



# Succeeding together

Annual review and  
Annual report and accounts 2008-09

Children's Workforce Development Council

# Succeeding together

## Annual review and Annual report and accounts 2008-09

Annual report presented to Parliament by the Department for Children, Schools and Families in pursuance of paragraph 6(2)(b) of the Government Resources and Accounts Act 2000 (Audit of Non-profit-making Companies) Order 2009 (SI 2009 No. 476) sets out the requirement for the Secretary of State to lay the accounts before Parliament.

Ordered by the House of Commons to be printed on 20 July 2009





# Vision

We want England to be the best place in the world for children and young people to grow up in.

We lead change in England's children and young people's workforce so they can do the best job they possibly can, so it will be respected by peers and professionals and valued for the positive difference they make to the lives of children, young people and their families.







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# Acting Chair's introduction and statement



It is with great honour, tinged with much sadness, that I introduce the Children's Workforce Development Council's (CWDC) third annual report as acting Chair.

Michael Leadbetter, who died in April, will be hugely missed, and I would like to take this opportunity to express my own gratitude as well as that of the Board, Member's Group and Senior Management Team for his leadership, commitment, hard work and many achievements during his time as Chair. He has certainly left CWDC with a strong legacy from which to move forward and build on.

**I know Michael was very proud of how everyone at CWDC has dealt with what has been a very progressive year. It is important that we continue to do our very best to create the best outcomes for children and young people.**

It has been another extremely positive year for CWDC, in what has been a period of change. Not only have we moved from a limited company to an executive non-departmental public body, but we have also increased our role and activities, and we are due to grow more in 2010. As our remit continues to grow, we carry on our excellent record of delivery.

Our focus continues to be the creation of a graduate-led workforce with a minimum level 3 NVQ qualification, support of our workforce to respond to all children, young people and families, particularly those facing disadvantage must be a focus. Leading change with workforce reform is a key priority as will be the introduction of the Integrated Qualifications Framework (IQF) and the development of fit for purpose qualifications

A handwritten signature in dark ink, appearing to read 'Dorit Braun'.

**Dorit Braun**

# Chief Executive's statement



This has been a year of achievement and delivery for CWDC.

We welcomed the government's 2020 Children and Young People's Workforce Strategy and were pleased to have contributed to this important document. In so doing, we continued to be the voice of employers and those working with children, young people and families. We also continued to actively engage children, young people and families in the development and delivery of our work.

**We remain committed to leading change in the children and young people's workforce so they can do the best job they possibly can.**

Many of our key areas of work are reflected in the 2020 Strategy. As well as leading on social work programmes, we have made significant progress on our early years and youth work initiatives.

Early feedback from the first wave of newly qualified social workers is extremely positive. The number of workers gaining Early Years Professional Status continues to grow, and we are beginning to see the difference this makes in practice.

Our One Children's Workforce Tool has been enthusiastically received. The online tool allows Children's Trusts to measure their progress and set their path towards achieving a fully integrated children and young people's workforce and there is now a Strategic Workforce Lead in each Children's Trust driving this reform.

All this work was welcomed and supported by Michael Leadbetter, our Chair. Our tribute to him will be to tackle every challenge and opportunity that comes our way reflecting his brand of passion, commitment and imagination.

During 2009-10, we will continue the effective working partnerships we have created over the last few years, and we will remain committed to leading change in the children and young people's workforce in the world so they can do the best job they possibly can.

*Jane Haywood*  
**Jane Haywood**

# What we do



We are an employer led body which leads change, spearheading improvements in the way tens of thousands of professionals and volunteers across England work with children and young people. We want the lives of all our children and young people to be healthy, happy and fulfilling, and we want England's children and young people's workforce to be respected by the children, young people and families they support as well as our wider society.

**We want the lives of all our children and young people to be healthy, happy and fulfilling.**

We advise and work in partnerships with many different organisations and agencies.

Our role is two-fold, a Sector Skills Body supporting more than 500,000 people together with a workforce reform body supporting change across the children and young people's workforce. We work closely with local authority directors of children's services and third and private sector employers, the Training and Development Agency for Schools, the National College of School Leadership, and other partners in the Children's Workforce Network to address common issues across the wider children and young people's workforce.

