans	01/08/2023
9	HR0026	<p>Workforce stability is threatened because pay scales offered RBWM are perceived as being significantly adrift from other local authorities, both locally and nationally.</p> <p>Loss of key staff from impacts of winter flu.</p> <p>Leads to significant challenge in recruiting particularly in hard to fill roles given the corresponding impact of the general increase in the cost of living.</p> <p>This will lead to problems around service delivery and the attendant effects on our reputation and meeting legislative demands.</p>	Stephen Evans	31/08/2023
9	SDCHIL0027	<p>Mental Health crisis accelerates with impact on RBWM to support consequences e.g. demand pressures on scarce resources.</p> <p>To some degree brought about by gradual but significant changes in societal arrangements i.e. a greater number of residents living alone.</p>	Kevin McDaniel	29/06/2023

Detailed Risk Information

Current Risk Rating	Risk Ref	Summary	Assigned To	Review Date
8	CMT0040	<p>Insufficient emergency response by the council. The outward looking position of RBWM is the key thing here which includes our relationship with other emergency responders.</p> <p>There is also the impact on RBWM from failures in our links with external networks and supply chains e.g. impact of local or global political unrest, any failure in the integrity for gas/electric/other utilities on which the council relies esp. re: vulnerable people.</p> <p>This could lead to residents being without the necessary assistance and increased financial impact on RBWM should a critical event occur.</p> <p>Underdeveloped and untested business continuity planning may reduce the ability of the council to provide critical functions in the event of emergency situation and put strain on sustaining council services in crisis situations.</p>	Andrew Durrant	29/06/2023
8	HOF0006	<p>The council's financial strategy needs to be effective in dealing with pressures. If it isn't, there is the risk of a material impact on the council's financial sustainability.</p> <p>The CIPFA action plan along with a robust MTFs and improved budget management (as detailed in the last three budgets) have stabilised matters. Addressing the impact of several years of low CTax bills is a concern. The council has begun boosting its reserves.</p> <p>Confidence level: strong degree of confidence that the assessments accurately capture the current position in risk terms. Timescale: as at Summer 23 our aim is that within 1-2 years the impact of our mitigations will result in sufficient resilience, as the general reserve reaches an optimum level.</p>	Andrew Vallance	13/09/2023

Detailed Risk Information

Current Risk Rating	Risk Ref	Summary	Assigned To	Review Date
8	HR0025	<p>IT infrastructure failure i.e. data storage infrastructure, systems access or total loss of council data centre. Causes:</p> <ul style="list-style-type: none"> - Single point(s) of failure across network hardware and broadband infrastructure that could cause loss of service to one or more sites if failure occurs. - External cyber threats e.g. distributed denial of service (DDoS) attacks. - Loss/damage/denial of access to primary, secondary or hosted data centres. - Accidental or deliberate loss of data or physical/logical failure to disk drive. - Lapse of accreditation to Public Services Network. - Physical or virtual server corruption or failure. <p>Cyber-crime and/or corruption of data, breach of privacy/confidentiality (DPA, GDPR) caused by inadequate information security. The prime threats reported to the National Cyber Security Centre over the past 12 months include ransomware, malware, social engineering and supply chain attacks.</p> <p>The capacity of the organisation is inadequate to deal with the pace/scale of technological change or our ability to use technology to address changing demand. Obsolescence / incompatibility of technology and integration of older systems.</p> <p>This could lead to the inability of RBWM to function normally, specifically:</p> <ul style="list-style-type: none"> - increased costs of downtime in the event of insufficient back up - expensive emergency service to rectify at short notice. <p>Impacts are felt on three levels: operationally, as the council becomes unable to engage with residents; financially, as revenues are lost and remediation costs pile up; and reputationally, as people question the security of the data that's held about them.</p>	Nikki Craig	13/09/2023
8	POLPER0020	<p>Failure to secure best value in terms of service delivery. This relates to large contracts within people services along with highways, waste and property contracts.</p> <p>Poor contract management processes including procurement and re-procurement. The contract management process is not centralised. Improvements in this area are a priority in the CIP</p> <p>Council owned companies or major contractors delivering statutory and discretionary services on behalf of the council fail and/or go out of business as a result of increased demand or poor performance.</p> <p>Leads to:</p> <ul style="list-style-type: none"> - Statutory services for children and adults not delivered. - Resident facing community services, such as highways or waste collection, not delivered. - Reputational damage to the council. - Potential risks to public health. - Vulnerable adults and children may be left more at risk. - Problems in maintaining the streetscene to a safe level leading to highways injuries/claims against the Statutory highway authority. 	Andrew Vallance	30/09/2023

Detailed Risk Information

Current Risk Rating	Risk Ref	Summary	Assigned To	Review Date
6	CORP0007	<p>Uncertainty around the viability and delivery of major schemes and commercial projects involved in regeneration across the entire borough.</p> <p>The change in values of the gilt market (UK government bonds) affects investment in projects. This would affect a regeneration programme as there would be far less capital receipts involved for our biggest commercial projects. The timeliness of receiving capital receipts for these would also be affected.</p> <p>Leads to: Increased costs from the impact of building costs inflation. Increased cost of borrowing to developers.</p>	Andrew Durrant	29/07/2023
6	SDCHIL0025	<p>Major safeguarding issue has the potential to arise from a number of areas including:</p> <ul style="list-style-type: none"> - Pressure in the health system is passed onto the care system. - Financial pressures increase the complexity for some residents and families. - Exploitation of vulnerable people and children. <p>This is extended by a potential lack of intelligence around emerging risk areas.</p> <p>Leads to:</p> <ul style="list-style-type: none"> - Significant and preventable harm/death to vulnerable people. - Reputation damage to the council. - Local partners lose confidence - Ofsted / CQC rating drops impacting workforce and the expense of reinstating confidence is very costly. <p>Implemented controls are all monitored via quarterly commissioning reviews with Optalis and AfC, and via safeguarding partnership shared with TVP and ICB.</p>	Kevin McDaniel and Lin Ferguson	29/06/2023
6	SDCHIL0026	<p>The cost of living crisis results in increased levels of debt, community tension, and anti-social behaviour while there is reduced voluntary support and restricted preventative and early intervention from services.</p> <p>This could lead to significant spikes in demand for support services and reactive services across the public sector. For the council, attempts to manage demand may be a struggle with increased financial pressures.</p>	Kevin McDaniel	29/06/2023
4	HOF0015	<p>Fraud and corruption leads to loss of council resources. Loss of confidence in the organisation from residents and elected members.</p> <p>As an organisation, the council is committed to having effective anti-fraud and corruption policies designed to:</p> <ul style="list-style-type: none"> - Encourage prevention; - Promote detection; - Ensure effective investigation where suspected fraud or corruption has occurred; - Prosecute offenders where appropriate. 	Andrew Vallance	13/09/2023

Detailed Risk Information

Current Risk Rating	Risk Ref	Summary	Assigned To	Review Date
4	POLPER0021	<p>New legislation not responded to in a timely manner, breach of statute e.g. equality compliance, DDA.</p> <p>Inadequate response to new legislation, intervention by regulatory bodies and inspectorates, Judicial Reviews, HRA, DDA, GDPR, HASAWA etc. breaches</p> <p>Leads to intervention by regulatory bodies and inspectorates, Judicial Reviews, HRA, DDA, GDPR, HASAWA etc.</p> <p>Reputation damage and loss of confidence by residents, partners.</p> <p>The council cannot make satisfactory public report by way of AGS on the extent to which it complies with its own local code of governance.</p>	Elaine Browne	28/07/2023
3	RBWM0018	<p>Change of political control affects strategic direction of RBWM. Even if the current political party remains in overall control it is likely that many of the elected members will be new to the authority.</p> <p>Equivocation from ministers, lack of clear policy from central government and/or insufficient investment in public services.</p> <p>Leads to lack of confidence in the council from its partners/staff and short term funding problems arising from new cost burdens from central government.</p>	Stephen Evans	29/06/2023