# Who we represent

**Broadly, our work covers those who deliver services for children, young people and families:**

- children and families social workers
- all those working in early years provision, including childminders and nannies
- registered managers of children's homes, their deputies and assistants plus all residential child care workers
- portage workers (a home-visiting educational service for pre-school children and their families requiring additional support)
- foster carers, including private foster carers
- family centre workers
- day centre workers
- outreach family support workers
- learning mentors
- education welfare officers
- behaviour and education support teams
- educational psychologists and other therapists working with children
- Connexions personal advisors
- Children and Family Court Advisory and Support Service family court advisers
- lead inspectors of registered children's services within our footprint settings
- Children's Trusts, including directors of children's services and strategic and workforce leads
- anyone who works with children and young people in the voluntary sector, including volunteers, who are not covered by another sector skills body

We also influence the work of the police, education and health workers by encouraging everyone to work better together.

**Leading change in the children and young people's workforce.**

# Past, present and future

## Status

On 1 April 2008 our official status changed and we became an executive non-departmental public body.

This means we are even more accountable for our work and will be more closely scrutinised.

We still work with the Department for Children, Schools and Families. Ministers are responsible for setting our policy and assigning resources, but we operate independently of the Department. We continue to fulfil our role as voice of the employer.



**We continue to fulfil our role as voice of the employer.**

## Staff

Much like our expanding budget, our numbers have grown significantly since 2005.

Over the last year, the number grew by 45%, and by 31 March 2009, we had 158 permanent staff.

## Budget

We have come a long way from small beginnings.

Since we launched in April 2005, the scope of our work has grown dramatically. Back then, our annual funding was £1.6m. In 2008-09 it was £75m.

This trend is continuing. Our funding for 2009-10 is more than £105m. This includes significant increases for key areas of work, for example, over £34m for our social work programme and an extra £10m for developments across the youth workforce.

# Case study: Steve Beety

## Inspector, Devon Police Partnerships

“The police have a very important role to play in the children and young people’s workforce. We are often a crucial point with families”



### **A police matter – establishing police at the core of the One Children’s Workforce**

Steve Beety became the Devon Police Partnerships Inspector in July 2008. He is co-ordinating a programme to fully integrate Devon police in the local Children’s Trust.

The One Children’s Workforce framework and tools have helped us look at the best ways of working to effectively connect into the Children’s Trust. They highlighted good practice, organisational issues and some training and development needs. We’ve also used feedback from ongoing consultation with our communities. Our regular neighbourhood meetings and ‘yrspace’ website for children and young people are invaluable.

### **The police in Devon are aligning key personnel with Devon Children’s Trust.**

#### **Partners’ services**

Our youth intervention, youth offending and some community support officers are now designated as part of the children and young people’s workforce. But all our staff need to be aware of our role in the Children’s Trust. Then, when opportunities arise, we can all help children and young people access the right support. Our call takers are a good example.

#### **Front line**

Police community support officers are in the front line. They have the time and opportunity to create positive links with children and young people. I’m getting great feedback about the work they are doing and am confident we’ll continue to build on this.

# In the news

During the last year we issued 26 press releases, including quick time responses to major government announcements such as the 2020 Workforce Strategy, Lord Laming's review on safeguarding children and the government's action plan which followed.

Our press office fielded many hundreds of press calls. Our media coverage featured across the national print media, from the Guardian Society to the Times, Times Education Supplement, and the Daily Mirror. Our work appeared on the couch on BBC Breakfast and we featured across national and regional radio, both the BBC and commercial stations. We also appeared regularly in the sector press every week, both online and print.

One of our more successful campaigns was a recruitment campaign that aimed to get more men in childcare.

Following research on the subject, we contacted the media and found that the issue really struck a chord. Our campaign gained widespread coverage both about the issue and our work.



Our campaign gained widespread coverage about the issue and our work.





# Key achievements: Working better together

## Workforce reform and integrated working

We have delivered the first functional map of tasks that are common across the children and young people's workforce.

150 Children's Trusts have signed up for the One Children's Workforce Framework. We distributed 147 workforce reform grants to allow Children's Trusts to self assess their workforce against the Framework and to appoint a strategic workforce lead. All are receiving a support package for their change programme through our regional managers.

Through the Workforce Strategy Partners Programme we have supported 136 local third sector projects in 2008-09 and 138 projects in 2007-08 to engage in workforce reform activities with their Children's Trusts.



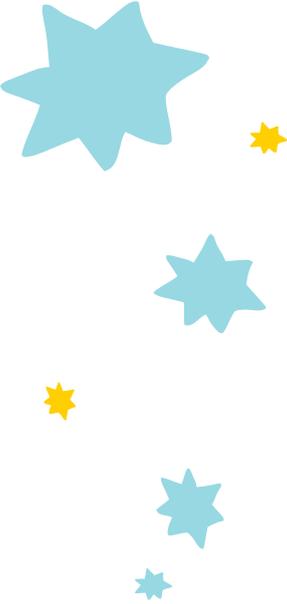


We delivered and completed an evaluated Occupational Group Funding project that supported organisations to start 12 new projects which helped to address the deliverables in the Children's Workforce Action Plan.

**We distributed over £1.8 million to the independent, private and voluntary sector to fund level 3 and 4 NVQs.**

The approved Integrated Qualifications Framework (IQF) process for developing qualifications was evaluated, revised and implemented – enabling the first IQF qualifications to be developed and a prototype of the web based information system was developed.

# Key achievements: Setting standards



## Social work

We have developed a new outcome statement for newly qualified social workers (NQSWs). It sets out what those enrolled on NQSW pilots need to know, understand and be able to do in order to successfully complete the pilot induction programme at the end of their first year. We have also implemented a national training and support programme for over 1,000 candidates in 90 local authorities.

Eleven remodelling social work pilot projects have been commissioned. These are reviewing current practice in order to improve social worker retention and look at new ways of working.

We have funded 29 local authorities to recruit additional trainee social workers through the graduate social worker scheme.

We work with 46 local authorities and the Children and Family Court Advisory and Support Service to develop an Early Professional Development programme for social workers in their second and third year of employment.

We are also working with 47 local authorities and the Children and Family Court Advisory and Support Service to develop a new role for excellent front-line social workers.

A social work recruitment campaign has been drawn out and a launch is underway.

## Social care

Thanks to our Increasing Skills grant, more people will be training in social care. Between October 2008 and March 2009, we distributed over £1.8m to the independent, private and voluntary sector to fund level 3 and 4 National Vocational Qualifications (NVQs).

We are drawing up a framework for the development of social care professionals. To set the ball rolling we held nine consultation events in January and February 2009. More than 600 people took part. They were delighted to be invited in the early stages. We now have a much better idea of the key issues around residential child care and foster care.



We have also implemented a national training and support programme for over 1,000 candidates in 90 local authorities.

We implemented the Increasing Skills in Social Care (Training Standards Implementation) project. We administer the TSI fund to support employees to be qualified in Health and Social Care to a minimum level 3 NVQ. We also developed and launched an online payment system, which was piloted by over 40 employers. To date, over 1,600 people are registered for funding.

We delivered nine regional stakeholder events as part of the consultation process for the Standards for Residential Social Care Workers project.



### Early years

Our new list of qualifications for Early Years Foundation Stage trainers was launched in September 2008. It will come into force in September 2009.

We've been busy supporting employers who are working towards the government's ambition of an early years professional in every full day care setting by 2015. We ran a recruitment campaign and developed two additional pathways for those wishing to gain early years professional status (EYPS).

**Our system is designed to respond to the changing environment of children's services and to the needs of the employer.**



As a result of our work by the end of March 2009:

- 95% of the workforce were aware of EYPS
- more than 3,000 people had gained EYPS
- more than 2,500 candidates enrolled on an EYPS pathway
- networks to support early years professionals were operating in 149 English local authorities

### Youth

We have developed and agreed a suite of projects to bring about improved training across the whole of the youth workforce in England.

We held nine consultation events (one in each government office region) to include participation from children and young people to help determine the development of the Learning, Development and Support Services (LDSS) workforce (Connexions, learning mentor and education welfare provision).

Three regional workshops to help local areas prepare for the youth reform programme were held and attended by over 90 local authorities.



### Playwork

We are making good progress towards recruiting 4,000 candidates to a level 3 qualification in playwork by 2011. We have designed and begun to deliver a Leadership and Management programme for front line staff.

### Vulnerable children

We started, in collaboration with the Department for Children, Schools and Families (DCSF), the Safer Recruitment Project that will identify and begin to address the issues of a lack of clear, safe recruitment guidance within the children and young people's workforce.

We have delivered a funding system, established a process of procuring training places (from September 2009) and implemented a structure to ensure effective workforce planning for education psychology training. Our system is designed to respond to the changing environment of children's services and to the needs of the employer.