Appendix D - detailed key strategic risks

Risk Ref	Summary	Financial	Legislativ	Reputation	Service Delivery	Likelihood	Profile	Appetite	Controls implemented or ongoing	Controls not fully developed	Controlled Risk	Risk Owner	Last Review
CLIM0012	<p>The impact of climate change may be captured under four key areas:</p> <ol style="list-style-type: none"> 1. Physical resilience - migration of and adaptation to largely physical consequences of climate change. Children and the elderly are highly vulnerable to such extreme conditions, and existing school sites/community centres are rarely designed or operated with climate change in mind. 2. Transition changes - greenhouse gas emissions. In April, when the world was in lockdown, daily global carbon emissions dropped by 17% compared with the previous year. 3. Liability - actions initiated against decision making bodies from people who suffer injury/loss/damage arising from climate change. 4. Opportunities to take advantage of new technologies/techniques to stop/reduce harmful activities. <p>The challenge is the wider emissions from business operations in the borough which is where the Climate Change partnership work is directed.</p>	Major	Moderate	Moderate	Major	Very Likely	12	medium/high	<ol style="list-style-type: none"> 1• The team leads on the delivery of the four key themes of the environment and climate strategy (approved by Cabinet 17 Dec 2020). 2• The team leads on the delivery of the four key themes of the environment and climate strategy (approved by Cabinet 17 Dec 2020). 3• The team leads on the delivery of the four key themes of the environment and climate strategy (approved by Cabinet 17 Dec 2020). 4• The team leads on the delivery of the four key themes of the environment and climate strategy (approved by Cabinet 17 Dec 2020). 5• The team leads on the delivery of the four key themes of the environment and climate strategy (approved by Cabinet 17 Dec 2020). 6• The team leads on the delivery of the four key themes of the environment and climate strategy (approved by Cabinet 17 Dec 2020). 7• The team leads on the delivery of the four key themes of the environment and climate strategy (approved by Cabinet 17 Dec 2020). 	<ol style="list-style-type: none"> 1• Develop a Climate Change Adaption Plan. 2• Identify investment opportunities and align supply chain improvements. 3• Develop a granular view of identified risks to consider and act on exposure/impact. 4• Community based discussions around solutions to be found through partnership working. 5• Introduce climate change into every conversation and question all decisions that have climate change consequences. 6• Establish what value is provided from the Climate Change partnership to whom we make an annual financial contribution 7• Develop a Climate Change Adaption Plan. 8• Identify investment opportunities and align supply chain improvements. 9• Develop a granular view of identified risks to consider and act on exposure/impact. 	6	Andrew Durrant	29/03/23
CMT0040	<p>Insufficient emergency response by the council. The outward looking position of RBWM is the key thing here which includes our relationship with other emergency responders.</p> <p>237 There is also the impact on RBWM from failures in our links with external networks and supply chains e.g. impact of local or global political unrest, any failure in the integrity for gas/electric/other utilities on which the council relies esp. re: vulnerable people.</p> <p>This could lead to residents being without the necessary assistance and increased financial impact on RBWM should a critical event occur.</p> <p>Underdeveloped and untested business continuity planning may reduce the ability of the council to provide critical functions in the event of emergency situation and put strain on sustaining council services in crisis situations.</p>	Extreme	Major	Extreme	Extreme	Unlikely	8	medium	<ol style="list-style-type: none"> 1• The team leads on the delivery of the four key themes of the environment and climate strategy (approved by Cabinet 17 Dec 2020). 2• Joint Emergency Planning Unit (JEPU) contract. 3• Partnering with the JEPU & LRF as appropriate. 4• Training, lessons learnt and emergency planning sessions. 5• Clear management of third party service delivery arrangements specifically procurement, commissioning and contract management. 6• Testing our civil resilience response for: flooding risk, high profile asset sites, broader climate change response (where pos). 7• Calling on mutual aid (as part of the LRF). 8• Joint Emergency Planning Unit (JEPU) contract. 9• Partnering with the JEPU & LRF as appropriate. 10• Training, lessons learnt and emergency planning sessions. 11• Clear management of third party service delivery arrangements specifically procurement, commissioning and contract management 	<ol style="list-style-type: none"> 1• Complete suite of discrete service bcp's. This needs urgent attention and an improvement plan is due at SMT mid April 23. 2• Complete suite of discrete service bcp's. This needs urgent attention and an improvement plan is due at SMT mid April 23. 3• Complete suite of discrete service bcp's. This needs urgent attention and an improvement plan is due at SMT mid April 23. 4• Complete suite of discrete service bcp's. This needs urgent attention and an improvement plan is due at SMT mid April 23. 5• Complete suite of discrete service bcp's. This needs urgent attention and an improvement plan is due at SMT mid April 23. 6• Complete suite of discrete service bcp's. This needs urgent attention and an improvement plan is due at SMT mid April 23. 	6	Andrew Durrant	29/03/23

CORP0007	<p>Uncertainty around the viability and delivery of major schemes and commercial projects involved in regeneration across the entire borough.</p> <p>The change in values of the gilt market (UK government bonds) affects investment in projects. This would affect a regeneration programme as there would be far less capital receipts involved for our biggest commercial projects. The timeliness of receiving capital receipts for these would also be affected.</p> <p>Leads to: Increased costs from the impact of building costs inflation. Increased cost of borrowing to developers.</p>	Major	Moderate	Major	Major	Unlikely	6	low/medium	<p>1• Ensure the intelligence on each development is as wide as possible.</p> <p>2• Appraisal of all our projects so there's complete understanding of each individual scheme.</p> <p>3• Prop Co's risk register details regeneration risks with joint venture partners (and other activity). Quarterly board review.</p> <p>4• Ensure the intelligence on each development is as wide as possible.</p> <p>5• Appraisal of all our projects so there's complete understanding of each individual scheme.</p> <p>6• Prop Co's risk register details regeneration risks with joint venture partners (and other activity). Quarterly board review.</p> <p>7• Ensure the intelligence on each development is as wide as possible.</p> <p>8• Appraisal of all our projects so there's complete understanding of each individual scheme.</p> <p>9• Prop Co's risk register details regeneration risks with joint venture partners (and other activity). Quarterly board review.</p>	6	Andrew Durrant	29/03/23
HOF0006	<p>The council's financial strategy needs to be effective in dealing with pressures. If it isn't, there is the risk of a material impact on the council's financial sustainability.</p> <p>The CIPFA action plan along with a robust MTFS and improved budget management (as detailed in the last three budgets) have stabilised matters. Addressing the impact of several years of low CTax bills is a concern. The council has begun boosting its reserves.</p> <p>Confidence level: strong degree of confidence that the assessments accurately capture the current position in risk terms. Timescale: as at Summer 23 our aim is that within 1-2 years the impact of our mitigations will result in sufficient resilience, as the general reserve reaches an optimum level.</p>	Extreme	Minor	Moderate	Major	Unlikely	8		<p>Quarterly board review</p> <p>1• Full team of business partners.</p> <p>2• Cabinet approved 23/24 budget Feb 23.</p> <p>3• Annual line by line base budget review.</p> <p>4• Reconstruct MTFS and align to corporate plan.</p> <p>5• Increased focus on monitoring debt recovery programme.</p> <p>6• Unrealised capital receipts are not to be committed to spending.</p> <p>7• Continue to make improvements to budget build. Embed business partner arrangements.</p> <p>8• 5 year savings plans commencing 2021. A further 5 yr plan presented to September 2022 Council.</p> <p>9• Management has a closely monitored corporate savings tracker noted monthly at ELT and Cabinet briefing.</p> <p>10• MTFP scheduled for July Cabinet. Strategic business plan process presented at Cabinet briefing w/c 12/06/23.</p>	8	Andrew Vallance	13/06/23

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HOF0015	<p>Fraud and corruption leads to loss of council resources. Loss of confidence in the organisation from residents and elected members.</p>	Moderate	Moderate	Moderate	Moderate	Unlikely	4	low	<p>1• Strong protocols in place including anti-money laundering, prevention of bribery and anti-corruption policies.</p> <p>2• May 23 SWAP fraud risk assessment on all services with potential exposure. Inherent and residual risk rated to steer next steps.</p> <p>3• Strong protocols in place including anti-money laundering, prevention of bribery and anti-corruption policies.</p> <p>4• May 23 SWAP fraud risk assessment on all services with potential exposure. Inherent and residual risk rated to steer next steps.</p> <p>5• Strong protocols in place including anti-money laundering, prevention of bribery and anti-corruption policies.</p> <p>6• May 23 SWAP fraud risk assessment on all services with potential exposure. Inherent and residual risk rated to steer next steps.</p> <p>7• Strong protocols in place including anti-money laundering, prevention of bribery and anti-corruption policies.</p>	<p>1• SWAP to assist with next steps re: fraud exposures for services identified as having highest residual risk rating.</p> <p>2• SWAP to assist with next steps re: fraud exposures for services identified as having highest residual risk rating.</p> <p>3• SWAP to assist with next steps re: fraud exposures for services identified as having highest residual risk rating.</p> <p>4• SWAP to assist with next steps re: fraud exposures for services identified as having highest residual risk rating.</p> <p>5• SWAP to assist with next steps re: fraud exposures for services identified as having highest residual risk rating.</p> <p>6• SWAP to assist with next steps re: fraud exposures for services identified as having highest residual risk rating.</p> <p>7• SWAP to assist with next steps re: fraud exposures for services identified as having highest residual risk rating.</p>	4	Andrew Vallance	13/06/23
HR0025	<p>IT infrastructure failure i.e. data storage infrastructure, systems access or total loss of council data centre.</p> <p>Causes:</p> <ul style="list-style-type: none"> - Single point(s) of failure across network hardware and broadband infrastructure that could cause loss of service to one or more sites if failure occurs. - External cyber threats e.g. distributed denial of service (DDoS) attacks. <p>Loss/damage/denial of access to primary, secondary or hosted data centres.</p> <p>Accidental or deliberate loss of data or physical/logical failure to disk drive.</p> <ul style="list-style-type: none"> - Lapse of accreditation to Public Services Network. - Physical or virtual server corruption or failure. <p>Cyber-crime and/or corruption of data, breach of privacy/confidentiality (DPA, GDPR) caused by inadequate information security. The prime threats reported to the National Cyber Security Centre over the past 12 months include ransomware, malware, social engineering and supply chain attacks.</p> <p>The capacity of the organisation is inadequate to deal with the pace/scale of technological change or our ability to use technology to address changing demand. Obsolescence / incompatibility of technology and integration of older systems.</p> <p>This could lead to the inability of RRWM to function</p>	Extreme	Minor	Moderate	Extreme	Unlikely	8	low	<p>8• May 23 SWAP fraud risk assessment on all</p> <p>1• DDoS protection in place.</p> <p>2• Disk drives are configured to use RAID technology.</p> <p>3• Multiple data centres provides increased resilience.</p> <p>4• Enhanced password policy to enforce industry best-practice.</p> <p>5• Secure remote working with computers, encrypted area for sensitive laptop data.</p> <p>6• Line of business systems hosted either on local servers or on remote cloud-hosted servers.</p> <p>7• DPO/SIRO to check and take action when inappropriate external transmissions of data are reported.</p> <p>8• Diverse routing of external network links supplied and supported by tier-one UK network suppliers.</p> <p>9• Appointment of solutions architect who's activity will include penetration testing to check defences.</p> <p>10• Business continuity/disaster recovery All</p>	<p>8• SWAP to assist with next steps re: fraud 1• Enable multi-factor authentication on Microsoft cloud services.</p> <p>2• Cyber policy is being externally reviewed 6-9/03/23, an annual check resourced from ring fenced LGA grant fund.</p> <p>3• Create and apply a robust exit strategy with accountabilities when staff leave the organisation or return surplus IT equipment.</p> <p>4• Enable multi-factor authentication on Microsoft cloud services.</p> <p>5• Cyber policy is being externally reviewed 6-9/03/23, an annual check resourced from ring fenced LGA grant fund.</p> <p>6• Create and apply a robust exit strategy with accountabilities when staff leave the organisation or return surplus IT equipment.</p> <p>7• Enable multi-factor authentication on Microsoft cloud services.</p> <p>8• Cyber policy is being externally reviewed 6-9/03/23, an annual check resourced from ring fenced LGA grant fund.</p>	3	Nikki Craig	13/06/23