### Standards and qualifications

Promotional activity relating to the revised apprenticeship framework has taken place together with further research on the use of the framework in terms of learners and employers.

The system for the sector endorsement of foundation degrees is fully operational. Wider work relating to foundation degrees is under review in order to reflect recent developments.

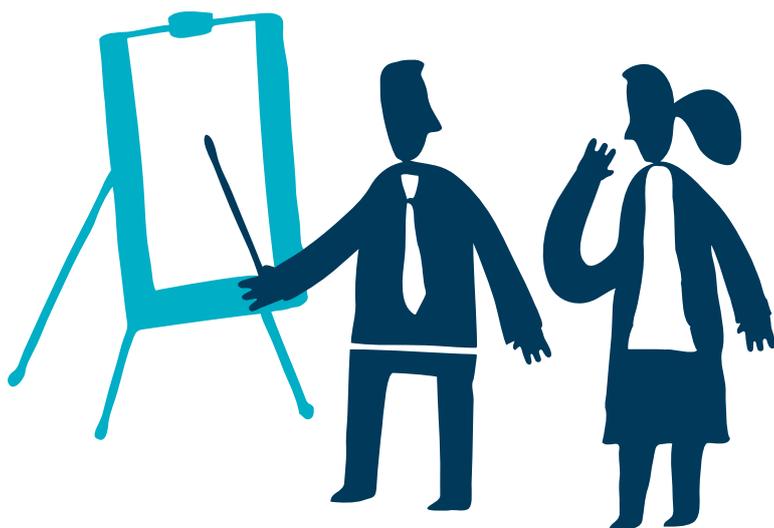
Systems are in place for monitoring the Sector Skills Agreement and Sector Learning Strategy action plans with reporting through Skills for Care and Development.

# Key achievements: Learning together

## Research

During the last three years we have supported up to 100 practitioner-led projects. This year's projects focus on the implementation of integrated working.

We have started long-term studies for evaluating EYPS and NQSW pilot programmes.



## Stakeholder engagement

It has been a great year for communicating with the children and young people's workforce. We hosted 104 events, attended 27 exhibitions and sponsored eight awards.

More than 1,000 delegates attended nine regional Delivering Brighter Futures conferences, the feedback of which was used to inform the 2020 Workforce Strategy.

We delivered five consultation events with over 200 children and young people. These helped to formulate our 2009-10 business plan.

Our participation fund supported nine projects, one in each government office region, to encourage children and young people to help shape our work.

We have adopted the Hear by Right Standards in our work with children and young people.

We started a review of CWDC's corporate position and identity to ensure CWDC communicates a clear identity, position and messages to all audiences.

We developed, started and trained all staff in operating a customer relationship management system that will guide our stakeholder engagement from 2009-10.

**It has been a great year for communicating with the children and young people's workforce. We hosted 104 events, attended 27 exhibitions and sponsored eight awards.**

We successfully implemented our new staff performance management system, with all staff undergoing a formal 2008-09 year end review.

We delivered the first phase of CWDC's employer relationship building strategy. This includes the compilation of an employer database of approximately 30,000 contacts to help us target our communications messages.



## Case study: Kevin Allen Project Officer, Young Advisors Project

“The participation of children and young people in the One Children’s Workforce is crucial. We believe we will achieve more success in this by adopting a peer to peer approach.”



### **Consulting their peers – young people take the lead in One Children’s Workforce consultation**

Kevin Allen is Project Officer for the Young Advisors Project at East Riding of Yorkshire Council. He is leading an exciting new approach to consultation with children and young people.

In January 2009 we started collecting evidence as part of the One Children’s Workforce (OCW) tool. We were keen to include the views of children and young people from our area so we engaged a team from Young Advisors.

East Riding of Yorkshire Council commissioned Young Advisors, a national charity, to help support its Children’s Trust. Young Advisors is a youth led organisation that trains young people to become paid consultants. It helps public sector organisations learn how they might improve services for the community. Young Advisors is already being used by the local authority and its partners for other projects. It is supporting the Children’s Trust to set up its own group of Young Advisors.

They are helping us develop the One Children’s Workforce (OCW) tools to make them more user-friendly for consulting with children and young people. Then they will use the tools to consult with their peers about existing services and how they should be developed.

We have a good cross section in the group, with ages ranging from 15 to 21. They represent numerous interests including churches, schools, youth groups, looked after children and young people on alternative learning packages.

We plan to continue working with them to help us shape our overall workforce strategy and measure improvements.

# Annual report and accounts

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# Annual report

The Directors present their Annual report and accounts for the year ended 31 March 2009.

## Directors' report

### Brief history and statutory background

The Children's Workforce Development Council (CWDC) was set up in 2005 to support the implementation of Every Child Matters, a new approach to the well being of children and young people from birth to age 19. CWDC became an executive Non-Departmental Public Body (NDPB) sponsored by the Department for Children, Schools and Families (DSCF) on 1 April 2008.

### Objectives and strategies to achieve them

CWDC exists to:

- improve the lives of children and young people, their families and carers by ensuring that all people working with them have the best possible training, qualifications, support and advice
- help the children and young people's workforce to work together better so that the child is at the centre of all services
- be the influential voice of employers and the workforce which is recognised by national and local government and key partners

The Company's key programmes in 2008-09 were:

- integrated working
- social work
- early years
- vulnerable children
- play
- youth

## Corporate governance

### Overview

The Statement of Corporate Governance (SCG) was established in 2008 by the Board of Directors of CWDC (the Board). The SCG explains CWDC's commitment to the principles of good governance and how it is applied, as well as a summary of the role of the Board and the Membership of the Company.

### The Board

The Board ensures that the corporate and business plan agreed by the Members is delivered by the Senior Management Team. The Board of eight is drawn from the public, private and voluntary sectors, and is supported by a wider Members group.

### The role of the Chair

The Chair has particular responsibility for providing effective leadership for:

- formulating the Board's strategy
- ensuring that CWDC delivers against its business objectives and targets
- encouraging high standards of propriety and promoting the efficient and effective use of staff and other resources throughout CWDC
- ensuring that the Board, in reaching decisions, takes proper account of guidance provided by DCSF
- providing support, challenge and advice to the Chief Executive
- representing the views of the Board to the general public
- providing an assessment of the performance of individual directors, on request, on a regular basis or when they are being considered for re-appointment to the Board

### The role of the Board

Directors have responsibility for ensuring that CWDC complies with any statutory or administrative requirements for the use of public funds. The Board is CWDC's senior decision making body, having a strategic, cross cutting corporate focus and providing corporate leadership, within the statutory and delegated authority agreed with DCSF.

### The role of the Chief Executive

The Chief Executive has responsibility for the overall organisation, management and staffing of CWDC, and for its procedures in financial and other matters, including conduct and discipline. This involves the promotion of, by leadership and example, the values embodied in the Seven Principles of Public Life. In addition, the Chief Executive is also designated by the Secretary of State for Children, Schools and Families as the Accounting Officer, and as such is personally responsible for safeguarding the public funds provided to CWDC; for ensuring propriety and regularity in the handling of those public funds; and for the day-to-day operations and management of the Company.

### CWDC Members Group

CWDC is an employer-led organisation; its Members comprise representatives of the Nominating Bodies appointed in pursuant to Articles 2 and 3 of CWDC's Articles of Association and the Bye-laws. CWDC Members play an active role in shaping and influencing the business and direction of CWDC. Whilst CWDC's Directors are responsible for the development of strategy and control of day to day operations, the Members are responsible for approving the business plan. The Directors are answerable to the Members for ensuring that CWDC meets its objectives and will provide members with regular written updates in this regard. Members of CWDC possess fundamental safeguards which are embodied in the Articles of Association of CWDC and in English law. Decisions which impact on Members' rights require approval by at least three quarters of the Members, at a general meeting.

### The role of the Senior Management Team

To the extent permitted by the constitutional documents, responsibility for the day-to-day operation of the Company is delegated to the Chief Executive and other members of the Senior Management Team within a clearly understood framework of strategic control. The Senior Management Team is responsible for ensuring the delivery of the Company's strategic objectives and for ensuring that the Company achieves the targets set out in its business plan.

### The Audit Committee

CWDC's Audit Committee provides support and advice to the Company on issues of risks, control, governance and other related matters. More details relating to the composition of the Audit Committee and the scope of its activities are set out in the Statement on Internal Control.