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HR0026	<p>Workforce stability is threatened because pay scales offered RBWM are perceived as being significantly adrift from other local authorities, both locally and nationally.</p> <p>Loss of key staff from impacts of winter flu.</p> <p>Leads to significant challenge in recruiting particularly in hard to fill roles given the corresponding impact of the general increase in the cost of living.</p> <p>This will lead to problems around service delivery and the attendant effects on our reputation and meeting legislative demands.</p>	Moderate	Moderate	Moderate	Major	Likely	9	low	<p>1• Annual pay negotiations with Unions undertaken.</p> <p>2• Flexible and hybrid working arrangements supported.</p> <p>3• Comprehensive benefits and wellbeing packages in place.</p> <p>4• Benchmarking data collected annually around hard to fill posts.</p> <p>5• Provision for salary increases made in the medium term financial plan.</p> <p>6• Use of salary gateways where appropriate and revisions to posts with a view to attracting suitably qualified candidates.</p> <p>7• Annual pay negotiations with Unions undertaken.</p> <p>8• Flexible and hybrid working arrangements supported.</p> <p>9• Comprehensive benefits and wellbeing packages in place.</p> <p>10• Benchmarking data collected annually around hard to fill posts</p>	<p>1• CEO to sign off recruitment strategy.</p> <p>2• Continual review of terms and conditions and further national benchmarking.</p> <p>3• CEO to sign off recruitment strategy.</p> <p>4• Continual review of terms and conditions and further national benchmarking.</p> <p>5• CEO to sign off recruitment strategy.</p> <p>6• Continual review of terms and conditions and further national benchmarking.</p> <p>7• CEO to sign off recruitment strategy.</p> <p>8• Continual review of terms and conditions and further national benchmarking.</p> <p>9• CEO to sign off recruitment strategy.</p> <p>10• Continual review of terms and conditions and further national benchmarking.</p> <p>11• CEO to sign off recruitment strategy.</p>	3	Stephen Evans	13/06/23
POLPER0020	<p>Failure to secure best value in terms of service delivery. This relates to large contracts within people services along with highways, waste and property contracts.</p> <p>Poor contract management processes including procurement and re-procurement. The contract management process is not centralised. Improvements in this area are a priority in the CIP</p> <p>Council owned companies or major contractors delivering statutory and discretionary services on behalf of the council fail and/or go out of business as a result of increased demand or poor performance.</p> <p>Leads to:</p> <ul style="list-style-type: none"> - Statutory services for children and adults not delivered. - Resident facing community services, such as highways or waste collection, not delivered. - Reputational damage to the council. - Potential risks to public health. - Vulnerable adults and children may be left more at risk. - Problems in maintaining the streetscene to a safe level leading to highways injuries/claims against the Statutory highway authority. 	Extreme	Moderate	Moderate	Major	Unlikely	8	low/medium	<p>1• Change control mechanisms in place across all contracts.</p> <p>2• Exit clauses/strategies negotiated and in place across all contracts.</p> <p>3• Robust governance arrangements at Member and officer levels in place and operating.</p> <p>4• Quarterly and monthly contract meetings with Volker, quarterly commissioning reviews with Optalis and AfC</p> <p>5• Highways - published HMMP risk based as per 2018 Code of Practice to show our rationale in case of legal challenge to a claim.</p> <p>6• Change control mechanisms in place across all contracts.</p> <p>7• Exit clauses/strategies negotiated and in place across all contracts.</p> <p>8• Robust governance arrangements at Member and officer levels in place and operating.</p> <p>9• Quarterly and monthly contract meetings with Volker, quarterly commissioning reviews with Optalis and AfC.</p>	<p>12• Continual review of terms and capacity to assist services. Potential invest to save bid.</p> <p>1• Improve commercial management skills and capacity to assist services. Potential invest to save bid.</p> <p>2• Implementing audit recommendations. This is to include new contract management framework by 31 March 2024.</p> <p>3• Improve governance on the existing system of decentralised contract management as part of corporate improvement plan.</p> <p>4• Improve commercial management skills and capacity to assist services. Potential invest to save bid.</p> <p>5• Implementing audit recommendations. This is to include new contract management framework by 31 March 2024.</p> <p>6• Improve governance on the existing system of decentralised contract management as part of corporate improvement plan.</p> <p>7• Improve commercial management skills and capacity to assist services. Potential invest to save bid</p>	4	Andrew Vallance	20/06/23

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POLPER0021	New legislation not responded to in a timely manner, breach of statute e.g. equality compliance, DDA.	Major	Moderate	Moderate	Extreme	Very Unlikely	4	low	<p>1• HOS and managers keep up to date with developments in their service areas.</p> <p>2• Officers must take legal advice on decisions as part of standard practice on reports.</p> <p>3• In house legal team lawyers keep abreast of legislative changes and cascade as necessary.</p> <p>4• HOS and managers keep up to date with developments in their service areas.</p> <p>5• Officers must take legal advice on decisions as part of standard practice on reports.</p> <p>6• In house legal team lawyers keep abreast of legislative changes and cascade as necessary.</p> <p>7• HOS and managers keep up to date with developments in their service areas.</p> <p>8• Officers must take legal advice on decisions as part of standard practice on reports.</p> <p>9• In house legal team lawyers keep abreast of legislative changes and cascade as necessary.</p> <p>10• HOS and managers keep up to date with developments in their service areas</p> <p>1• RBWM Outbreak Control Plan.</p>	4	Elaine Browne	29/03/23
RBWM0016	<p>Impact of winter flu and possible future pathogen variants. There is nothing to suggest that future pathogen variants will be any less problematic than Covid-19.</p> <p>The current scientific advice is that a pandemic outbreak is highly likely to occur in the next 5-10 years. Confidence in this projection is informed by improved analysis of greater accuracy around mining animal health data where these infections begin.</p> <p>Leads to:</p> <ul style="list-style-type: none"> - Significant ongoing pressure on local national health services. A critical incident has therefore been reported across the Frimley Health and Care Integrated Care System. - Winter flu might be more damaging to certain parts of our local community. - Loss of key staff and reduced service resilience to the impacts of absence. <p>Much of the control is outside the ability of the council but this shouldn't mean that the exposure to the risk isn't significant. Note the current risk rating and appetite metrics will vary depending on the area of impact. Thus the values depicted here should be read with that in mind.</p>	Extreme	Moderate	Moderate	Extreme	Likely	12	medium	<p>2• There is an extensive COVID risk register in support of the controls and detailed threats (contents a Part 2 matter).</p> <p>3• Critical incident plans: postpone some non-urgent operations. Priority is that beds are available for seriously ill patients.</p> <p>4• RBWM Outbreak Control Plan.</p> <p>5• There is an extensive COVID risk register in support of the controls and detailed threats (contents a Part 2 matter).</p> <p>6• Critical incident plans: postpone some non-urgent operations. Priority is that beds are available for seriously ill patients.</p> <p>7• RBWM Outbreak Control Plan.</p> <p>8• There is an extensive COVID risk register in support of the controls and detailed threats (contents a Part 2 matter).</p> <p>9• Critical incident plans: postpone some non-urgent operations. Priority is that beds are available for seriously ill patients</p>	8	Stephen Evans	29/03/23

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RBWM0018	<p>Change of political control affects strategic direction of RBWM. Even if the current political party remains in overall control it is likely that many of the elected members will be new to the authority.</p> <p>Equivocation from ministers, lack of clear policy from central government and/or insufficient investment in public services.</p> <p>Leads to lack of confidence in the council from its partners/staff and short term funding problems arising from new cost burdens from central government.</p>	Moderate	Moderate	Major	Major	Very Unlikely	3	low	<p>1• Brief and engage with opposition groups during the life of the administration.</p> <p>2• Management teams working with political leaders in advance of financial announcements in manifestos.</p> <p>3• Any transition will be managed with the various stakeholders to keep the organisation on course and to keep those stakeholders c</p> <p>4• Brief and engage with opposition groups during the life of the administration.</p> <p>5• Management teams working with political leaders in advance of financial announcements in manifestos.</p> <p>6• Any transition will be managed with the various stakeholders to keep the organisation on course and to keep those stakeholders c</p> <p>7• Brief and engage with opposition groups during the life of the administration.</p> <p>8• Management teams working with political leaders in advance of financial announcements in manifestos.</p>		3	Stephen Evans	29/03/23
SDCHIL002 5	<p>Major safeguarding issue has the potential to arise from a number of areas including:</p> <ul style="list-style-type: none"> - Pressure in the health system is passed onto the care system. - Financial pressures increase the complexity for some residents and families. - Exploitation of vulnerable people and children. <p>This is extended by a potential lack of intelligence around emerging risk areas.</p> <p>Leads to:</p> <ul style="list-style-type: none"> - Significant and preventable harm/death to vulnerable people. - Reputation damage to the council. - Local partners lose confidence - Ofsted / CQC rating drops impacting workforce and the expense of reinstating confidence is very costly. <p>Implemented controls are all monitored via quarterly commissioning reviews with Optalis and AfC, and via safeguarding partnership shared with TVP and ICB.</p>	Major	Major	Major	Major	Unlikely	6	low/medium	<p>1• Adult safeguarding core groups meet weekly/fortnightly to assess risk.</p> <p>2• Training and supervision of internal social care staff in adult safeguarding.</p> <p>3• Adults implementing QA and Quality Assurance process to prepare for CQC inspection.</p> <p>4• In the event of a significant incident a safeguarding case review will investigate.</p> <p>5• Business plan stipulating the activity of the service to specifically mitigate safeguarding risk.</p> <p>6• Revised adult and childrens safeguarding partnership arrangements implemented with external scrutineers engaged throughout.</p> <p>7• Performance management of adult safeguarding referrals & investigations. If needed, can lead to change of provider/practice.</p> <p>8• Known risk areas strategies incl. CSE. Community Safety Partnership leadership of County Lines agenda. Includes info sharing.</p> <p>9• Multi-agency safeguarding hub (MASH) strengthens response to children and young people</p>	<p>1• Preparation for CQC inspection of adult services underway, will be informed by DoHSC national framework (currently draft stage).</p> <p>2• Preparation for CQC inspection of adult services underway, will be informed by DoHSC national framework (currently draft stage).</p> <p>3• Preparation for CQC inspection of adult services underway, will be informed by DoHSC national framework (currently draft stage).</p> <p>4• Preparation for CQC inspection of adult services underway, will be informed by DoHSC national framework (currently draft stage).</p> <p>5• Preparation for CQC inspection of adult services underway, will be informed by DoHSC national framework (currently draft stage).</p> <p>6• Preparation for CQC inspection of adult services underway, will be informed by DoHSC national framework (currently draft stage).</p>	6	Kevin McDaniel and Lin Ferguson	29/03/23