### Public service values

As a public body, CWDC must at all times:

- observe the highest standards of propriety involving impartiality, integrity and objectivity in relation to the stewardship of public funds
- maximise value for money through ensuring that services are delivered in the most economical, efficient and effective way, within available resources
- be accountable to Parliament, users of services, individual citizens and its staff for its activities and stewardship of public funds and the extent to which key performance targets and objectives have been met
- comply fully with Government policy on openness and responsiveness

CWDC follows best practice in making available information to the public, particularly through the internet at <http://www.cwdcouncil.org.uk>

The Company aims to consult its users on a wide range of issues by means of questionnaires, public meetings, or other forms of consultation. CWDC adheres to the Government's original nine principles of public delivery as at <http://archive.cabinetoffice.gov.uk/servicefirst/1998/introduc/nine.htm>

## **Principal activities and review of the business**

CWDC leads workforce reform across the wider children and young people's workforce and continues to work in the interests of a range of sectors covering about 500,000 workers, including early years and childcare, children's social workers and foster carers, education welfare and social care for children and young people. CWDC is one of five bodies forming the UK Skills for Care and Development Sector Skills Council and coordinates the Children's Workforce Network.

There has been a significant increase in CWDC's activities during the year ended 31 March 2009, primarily due to growth in the funding of the social work, integrated working and youth programmes.

## **Review of 2008-09**

For the year ended 31 March 2009, CWDC received Grant in Aid funding in respect of all its activities. Any surplus funding received is normally repayable to DCSF under CWDC's funding arrangements. The deficit for the year, after taxation, amounted to £158,000 and has been taken to accumulated reserves.

For the year ended 31 March 2008, CWDC was funded on a grant basis and under those funding arrangements it was possible for the company to make and retain a surplus. The surplus reported for that year was £108,000, being CWDC's share of an incentive scheme provided by DCSF in respect of recoveries of surplus Early Years Sector Endorsed Foundation Degree funding previously made available to training providers.

CWDC has complied with the cost allocation and charging requirements set out in HM Treasury and Office of Public Sector Information guidance.

## CWDC's significant achievements in the year ended 31 March 2009 were:

- **Early years**  
2,885 candidates gained early years professional status and 2,488 candidates are currently on the programme. Two additional pathways to early years professional status were developed and piloted with a focus on encouraging those experienced practitioners who are already working in the sector to become early years professionals.
- **Vulnerable children**  
CWDC is now administering funding support to more than 1,600 employees working towards an NVQ level 3 qualification in health and social care.
- **Workforce reform**  
CWDC has assisted 147 Children's Trusts to assess their progress towards an integrated children and young people's workforce using the One Children's Workforce Framework and supported 136 local third sector projects.
- **Playwork**  
CWDC will provide funding to 4,000 candidates to complete a level 3 qualification in playwork by 2011. By 31 March 2009 funding had been accessed by 1,000 playworkers to take level 3 training and 117 of the 600 places available on the leadership and management programme had been filled.
- **Social work**  
970 newly qualified social workers in 89 local authorities started the pilot program. CWDC is working with 46 local authorities and CAF/CASS to develop an Early Professional Development programme for social work staff in their second and third years of employment and develop a new role of Advanced Social Work Professional. CWDC also supports 29 local authorities to recruit and train their own staff on the Graduate Social Worker Scheme.

- **Research and data**

The Research team has successfully initiated and is now managing several large evaluations (the Remodelling Social Work and Newly Qualified Social Work initiatives), as well as managing the Graduate Leader Fund evaluation for DCSF. In addition CWDC has developed and managed a range of smaller research and evaluation projects across the Company's footprint and worked with *Making Research Count* to support 60 practitioner research projects. CWDC has worked in close partnership with DCSF, the Local Government Association (LGA) and others on the development of a common set of data standards and definitions for the children and young people's workforce. A series of reports has been commissioned which will provide an in-depth analysis of the available data on the workforce and ensure publication of key labour market information on the sector.

- **Youth workforce reform**

2,000 of the 5,000 places available on the Management Development Programme and 264 of the 300 places available on the Leadership Enhancement Programme had been filled by 31 March 2009. £3.2m was provided to local areas for the development of integrated youth support services.

## Risks and uncertainties

CWDC's approach to risk management is set out in the Statement of Internal Control. The key strategic risks and uncertainties facing the Company are considered at each Board meeting in five categories: delivery risk, financial risk, legal risk, political risk and reputational risk. The key strategic risks and uncertainties currently facing the Company may be summarised as follows:

### Political and financial risk

Changes to the external environment in which CWDC operates may result in changes to the Company's role, its focus or its budget: the scope of operations may be reduced or significant growth may be required to meet new demands. This risk is mitigated by the maintenance of key relationships to ensure the Company is up-to-date with potential new developments and understands key priorities, high-level scenario planning and the effective management of stakeholder expectations.

### Delivery risk

CWDC may fail to meet delivery expectations. This risk is mitigated by strong programme management to control both activity and budget and the effective management of stakeholder expectations. Further, during the year ended 31 March 2009, an end-to-end process and system review has been undertaken to identify potential improvements to the way the Company operates.

CWDC may become over-reliant on key individuals, affecting the Company's ability to deliver key projects. This risk is mitigated by targeting training and development to build effective teams and active succession planning to cover key posts. As part of this process, the roles and responsibilities of Senior Management Team members are under review.

### Reputational risk

CWDC may deliver the wrong programmes with the outcome that workforce reforms do not improve the quality of services for young people. This risk is mitigated by the systematic engagement of employers in the Company's reform agenda through the active involvement of the Board and the CWDC Members group.

Risks relating to financial instruments are set out in note 17 to the accounts.

### **Main trends and factors underlying development and performance in the year and future**

The Children's Plan 2007 and the 2020 Children and Young People's Workforce Strategy have set the main direction for CWDC in 2009 and for the next 10 years. The first four years have seen a period of growth in both staff and workload as CWDC has responded to priorities for the development of the children and young people's workforce. CWDC has developed and delivered in major programme areas, such as early years and integrated working, and has delivered significant projects for thousands of people in the areas of social work and youth. The overall priority is to help realise the vision of an integrated children's workforce which is graduate-led and qualified to at least NVQ level 3.

CWDC will continue to work to address the needs of children, young people and families, and also employers and those who work in the sector, whether self-employed, employed or volunteers. The focus will remain on the front line to encourage the widest possible engagement in the Company's work to build the very best workforce for children, young people and their families.

In 2008-09 CWDC developed a performance management framework by establishing Programme Boards and a balanced scorecard of key performance indicators, which enabled the Company to monitor performance more critically in achieving outcomes and products.

The key priorities for 2009-10 and beyond, which are supported by the appropriate funding, are:

- social work
- social care
- youth workforce
- early learning and childcare
- play workforce
- workforce reform and integrated working
- increasing the focus on poverty, disadvantage, disability and families

### **Environmental, social and community issues**

In November 2008, CWDC produced a Sustainable Development Action Plan to complement and mirror that of its sponsor body, the DCSF Brighter Futures – Greener Lives action plan.

The Plan sets out:

- the sustainability agenda and how CWDC's work over the coming year and beyond contributes to this vision
- the principles, actions and commitments we aim to deliver in 2009-10
- how CWDC will monitor and report on its achievements now and into the future

The Plan is in three sections that also form CWDC's key objectives: Leading change in the system, CWDC offices and operations and Empowering and educating young people.

### **Employee policy and achievements**

CWDC's recruitment policy is to ensure that CWDC attracts and retains high quality staff to build a diverse, highly skilled and highly motivated workforce which will be capable of delivering the organisation's complex agenda now and in the foreseeable future. CWDC recognises and values people's individual contribution to the organisation. Directors and managers lead, manage and develop their staff, and all staff are encouraged to actively seek better ways to develop personally and to deliver CWDC's outputs.

The employee forum provides a basis for effective employer and employee consultation on working conditions, changes to working practices, quality, training, new equipment, staffing levels, welfare and health and safety. The forum meets at a minimum four times a year, and is composed of staff from the various strata and locations of CWDC, to obtain a cross section of staff for productive improvements, with feedback or ratification from the Board on the suggested improvements.

In November 2008, CWDC conducted a wide ranging staff survey from all CWDC's staff. A detailed analysis of the results generated an action plan approved by CWDC's Chief Executive, managers and its employee forum. The survey findings, as part of the process of continual improvement, and actions are being or will be implemented and monitored during 2009.

CWDC aims to promote a positive employee relations environment, where staff can contribute constructively to an organisation committed to the vision of the well being of children and young people. In 2009-10, employees will vote on the recognition of an official trade union.