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SDCHIL002 6	The cost of living crisis results in increased levels of debt, community tension, and anti-social behaviour while there is reduced voluntary support and restricted preventative and early intervention from services.	Moderate	Moderate	Moderate	Moderate	Likely	6	low/medium	<ul style="list-style-type: none"> 1• HSF pilot well established. 2• Active communication about ways of getting support (Here to Help). 3• Engagement with voluntary sector to support with pilot Household Support scheme in Q4 of 22/23 ahead of whole year approach 4• HSF pilot well established. 5• Active communication about ways of getting support (Here to Help). 6• Engagement with voluntary sector to support with pilot Household Support scheme in Q4 of 22/23 ahead of whole year approach 7• HSF pilot well established. 8• Active communication about ways of getting support (Here to Help). 9• Engagement with voluntary sector to support with pilot Household Support scheme in Q4 of 22/23 ahead of whole year approach 10• HSF pilot well established. 	6	Kevin McDaniel	29/03/23
SDCHIL002 7	Mental Health crisis accelerates with impact on RBWM to support consequences e.g. demand pressures on scarce resources. To some degree brought about by gradual but significant changes in societal arrangements i.e. a greater number of residents living alone.	Major	Moderate	Moderate	Major	Likely	9	low	<ul style="list-style-type: none"> 1• Develop "Mental Health in School" teams across the borough 2• Promote wellbeing and self-care options through public health and comms channels. 3• Engage with ICB and ICP to ensure that health services prioritise mental health services. 4• Develop "Mental Health in School" teams across the borough 5• Promote wellbeing and self-care options through public health and comms channels. 6• Engage with ICB and ICP to ensure that health services prioritise mental health services. 7• Develop "Mental Health in School" teams across the borough 8• Promote wellbeing and self-care options through public health and comms channels. 9• Engage with ICB and ICP to ensure that health services prioritise mental health services. 10• Develop "Mental Health in School" teams across the borough 	3	Kevin McDaniel	29/03/23

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Report Title:	Annual Governance Statement and Action Plan 2022/23
Contains Confidential or Exempt Information	No - Part I
Meeting and Date:	Audit and Governance Committee 20 July 2023
Responsible Officer(s):	Elaine Browne, Deputy Director of Law & Governance and Monitoring Officer
Wards affected:	All

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REPORT SUMMARY

1. This report presents the draft 2022/23 Annual Governance Statement (AGS), including the AGS Action Plan for the forthcoming year.
2. It recommends that the Panel considers the content and recommends the 2022/23 AGS to the Leader and Chief Executive for signature and presentation with the Annual Statement of Accounts.
3. The recommendation is being made to ensure that the council meets its statutory requirements and those of the Committee's Terms of Reference to be satisfied that the council has in place appropriate corporate governance systems and controls.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That the Audit and Governance Committee notes the report and:

- i) **Considers the draft 2022/23 AGS, identifying any specific matters which should be brought to the attention of Council or Cabinet;**
- ii) **Recommends the 2022/23 AGS to the Leader of the Council, Chair of the Audit & Governance Committee and Chief Executive for signature and publication with the Council's Statement of Accounts**
- iii) **Requests that update reports be provided to the Committee summarising progress on the AGS Action Plan**

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Table 1: Options arising from this report

Option	Comments
Consider the draft 2022/23 AGS and Action Plan and recommend it to the Chief Executive and Leader of the Council for signature and publication with the council's Statement of	This will ensure that the council meets its statutory requirements. In addition, the Committee will comply with its responsibilities as set out within its Terms of

Option	Comments
Accounts. This is the recommended option	Reference in respect of the council's governance arrangements.
Note the draft 2022/23 AGS and propose further changes before submission to the Chief Executive and Leader of the Council.	Members may wish to propose that the AGS is amended if they feel that there are material issues which have not received sufficient emphasis or are not covered.
Not recommend the 2022/23 AGS.	The council will not meet its statutory requirements, and this may expose the council to an avoidable risk, arising from not having an adequate governance framework in place. This could result in a qualification in the External Auditors' Annual Management Letter.

2.1 The annual review of the council's governance framework is required under the Accounts and Audit Regulations 2015 which state that 'A relevant authority must ensure that it has a sound system of internal control' (Regulation 3) and 'each financial year conduct a review of the effectiveness of the system of internal control and prepare an annual governance statement' (Regulation 10).

2.2 The AGS is required to demonstrate that systems and processes are in place to ensure that council business is conducted lawfully and in accordance with proper standards and to identify areas where compliance could be improved.

2.3 The AGS is prepared having regard to the principles contained in the CIPFA (Chartered Institute of Public Finance) Guidance "Delivering Good Governance" (2016) and Guidance - CIPFA Bulletin 06 Application of the Good Governance Framework 2020/21.

2.4 As part of the Council's improvement journey the Council's key governance statutory officers (Head of Paid Service, S151 Officer, Monitoring Officer, and deputies) meet as the Statutory Governance Officer Group to discuss governance related issues and lead on the preparation of the AGS

2.5 As part of preparing the AGS for 2022/23 a review has been undertaken against the Centre for Governance and Scrutiny's "Governance Risk and Resilience Framework" which aligns with the CIPFA Code which underpins the AGS

2.6 The outcomes from this together with other issues from the AGS 21/22, issues identified from the Monitoring Officer report, issues raised through audit, complaints or other routes form the basis for the AGS 22/23 and Action Plan.

2.7 Key areas for focus this year are grouped thematically around the good governance principles and allow for a managed process of improvement.

These are set out in more detail in the draft AGS and Action Plan at Appendix B with timescales, and will be reviewed by the Committee regularly

2.8 Once recommended by the Panel, the AGS is required to be signed off by the Leader of the Council, Chair of the Audit & Governance Committee and the Chief Executive and presented with the council's 2022/23 Statement of Accounts to fulfil the council's statutory obligations.

2.9 The external auditor is then required to comment on the content of the AGS in terms of whether it correctly represents the organisation.

3. KEY IMPLICATIONS

3.1

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council has a process in place to meet the core principles of good governance supporting good performance and outcomes for service users / residents.	Poor service performance and outcomes for service users / residents	Good service performance and outcomes for service	n/a	n/a	ongoing
Residents will have assurances that the principles of good governance are incorporated into the council's normal business processes, providing them with confidence in the decision-making and management processes and in the conduct and professionalism of its Members, officers, partners, and other agents in delivering services.	Loss of residents' confidence. Council reputation may be affected.	Residents' confidence in place. Council reputation protected.	n/a	n/a	ongoing

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no financial implications directly arising from the report, however good governance clearly helps RBWM (Royal Borough of Windsor and Maidenhead) manage its resources effectively.

5. LEGAL IMPLICATIONS

5.1 The Accounts and Audit Regulations 2015 require the Council to prepare and publish an Annual Governance Statement each financial year.

6. RISK MANAGEMENT

6.1

Table 3: Impact of risk and mitigation

Risk	Level of uncontrolled risk	Controls	Level of controlled risk
Poor Governance/legal challenge/council not meeting its objectives	High	Those identified as part of the Code of Corporate Governance	Medium

7. POTENTIAL IMPACTS

- 7.1 An EQIA is attached at Appendix A.
- 7.2 Climate change/sustainability. Not relevant.
- 7.3 Data Protection/GDPR. No personal data is processed as a result of the recommendation in this report.

8. CONSULTATION

- 8.1 Section 138 of the Local Government and Public Involvement in Health Act 2007 places a duty on local authorities to involve local representatives when carrying out "any of its functions" by providing information, consulting or "involving in another way".
- 8.2 This is an internal governance function and does not require consultation.

9. TIMETABLE FOR IMPLEMENTATION

9.1 Timescales for implementation are contained in the Action Plan.

10. APPENDICES

10.1 This report has two appendices:

- Appendix A - Equalities Impact Assessment
- Appendix B - The draft AGS and Action Plan.

11. BACKGROUND DOCUMENTS

11.1 This report is supported by 3 background documents:

- CIPFA “Delivering Good Governance” 2016.
- CfGS (Centre for Governance and Scrutiny) “Governance Risk and Resilience Framework” 2021.
- Guidance – CIPFA Bulletin 06 Application of the Good Governance Framework 2020/21

12. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputies)</i>			
Andrew Vallance	Deputy Director of Finance and interim s.151 Officer	10/7/23	10/7/23
Elaine Browne	Deputy Director of Law & Governance and Monitoring Officer	10/7/23	10/7/23
<i>Deputies:</i>			
<i>Mandatory: Procurement Manager (or deputy) - if report requests approval to award, vary or extend a contract</i>			
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
<i>Heads of Service (where relevant)</i>			
	Head of		
<i>External (where relevant)</i>			
N/A			

Confirmation relevant Cabinet Member(s) consulted		
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REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Audit and Governance Committee decision	No	No

Report Author: Elaine Browne, Deputy Director of Law & Governance and Monitoring Officer
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Equality Impact Assessment

For support in completing this EQIA, please consult the EQIA Guidance Document or contact equality@rbwm.gov.uk

www.rbwm.gov.uk



1. Background Information

Title of policy/strategy/plan:	<u>Report Recommending the 2022/23 Annual Governance Statement and Action Plan for Recommendation and Sign off</u>
Service area:	<u>Law & Governance</u>
Directorate:	<u>Resources</u>

Provide a brief explanation of the proposal:

- What are its intended outcomes?
- Who will deliver it?
- Is it a new proposal or a change to an existing one?

The Annual Governance Statement (AGS) is a document which the Council is required to create and publish every financial year. It is a requirement to demonstrate that systems and processes are in place to ensure that Council business is conducted lawfully and in accordance with proper standards. The AGS also identifies areas in which compliance could be improved.

2. Relevance Check

Is this proposal likely to directly impact people, communities or RBWM employees?

- If Yes, state 'Yes' and proceed to Section 3.
- If No, please explain why not, including how you've considered equality issues.
- Will this proposal need a EQIA at a later stage? (for example, for a forthcoming action plan)

No – it concerns the Council's internal governance processes.

If 'No', proceed to 'Sign off'. If unsure, please contact equality@rbwm.gov.uk

3. Evidence Gathering and Stakeholder Engagement

<p>Who will be affected by this proposal? For example, users of a particular service, residents of a geographical area, staff</p>
<p>Among those affected by the proposal, are protected characteristics (age, sex, disability, race, religion, sexual orientation, gender reassignment, pregnancy/maternity, marriage/civil partnership) disproportionately represented? For example, compared to the general population do a higher proportion have disabilities?</p>
<p>What engagement/consultation has been undertaken or planned?</p> <ul style="list-style-type: none">• How has/will equality considerations be taken into account?• Where known, what were the outcomes of this engagement?
<p>What sources of data and evidence have been used in this assessment? Please consult the EQIA Evidence Matrix for relevant data. Examples of other possible sources of information are in the Guidance document (Section 2.3).</p>

4. Equality Analysis

Please detail, **using supporting evidence**:

- How the protected characteristics below might influence the needs and experiences of individuals, in relation to this proposal.
- How these characteristics might affect the impact of this proposal.

Tick positive/negative impact as appropriate. If there is no impact, or a neutral impact, state 'Not Applicable'.

More information on each protected characteristic is provided in the EQIA Guidance document (available on the intranet).

	Details and supporting evidence	Potential positive impact	Potential negative impact
Age			
Disability			
Sex			
Race, ethnicity and religion			
Sexual orientation and gender reassignment			
Pregnancy and maternity			
Marriage and civil partnership			
Armed forces community			
Socio-economic considerations e.g. low income, poverty			
Children in care/Care leavers			

5. Impact Assessment and Monitoring

If you have not identified any disproportionate impacts and the questions below are not applicable, leave them blank and proceed to Sign Off.

What measures have been taken to ensure that groups with protected characteristics are able to benefit from this change, or are not disadvantaged by it?

For example, adjustments needed to accommodate the needs of a particular group

Where a potential negative impact cannot be avoided, what measures have been put in place to mitigate or minimise this?

- For planned future actions, provide the name of the responsible individual and the target date for implementation.

How will the equality impacts identified here be monitored and reviewed in the future?

6. Sign Off

Completed by:	Date:
Approved by:	Date:

If this version of the EQIA has been reviewed and/or updated:

Reviewed by:	Date:
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Annual Governance Statement

DRAFT

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Royal Borough
of Windsor &
Maidenhead

Supplementary Accounting Statements

Annual Governance Statement 2022/23

Scope of Responsibility

1. The Royal Borough of Windsor and Maidenhead ('the Council') is responsible for ensuring that its business is conducted in accordance with the law, proper standards and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
2. This statement summarises the outcome of the Council's review of the governance arrangements that have been in place during 2022/23.
3. The Council is responsible for ensuring that there is a sound system of governance which incorporates the system of internal control. The local code of governance is underpinned by the seven principles of good governance set out in the CIPFA/SOLACE publication 'Delivering Good Governance in Local Government: Framework 2016'.
4. The Local Code of Governance framework comprises a collection of systems, policies, procedures, rules, processes, behaviours and values by which the Council is controlled and governed. The Framework has been reviewed during the current financial year.
5. The effectiveness of key elements of the governance framework are assessed throughout the year by the Statutory Governance Officer Group, Senior Leadership Team (SLT), Corporate Leadership Team (CLT), the Audit and Governance Committee, Internal Audit and other Officers and Members as required. The review of effectiveness is informed by the work of senior officers who have responsibility for the development and maintenance of the governance environment, the Head of Internal Audit's annual report, and from comments received from external auditors and other review agencies and inspectorates.
6. This Annual Governance Statement (AGS) explains how the Council has complied with its Code of Corporate Governance and also meets the requirements of regulation 6(1)(b) of the Accounts and Audit Regulations 2015.

The purpose of the governance framework

7. The governance framework comprises the systems, processes, culture and values by which the Council is managed and controlled. The framework also sets out how the Council accounts to, engages with and leads the community.
8. The governance framework enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate and cost-effective services.
9. The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives as an individual's failure to comply with policies and procedures, even when provided with comprehensive training on them, can never be entirely eliminated.
10. The system of internal control is based on an ongoing process designed to
 - a) identify the risks to the achievement of the Council's policies, aims and objectives;

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- b) evaluate the likelihood and impact of the risks should they be realised; and
- c) identify and implement measures to reduce the likelihood of the risks being realised and to manage them efficiently, effectively and economically.

The governance framework

In 2016 CIPFA/SOLACE issued revised best practice guidance for Delivering Good Governance in Local Government. The framework sets out seven principles that should underpin the governance of each Local Authority as:

- A. Behaving with integrity, demonstrating a strong commitment to ethical values, and respecting the rule of law.
- B. Ensuring openness and comprehensive stakeholder engagement.

In addition to the overarching requirements for acting in the public interest in principles A and B, achieving good governance in the public sector also requires effective arrangements for:

- C. Defining outcomes in terms of sustainable economic, social, and environmental benefits.
- D. Determining the interventions necessary to optimise the achievement of the intended outcomes.
- E. Developing the entity's capacity, including the capability of its leadership and the individuals within it.
- F. Managing risks and performance through robust internal control and strong public financial management.
- G. Implementing good practices in transparency, reporting, and audit, to deliver effective accountability.

This has now been supplemented by work done by the Centre for Governance and Scrutiny through the "Governance Risk and Resilience Framework" 2021 which give authorities a method of strength testing their governance control environment against the CIPFA principles.

Review of effectiveness

The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework, including the system of internal control.

In 2022/23 this review was led by the Statutory Governance Officers Group comprising the Chief Executive, Monitoring Officer, s151 Officer, Head of Legal, Head of Finance, Head of Governance, and Assistant Director SWAP Internal Audit Services with input from other officers as relevant. The review was informed by the work of:

- The Chief Executive, Directors and Monitoring Officer (and Deputies) who have responsibility for the development and maintenance of the governance environment. This was through a process of consulting on a draft Annual Governance Statement.
- The Assistant Director SWAP Internal Audit Services annual report and opinion, and by comments made by the external auditors and other review agencies and inspectorates.
- The Council's external auditor.
- The Council's Section 151 Officer who has statutory responsibility for ensuring the proper management of the Council's financial affairs.
- The Council's Overview & Scrutiny Panels and Audit and Governance Committee
- The CIPFA review of Financial Governance undertaken in July 2019
- LGA Peer Review undertaken in January 2022 with follow up in October 2022.

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The Statutory Governance Officers Group meets regularly to discuss corporate governance arrangements and issues, and to reflect on recurring themes and spheres of activity relating to Council improvement. References in this document referring to the statutory officers will also include reference to the deputy positions. The Group has reviewed and updated the Local Code of Corporate Governance to ensure it reflects the 2016 CIPFA/SOLACE guidance in respect of delivering good governance. The revised document was published following review by the Corporate Overview and Scrutiny Panel on 27 May 2020.

The review this year has been undertaken in line with the Centre for Governance and Scrutiny's Risk and Resilience framework which is underpinned by the CIPFA Good Governance Principles resulting in the areas for action be identified in the action plan below.

Findings

The findings of this review are outlined under points below:

Behaving with integrity

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

All Council employees and Members must conduct themselves in accordance with the terms of the Officers' Code of Conduct and Members' Code of Conduct (part 7C and 7A of the Constitution). On joining the Council officers are provided with a contract outlining the terms and conditions of their appointment. All staff must sign a code of conduct and declare any financial interests, gifts or hospitality on a register.

All Members have attended training on the Code of Conduct. A new Code has been adopted this year by Council and training has been made compulsory.

The Member Standards Panel advises the Council on the Code of Conduct for Members and promotes high standards of conduct by Members. The Committee's terms of reference are set out in Part 6 of the Constitution. Records of the Committee's meetings and decisions are available online.

On becoming a Member of the Royal Borough, all Councillors are required to sign a declaration of acceptance of office which includes an undertaking to observe the code of conduct and the Nolan Principles.

Members are required to register details of Disclosable Pecuniary Interests and a series of interests defined by the Code of Member Conduct. Declarations are required to be completed within 28 days of becoming a Member (or being re-elected or reappointed) in the Authority's Register of Members' Interests.

Complaints in relation to the Member Code have decreased this year.

Demonstrating strong commitment to ethical values

The governance function of the Council is growing in robustness with a focus on ethical values. The appointment of two Deputy Monitoring Officers and a new Independent Person has strengthened this function, together with the legal service being brought in house. A new Code of Conduct has been developed by the LGA for adoption on a national basis. This was considered by full Council in April 2021 and a new code adopted, which was followed by additional training. Guidance and support has been provided to Members across all groups in relation to the application of the Code.

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The Monitoring Officer reports annually to the Member Standards Panel on the operation of the Code of Conduct and other associated ethical issues through their annual report and reports on any issues that trigger the Section 5 duty.

Member behaviour was an issue identified by the Peer Review Team and work was undertaken to address those issues resulting in less complaints for the current year.

The Section 151 Officer was the Executive Director for Resources (until March) and was responsible for financial administration and financial probity and prudence in decision making. Since that time the s151 role has been filled on an interim basis by the Head of Finance. Both roles are defined within Part 5B of the Constitution.

The Assistant Director (SWAP) is responsible for providing assurance on internal controls, governance and risk management arrangements and ensuring that there are adequate mechanisms in place for the investigation and reporting of fraud. A new delivery partner (South West Audit Partnership) has been appointed since April 2022.

The Council is committed to protecting any funds and property to which it has been entrusted and expects the highest standards of conduct from Members and officers regarding the administration of financial affairs. The Corporate Policy on the Prevention and Detection of Fraud and Corruption (updated Feb 2021) conforms to legislative requirements and sets out steps to minimise the risk of fraud, bribery, corruption and dishonesty and procedures for dealing with actual or expected fraud.

The Council is committed to achieving the highest possible standards of openness and accountability in all its practices. The Council's Whistleblowing Policy (updated March 2019) sets out the options and associated procedures for Council staff to raise concerns about potentially illegal, unethical or immoral practice and summarises expectations around handling the matter.

Members and officers are required to comply with approved policies.

Respecting the rule of law

The Monitoring Officer was the Director, Law and Strategy and Public Health until March 2023. The Monitoring Officer role is being filled on an interim basis by the Head of Law and Governance.

All reports prepared for Cabinet require legal advice to be sought prior to their submission, and all reports to Cabinet or Cabinet Members must incorporate comments from both the Section 151 Officer and Monitoring Officer (or their deputies) before they are submitted for consideration. The reports are also considered at a Leaders Board meeting before the public meeting.

The scheme of delegations to officers, to committees and to Cabinet members ensures that decisions are not ultra vires whilst allowing the Council to exercise its powers in a convenient way.

The Action Plan for the 2020/21 AGS identified that better guidance, controls and instructions to officers were needed to ensure that all decision making complied with the scheme of delegation in the Constitution. Guidance documentation on decision making has been revised and updated and issued to all members of the Corporate Leadership Team for wider dissemination. Training for key officers and Members on roles and responsibilities has been delivered. A new process in relation to delegated decision making has been introduced following an audit of delegated decision making and this has resulted in more decisions being recorded.

The Council seeks to comply with both the specific requirements of legislation and the general responsibilities placed on it by the common law and public law, bringing the key principles of good administrative law into processes and decision making.

The Council has not been subject to any successful judicial reviews of its decisions.

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In particular, the process around equality impact assessments (EQIAs) has been strengthened through work on Equality, Diversity and Inclusion, and the Inequalities Project.

The control environment relating to procurement has been further embedded, focusing on more scrutiny on contracts procured outside the standing orders and those needing re-procurement having been initially procured during the Covid 19 pandemic. This has in large part been resolved.

Attention following an audit of contract management has turned to strengthening the contract register and how contracts are managed within RBWM.

B: Ensuring openness and comprehensive stakeholder engagement.

Openness

It is recognised that people need information about the decisions the Council has taken into account that impact the services they provide. The views of customers are at the heart of the Council's service delivery arrangements. The Council uses a number of methods to communicate the Council's objectives and achievements to local people, including:

- 'Around the Royal Borough' – a newsletter sent to all residents and weekly online residents newsletter and other service specific newsletters.
- The Council Website
- Social Media including Facebook and Twitter including some service specific accounts
- The annual online Council Tax leaflet
- E newsletter to parishes

The RBWM website is accessible to a wide audience, with relevant and regularly updated news articles online.

The council also has a number of user forums, including the Learning Disability Partnership Board, and the Children in Care Council, which it uses to engage with people it supports, residents, businesses and other stakeholders to enable them to inform the development and delivery of council services.

Copies of the agendas, documents, minutes and decisions of all Committees, Cabinet and Council are available promptly online and an interactive online calendar of future meetings enables public attendance where appropriate.

All public meetings are live streamed via the Council's e-democracy channel on YouTube. This has ensured more transparent decision making.

The Council has a dedicated webpage for consultations where details of current consultations can be located and is seeking to support wider consultation through the use of a dedicated engagement platform, Engagement HQ.

The Council operates a clear and transparent policy and procedure for dealing with complaints about the Council's services and reports on complaints received and lessons learnt.

RBWM publishes data under the Government's Transparency Code including Council spending, Council contracts and senior salaries.

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The Council's Publication scheme details the different classes of information which RBWM routinely makes available, and the Freedom of Information webpage provides guidance for the public about what information is available to them and how they can access it, including via Freedom of Information (FOI), Environmental Information and Subject Access Requests. RBWM publishes all responses to FOI requests.

RBWM's commitment to transparency, as detailed above, enables the public to assess this and they can then use the complaints policy and the consultation process to feed back their views.

The Corporate Plan, developed with partners, outlines how RBWM commits to work in the public interest. This takes an evidence-based approach and has now been approved.

New performance indicators and metrics have been developed to support the corporate plan and will lead to greater accountability. A new performance framework has been developed and is able to be accessed through the newly launched "Citizens Portal", that gives enhanced visibility over all of the data being collected and monitored.

A Resident's Survey has been conducted to baseline some of the "Council Trusted to Deliver" metrics, this has allowed the Council to understand and report on levels of satisfaction with Council services and the way that the Council and area are perceived. This has been supplemented by the Inequalities Project, which has focussed on areas where needs are not met optimally at the current time and allows the Council to understand its own performance better.

Engaging comprehensively with institutional stakeholders

Partnerships are about the Council coming together with the right organisations to deliver improved outcomes for local people. The Council is involved in many different partnerships at different levels, each with their own set of terms of reference for effective joint working which is set out in the Council's Partnership Protocol. The Communications Strategy 2019/20 outlines how RBWM communicates with all sections of the community, employees and stakeholders.

RBWM proactively engages with the community in order to seek out their views, actively listen to them and support them to respond. There are a range of ways in which people can be involved in shaping decisions. These are inclusive and meet individual needs. RBWM also supports a number of groups to provide views to the Council including a Youth Council and the Disability and Inclusion Forum.

A consultation framework has been developed so that there is a consistency of approach across all of RBWM.

This seeks to ensure that the Consultation that is presented to the public engages with the target communities and seeks a full set of responses which can be used to inform the Council's decision making. The consultation portal 'Engagement HQ' is used by RBWM for both public and internal consultations.

There is a list of open and closed consultations available on the website and purpose of each consultation is described so it is possible to take part in those that are open.

This includes statutory consultations, surveys which can be completed online or paper questionnaires plus telephone and accessible format options, focus groups, face to face interviews, workshops and consultation/discussion events.

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A budget consultation was undertaken during December 2022 and January 2023. It was open to the public and promoted through social media, print media, business, voluntary and charity sector networks.

Key stakeholders and residents were consulted on the Corporate Plan.

All communications are branded to ensure that they are easily recognised, and the information can be translated into different languages and alternative formats as required.

The constitution allows public speaking at Cabinet and other committees, and for public questions to be heard at Full Council.

The pandemic has encouraged the public to attend meetings online in increasing numbers. These can also be viewed on demand through the council's e democracy channel on YouTube. New audio visual equipment has been installed in the Council Chamber to enable a good quality of broadcasting online and improve functionality in the Chamber.

The Petitions Scheme is available online.

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits

During 2021/22 the Council developed its new Corporate Plan and following consultation with Members, stakeholders and residents the plan was approved in November 2021.

The corporate plan sets out an overarching vision of 'Creating a sustainable borough of innovation and opportunity' and is framed around three key objectives:

- **Thriving Communities:** Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
- **Inspiring Places:** Supporting the borough's future prosperity and sustainability.
- **A Council trusted to deliver its promises.**

The plan sets out the following priorities, which respond to evidence on the key challenges within the borough and the priorities of our residents:

- Taking action to tackle climate change and its consequences and improving our natural environment: the council has declared a Climate Emergency, and this priority sets out the actions we will drive forward as a council – and collectively – to reduce emissions, protect our natural environment and to adapt to climate impacts.
- Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper this recognises the need to invest in new infrastructure to support the borough's future prosperity and sustainability, including digital, low carbon, transport and community infrastructure.
- A ladder of housing opportunity, to support better life chances for all: this recognises the challenges faced by many residents due to the lack of affordable housing in the borough. Helping more residents into affordable, sustainable homes, is a key part of our strategy to reduce inequality.

The Plan is supported by a new performance management framework.

Defining outcomes

The Citizens' Portal is a public dashboard, which provides information about the council's performance.

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The portal enables the public to view the council's performance and progress against the goals for 2021-26. It has been developed to improve transparency and accountability. Performance is tracked against each of the 50 goals in the Plan, as part of the performance management framework.

The Citizens' Portal provides easy access to a wide range of information. It is structured around the three objectives and 50 goals in the Corporate Plan. A selection of metrics and / or milestones have been included under each goal, to enable the public to view our progress.

The portal is focused on the outcomes the Council wants to achieve in the borough and presents data showing progress and performance on the delivery of key programmes – from electric vehicle charging points, to rates of childhood obesity.

Performance data is used by services to manage at a service level but also to improve performance across the whole Council through the Performance and Risk Management Board, an officer working group.

Performance Reports are considered by the Corporate Overview and Scrutiny Panel and supported by the Policy and Performance Team. The Panel can refer issues to either of the other two Overview and Scrutiny Panels. This allows the Panels to drill down into detail on outcomes to understand and challenge performance across the authority.

Sustainable economic, social and environmental benefits

As identified above the Council approved a five-year plan in November 2021.

The plan sets out the following priorities, which respond to evidence on the key challenges within the borough and the priorities of our residents:

- Taking action to tackle climate change and its consequences and improving our natural environment: the council has declared a Climate Emergency, and this priority sets out the actions we will drive forward as a council – and collectively – to reduce emissions, protect our natural environment and to adapt to climate impacts.
- Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper this recognises the need to invest in new infrastructure to support the borough's future prosperity and sustainability, including digital, low carbon, transport and community infrastructure.
- A ladder of housing opportunity, to support better life chances for all: this recognises the challenges faced by many residents due to the lack of affordable housing in the borough. Helping more residents into affordable, sustainable homes, is a key part of our strategy to reduce inequality.

These are defined by a set of measured outcomes and performance indicators through the Performance Management Framework.

D. Determining the interventions necessary to optimise the achievement of the intended outcomes

Determining interventions

The Corporate Plan has been developed through a data driven approach, and wide community and stakeholder engagement and is supported through a new Performance Management

The Strategy and Performance Team provides RBWM with the evidence it needs to inform decisions affecting commissioning and operational service delivery, such as population analysis, demand

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forecasting and needs assessments, as well as enabling the organisation to manage performance, engage with citizens and service users and maintain key business intelligence systems.

Subsequent to the Plan's adoption, new arrangements were agreed by Cabinet on 20 December 2021 in relation to how performance against the Corporate Plan is reported. These arrangements include the establishment of a new public-facing online "Citizens' Portal", and agreement that the Corporate Overview & Scrutiny Panel takes primary responsibility for Member Scrutiny of the council's performance, receiving routine reports identifying areas of progress and areas of concern.

Planning interventions

Article 12 of the Constitution defines the responsibilities for decision making and the principles in accordance with which decisions must be made.

All reports are reviewed and signed off by the S151 Officer and the Monitoring Officer (or their deputies) to ensure the financial impact of any decision is properly recognised before that decision is taken, and the Council's decisions are lawful.

All agendas, minutes and decisions taken by Cabinet members are available to the public through RBWM's website.

The online committee management system which ensures easily accessible and good quality information is always available about decisions and Member meetings, this also ensures that the committee process is efficiently managed.

Reports to Cabinet are considered at a Leaders Board before the formal Cabinet meeting. This allows members of the Cabinet and the senior officers to review the quality of reports and ensure they are easy for the public to understand before they are formally submitted to a Cabinet meeting.

The Overview and Scrutiny Panels play a key role to inform and challenge decisions carried out within each service. Each Overview and Scrutiny Panel has its own terms of reference, and these are set out in the Constitution.

Scrutiny members have been trained this year on good scrutiny practice.

All relevant papers can be found on RBWM's Committee Management Information System (ModernGov).

RBWM intranet pages provide officers and councillors with access to information about decision making.

Decision-making reports require an Equality Impact Assessment to be completed and, where appropriate, a Data Protection Impact Assessment.

Optimising achievement of intended outcomes

The new Performance Management Framework focuses on measuring outcomes

Subsequent to the Corporate Plan's adoption, new arrangements were agreed by Cabinet on 20 December 2021 in relation to how performance against the Corporate Plan is reported. These arrangements include the establishment of a new public-facing online "Citizens' Portal", and agreement that the Corporate Overview & Scrutiny Panel takes primary responsibility for Member Scrutiny of the council's performance, receiving routine reports identifying areas of progress and areas of concern.

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The Citizens' Portal was launched in April 2022 as a public-facing online dashboard setting out performance indicators and activities to show progress against the 50 goals in the Corporate Plan as part of the council's commitment to transparency and accountability. The Portal represents a substantial step forward in how the council shares performance information and will continue to be developed over time, with more information across the whole portal and particularly in relation to "A council trusted to deliver" goals.

Following the launch of the Portal, the Strategy, Policy & Performance Team has worked closely with relevant Corporate Plan goal owners to establish target trajectories and tolerance thresholds for performance indicators featured on the Portal. Target trajectories and tolerance thresholds are the key enablers for RAG (Red, Amber, Green) statuses to be determined. Confirmed target trajectories and tolerance thresholds were applied to the Citizens' Portal from 1 July 2022.

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it

Developing the entity's capacity

RBWM operates a robust interview and selection process to ensure that Officers are only appointed if they have the right levels of skills and experience to effectively fulfil their role. If working with children and/or vulnerable adults they will be subject to an enhanced Disclosure and Barring Service (DBS) check prior to appointment. New officers must attend an induction meeting, which provides information about how the organisation works and managers must complete an induction checklist.

All Officers complete a number of mandatory e-learning courses on an annual basis including health and safety, equalities and diversity and information governance. Officers and Members have access to a range of IT, technical, soft skills and job specific training courses.

Employees' annual training and development needs are identified through the performance management process. In addition to a comprehensive induction programme, there are a number of internal training courses available to employees, covering a wide range of topics and issues. Each service area completes an annual Training Needs Analysis to identify individual officer development.

All Officers receive regular one to ones with their Manager in order to monitor workload and performance. Opportunities are provided for identifying future training and development needs, and to track progress against objectives. The effectiveness of individual performance monitoring is tracked in a number of ways, including by asking staff about it as part of regular staff satisfaction surveys.

RBWM has developed an online 'Members' Hub' which is a dedicated area containing documents, news, training and forms. The hub can be accessed from Members' corporate iPads.

A LGA Peer Review was conducted in January 2022 with a subsequent action plan developed. A follow up review was conducted in October 2022.

Developing the capability of the entity's leadership and other individuals

The law and Constitution clearly define the responsibilities of key Member and officer roles.

Part 3 of the Constitution sets out powers delegated to Cabinet Members and Officers. Chief Officers are in turn responsible for authorising delegations to their officers. All delegations are updated when roles or structures change.

The protocol on Member/officer relations contained within Part 7 of the Constitution further defines the day-to-day roles and responsibilities of officers and Members. Following elections in May 2019

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all Members were offered a comprehensive Induction and there are regular briefing and development sessions throughout their term of office.

Newly elected Councillor induction includes information on roles and responsibilities, political management and decision-making, financial management and processes, health and safety, information governance, data protection, the Members' Code of Conduct and safeguarding.

Compulsory training is provided for Members who sit on the Licensing Panel, Appeals Panel and the Development Management Committees. The Council has developed an online 'Members' Hub' which is a dedicated area containing documents, news, training and forms. The hub can be accessed from Members' corporate iPads.

F. Managing risks and performance through robust internal control and strong public financial management

Managing risk

The Council has Finance Procedure Rules which are updated on a rolling basis. They set the framework on how the Council manages its financial arrangements and form part of the Council's Constitution. They also set the financial standards that will ensure consistency of approach and the controls needed to minimise risks.

They are available to staff with accompanying guidance, and these are reviewed at least annually to ensure they remain fit for purpose and adhere to best practice.

RBWM has a corporate risk management system that records both strategic and service risks and the assigned owners. A Strategic Risk Report is formally considered on a quarterly basis by the Directors Team where they consider current and emerging risks.

Risks are identified within any reports submitted for decision making.

RBWM has an adopted Risk Management Strategy, and this is regularly reviewed and refreshed and considered at Audit and Governance Committee.

The risk management framework has been reviewed as part of the Internal Audit work done this year.

Managing performance

The Council's performance management framework has 42 different measures aligned to the strategic objectives in the Council Plan 2017-21, 22 of which are key measures reported to Cabinet bi-annually. The Overview and Scrutiny Panels have oversight of the relevant key measures reported to Cabinet as well as a range of other performance measures relating to the Council's strategic priorities.

As part of the development of the Corporate Plan a new performance management framework has been developed to link our new outcome based approach to tracking performance and delivery more closely.

Robust internal control

The Council has Finance Procedure Rules which are updated on a rolling basis. They set the framework on how the Council manages its financial arrangements and form part of the Council's Constitution. They also set the financial standards that will ensure consistency of approach and the controls needed to minimise risks.

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Work has been undertaken in the way which contracts are procured and then managed. Further work is recommended this year on the Procurement Toolkit with officers to embed good practice.

A review of the Property Company governance has been undertaken (supported by the Statutory Governance Officer Group) and reported on to Members. This has resulted in an Action Plan, which is monitored by Corporate Overview and Scrutiny Panel. This is included in the AGS Action Plan as a governance issue for completeness rather than detailed monitoring.

It has been agreed that a Shareholder Panel will be introduced for the Councils Property Company "RBWM Property Company Ltd" to strengthen the Council's oversight as shareholder of the Company. The Shareholder Panel will be the formal mechanism by which the Council will scrutinise company performance, risk, delivery and direction of travel and will also provide a forum for the Property Company to formally raise any issues with the Council.

Further work is planned this year in respect of the Council's other Teckel companies.

Managing data

RBWM's Publication scheme details the different classes of information which RBWM routinely makes available and the 'Transparency' webpage which provides guidance for the public about what information is available to them and how they can access it. The Council also has a webpage for Freedom of Information (FOI), Environmental Information and Subject Access Requests. We also publish all responses to FOI requests.

The Council has appointed a SIRO (Head of HR, Corporate Projects and IT) to manage information risks and the Council is focused on PSN compliance.

In relation to GDPR, link officers identified for each service area have been provided with ongoing support to ensure all documents including service area Information Asset Registers (IAR) and Registers of Processing Activity (RoPA) are regularly reviewed, monitored and kept up to date.

Strong public financial management

Financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (April 2016). The Chief Financial Officer was the Executive Director for Resources until March and is now the Head of Finance.

The s151 Officer is responsible for leading the promotion and delivery of good financial management so that public money is always safeguarded, ensuring that budgets are agreed in advance and are robust, that value for money is provided by council services, and that the finance function is fit for purpose. The s151 Officer advises on financial matters to both the Cabinet and full Council and should be actively involved in ensuring that the authority's strategic objectives are delivered sustainably in line with long term financial goals. The s151 Officer together with finance staff should ensure that new policies or service proposals are accompanied by a full financial appraisal which is properly costed, fully funded and identifies the key assumptions and financial risks that face the Council.

The s151 Officer has a statutory duty to report any unlawful financial activity or failure to set or maintain a balanced budget. The s151 Officer also has a number of statutory powers in order to allow this role to be carried out: e.g. Under Section 25 of the Local Government Act 2003 the S151 officer is required to state in the budget report their view on the robustness of estimates for the coming year, the medium-term financial strategy, and the adequacy of proposed reserves and balances. Under Section 114 of the Local Government Finance Act 1988 the chief financial officer has the power to issue a Section 114 notice (S114) if they judge that the council is unable to set or achieve a balanced budget.

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The Council has Financial Regulations which provide a framework to identify financial responsibilities and the financial limits assigned to individual Officers. These also outline the responsibilities in relation to partnerships and commissioning arrangements. The Financial Regulations are kept under regular review.

Training for all budget holders on financial processes of compliance for approving spend and monitoring have been held; further training will be provided throughout the financial year on relevant topics to ensure that financial best practice is core to the way the organisation operates. A suite of online finance training videos has been introduced.

An officer Capital Review Board was introduced during 2020/21 to provide more oversight and challenge around the capital programme as well as consider the council's capital strategy and this is working effectively.

G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability

Implementing good practice in transparency

The Council and its decisions are open and accessible to the community, service users, partners and its staff. The Freedom of Information Act 2000 and the Environmental Information Regulations 2004 give anyone the right to ask for any information held by the Council except where an exemption or exception can be lawfully applied to such information.

All reports requiring a decision must be considered by appropriately qualified legal and finance staff with expertise in the particular function area before they are progressed to the relevant committee/forum. The Council is committed to its equality responsibilities. To meet these responsibilities, equality impact assessments are undertaken where appropriate. EQIAs are a systematic way of taking equal opportunities into consideration when making a decision and should be conducted when there is a new or reviewed strategy, policy, plan, project, service or procedure in order to determine whether there will likely be a detrimental and/or disproportionate impact on particular groups, including those within the workforce and customer/public groups.

The Action Plan for the 2020/21 AGS identified that better guidance, controls and instructions to officers were needed to ensure that all decision making complied with the scheme of delegation in the Constitution and this is complete.

Guidance documentation on decision making has been revised and updated and issued to all members of the Corporate Leadership Team for wider dissemination.

Following the issuing of updated guidance on decision making to all relevant officers and a joint Member/CLT workshop on officer/Member roles and responsibilities, there has been a clear improvement in the application of governance procedures.

This has included regular review of the Forward Plan, ensuring sign-off of reports by statutory officers and an increased use of officer decision forms. Ongoing Member peer support via the LGA has also been provided to political groups.

Implementing good practices in reporting

All reports are checked by the statutory officers or their staff prior to submission and seen by Directors Team. Reports are on a standard template. Delegated decisions are recorded with reasons.

The Forward Plan is available on the website.

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Oversight is provided through the Overview and Scrutiny Panels.

Assurance and effective accountability

RBWM's values focus on accountability and the work leading to the development of those values has been important in driving forward the culture of the Council in the past year. For the forthcoming year we need to do more work in embedding those values and this is reflected in the Action Plan.

The Local Government Act 2000 requires a local authority acting under Executive arrangements to have one or more Overview and Scrutiny Panels. In 2021/22 the Council operated four Overview and Scrutiny Panels. These panels support the work of the Cabinet and the Council as a whole. They may make reports and recommendations which advise the Cabinet and the Council as a whole on its policies, budget and service delivery. Following a recommendation from the LGA Peer Review, full Council agreed in May 2022 to amend the committee structure to three Panels to align with the Directorates and Corporate Plan.

The Overview and Scrutiny Panels also monitor the decisions of the Cabinet. They can 'call-in' a decision which has been made by the Cabinet but not yet implemented. This enables the Panel to consider whether the decision is appropriate. It may recommend that the Cabinet reconsider the decision. The Panels may also be consulted by the Cabinet or the Council on forthcoming decisions and the development of policy. Details of the Council's Overview and Scrutiny Panels can be located on the Council's website.

Induction, training and support is provided to individual Members and whole committees to support them in their policy development and holding-to-account roles.

In 2022/23 scrutiny in RBWM was supported by officers within Democratic Services and the Democratic Services Team Manager is the Statutory Scrutiny Officer. Work will be undertaken as part of the AGS Action Plan to develop the role of other officers in the Council to support Overview and Scrutiny more effectively. A dedicated Scrutiny Officer has been placed in post.

The Head of Finance, Executive Director of Resources and Internal Audit meet with the external auditors on a regular basis to discuss audit activity and ensure that appropriate support is being provided.

The Audit and Governance Committee has undertaken the key functions required of it by Chartered Institute of Public Finance's (CIPFA) guidance on the role of audit committees.

The Audit and Governance Committee role and purpose is set out in Articles of the constitution.

The Committee has a close working relationship with the internal and external auditors.

The Committee met 5 times during the 2022/23 financial year, in public.

Their work has included receiving internal audit and counter fraud progress reports, including detail of all limited assurance reviews and the extent to which remedial recommendations have been implemented.

The Council is required to publish the unaudited Statement of Accounts for the financial year ending 31 March 2023 by 31 May 2023. The Council has not yet published the draft Statement of Accounts for 2022/23 nor commenced the period for the exercise of public inspection.

The Council will publish a draft set of accounts as soon as reasonably practicable, following which the period for the exercise of public inspection will commence. The delay has arisen due to the continued inherent complexity and disclosure requirements of Local Government financial reporting, and the increased assurance work that auditors are required to carry out nationally with respect to asset valuations.

Supplementary Accounting Statements

Also, the limited availability of the staff members critical to the production of these statements throughout the statement preparation period has contributed to the delay.

A further notice will be published in due course setting out the public inspection period as soon as the draft 2022/23 Statement of Accounts have been finalized for a period of public inspection prior to external audit. The Internal Audit Plan is regularly reported to Committee.

Head of Internal Audit Opinion

The Head of Internal Audit's overall audit opinion on the internal control environment (framework of governance, risk management and internal control) is;

Significant gaps, weaknesses or non-compliance were identified. Improvement is required to the system of governance, risk management and control to effectively manage risks to the achievement of objectives.

The Head of Internal Audit Annual Report provides a summary of the activity used to support this opinion.

External Audit

There is a national issue that is well recognised in terms of the availability of external audit resources. The 2019/20 accounts were signed off on 1st March 2023 following rejection of a number of objections to the accounts that were considered as well as a national issue around the valuation of infrastructure assets.

The accounts for 2020/21 have already been prepared and it is anticipated they will be signed off by the autumn of 2023. The draft accounts for 2021/22 were published on 31st July 2022 and external audit will start upon completion of the 2020/21 accounts audit. This is expected to be concluded by the end of December 2023. There have been a number of objections to both the 2020/21 and 2021/22 accounts, and these will need to be resolved prior to the sign off of these accounts.

ACTION PLAN

Subject	Action (s)	Responsible Officer	Target completion date

Supplementary Accounting Statements

A. Behaving with integrity, demonstrating a strong commitment to ethical values, and respecting the rule of law.	1. Training of the O&S Panels with LGA and CfGS .	Head of Law & Governance(A1,2)	December 2023 (A1)
	2. Review of Code of Conduct Assessment Processes	Head of Law & Governance (A4)	Completed
	3. Launch of Procurement Toolkit	Head of Finance (A3)	Completed – due to be republished mid-July due to changes in thresholds (national Legislation)
B. Ensuring openness and comprehensive stakeholder engagement	1. Adoption of a new Engagement Approach	Head of Strategy (B1)	August 2023 (B1)
C. Defining outcomes in terms of sustainable economic, social, and environmental benefits.	1. Embedding new Performance Management Framework.	Head of Strategy (C1&2)	Complete subject to revision in February 2024 following agreement of new Corporate Plan
D. Determining the interventions necessary to optimise the achievement of the intended outcomes.	1. Embedding new Performance Management Framework.	Head of Strategy (D1)	August 2023 (D1)
	2. Introduction of Regular Review of Performance by the Corporate O&S Panel	Head of Law & Governance (D2)	January 2024
E. Developing the entity's capacity, including the capability of its leadership and the individuals within it.	1. Further development of Induction Programme for New Members	Head of Law & Governance (E1)	completed
	2. Development of the Scrutiny function with Members.	Head of Law & Governance (E3)	Dec 2023 (E2)

Supplementary Accounting Statements

F. Managing risks and performance through robust internal control and strong public financial management.	1. Embedding new Performance Management Framework.	Head of Strategy (F1)	August 2023 (F1)
	2. Review of Risk Management	Head of Finance (F2)	July 2023 (F2)
	3. Review of Council's Governance of the Property Company and establishment of a Shareholder Panel	Executive Director (Place) (F3) & Head of Law & Governance (F3)	September 2023 (F3)
	4. Review of procurement and contract management	Head of Finance(F4)	October 2023 (F4)
G. Implementing good practices in transparency, reporting, and audit, to deliver effective accountability.	1. Further development of the Scrutiny function with Members.	Head of Law & Governance (G1)	Dec 2023 (G1)

CONCLUSION

Although the Council has improved many elements its governance system in the past year, the Head of Internal Audit's opinion clearly shows that significant improvements are required.

In the past year we have strengthened our governance foundations and culture to help us make better decisions for our communities and whilst we have made considerable steps forward, we know that there is work yet to do, however the outcome of the Peer Review demonstrated that we are on the right path. It is important that over the coming years efforts are made to further develop the culture of the organisation to operate these systems consistently.

The Appointment of a new Internal Auditor has introduced a new level of scrutiny which has allowed the Council to identify gaps and weaknesses in its governance arrangements and we look forward to working closely with the internal auditor to continue to identify weaknesses and resolve those already identified.

The Action Plan will help us address those areas that will support our new culture to embed the key principles of good governance at the heart of our organisations making it more accountable.

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements, including procurement reviews, embedding performance management, developing the leadership capacity of the organisation and a comprehensive induction programme for Members.

We are satisfied that these steps will address the need for proper governance arrangements to be in place. We will undertake ongoing monitoring of the implementation of any improvements that were identified in our review of effectiveness and as part of our next annual review.

Supplementary Accounting Statements

Cllr J Tisi
Chairman, Audit and Governance Committee

Signed:
Date:

Stephen Evans
Chief Executive

Signed:
Date:

Cllr Werner
Leader of the Council

Signed:
Date:

DRAFT

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WORK PROGRAMME – AUDIT AND GOVERNANCE COMMITTEE

LINK OFFICERS & AUDITORS	<ul style="list-style-type: none"> • Andrew Vallance - Head of Finance • Elaine Browne - Head of Law and Governance • Steve Mappley - Insurance & Risk Manager • External Auditors – Deloitte • Internal Auditors - SWAP
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MEETING: 21st SEPTEMBER 2023

ITEM	RESPONSIBLE OFFICER
Auditor's Accounts for 2020/21	Deloitte
Work Programme	Democratic Services

MEETING: 16th NOVEMBER 2023

ITEM	RESPONSIBLE OFFICER
Internal Audit Progress report Q2	SWAP
Work Programme	Democratic Services

MEETING: 22nd FEBRURARY 2024

ITEM	RESPONSIBLE OFFICER
Internal Audit Progress report Q3	SWAP
Work Programme	Democratic Services

ITEMS SUGGESTED BUT NOT YET PROGRAMMED

ITEM	RESPONSIBLE OFFICER
Climate Governance Audit	Lisa Fryer, South West Audit Partnership
Statement of Account 2020/21	External Auditors
Statement of Accounts 2021/22	External Auditors

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