### **Equality and diversity**

CWDC actively promotes a culture which embraces diversity and promotes equality of opportunity. As an employer, CWDC seeks to recruit a diverse and talented workforce that reflects the society it serves. Its goal is to ensure that these commitments, reinforced by its values, are embedded in its day-to-day working practices with all its customers, colleagues and partners.

CWDC aims to ensure that there is no discrimination on the grounds of disability, as stated in the Disability Discrimination Act, and that access to employment and career advancement within CWDC is based solely on ability, qualifications and suitability for the work.

### **Health and safety**

CWDC maintains an up-to-date health and safety policy statement and a health and safety manual, which is available to all employees. The policy statement sets out the organisational responsibilities of the Chief Executive, directors, managers and all employees in respect of health and safety.

All employees are kept up to date with the latest health and safety developments and the Company Secretary responds to any health and safety issues that arise.

The total number of days that CWDC staff were absent due to sickness was 1,110 days, representing 2.8% of available time (2007-08: 568 days, representing 1.9% of available time). The average number of sick days per full-time equivalent employee during the year ended 31 March 2009 was seven days (2007-08: five days).

### Payment of creditors

The Late Payment of Commercial Debts (Interest) Act 1998 and the Late Payment of Commercial Debts Regulations 2002 provides all businesses and public sector bodies, with the following entitlements:

- (i) the right to claim interest for late payment
- (ii) the right to claim reasonable debt recovery costs, unless the supplier has acted unreasonably
- (iii) the right to challenge contractual terms that do not provide a substantial remedy against late payment
- (iv) the right for 'representative bodies' to challenge contractual terms that are grossly unfair on behalf of small and medium sized enterprises

From 1 April 2008 CWDC has supported the Better Payment Practice Code which targets payment within 30 days and monitors its performance against this target. 78% of creditors were paid within 30 days of receipt of invoice in the year ended 31 March 2009 (2007-08: 47%).

There were no interest charges arising and payable by CWDC during the year (2007-08: £nil).

### Data incidents

No personal data related incidents were formally reported to the Information Commissioners' Office by CWDC under the HMG Data Handling Requirements or the Security Policy Framework Mandatory Requirement 44.

### Directors

The directors who served during the year were as follows:

Mr M Leadbetter (Chair)  
– died 17 April 2009  
Dr D Braun  
Mr H Cooper  
Ms J Haywood (Chief Executive)  
Ms J Held  
Mr N Pursey  
Mr J Richards  
Mr J Vickers

### Pension liabilities

The accounts incorporate pension liabilities and the basis of the treatment of these liabilities is set out in the Remuneration Report and in note 1.8 to the accounts.

### Disclosure of information to the auditor

So far as each director at the date of approval of this report is aware:

- there is no relevant audit information of which the Company's auditor is unaware
- the directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

### Auditor

Following the resignation of Baker Tilly UK Audit LLP, with effect from 1 April 2008 the Comptroller and Auditor General has been appointed as auditor under the Government Resources and Accounts Act 2000 (Audit of Non-profit-making Companies) Order 2009.

The auditor has not received any remuneration for non-audit work.

This report was approved by the Board on 2 July 2009.



**Dr D Braun**  
Director



**Ms J Haywood**  
Accounting Officer

2 July 2009

## Remuneration report

The Remuneration report is prepared in accordance with the Government Financial Reporting Manual.

### Part 1 Unaudited

#### Remuneration Committee

The Board acts as CWDC's Remuneration Committee, and is made up as follows:

##### Chair

Mr M Leadbetter (Chair)  
– died 17 April 2009

##### Members

Dr D Braun  
Mr H Cooper  
Ms J Haywood (Chief Executive)  
Ms J Held  
Mr N Pursey  
Mr J Richards  
Mr J Vickers

#### Service contracts of senior management

New appointments to director-level posts are on merit and by fair competition. New opportunities are usually widely advertised, although exceptionally more limited advertising is appropriate.

Current policy is to appoint the Chief Executive and other senior managers on open-ended contracts or on a period of secondment from other employers. Open-ended contracts have a retirement age of 65 and a notice period of three months. Directors are appointed on five year fixed term contracts.

Early termination for directors and senior managers, other than for misconduct or inefficiency, would result in compensation in line with the Civil Service Compensation Scheme. There have not been any compensation payments in 2008-09 (2007-08: Nil).

### Details of the service contract for directors and senior managers who have served during the year

Directors	Date of the contract	Term of the contract
Mr M Leadbetter (Chair)	19 March 2007	5 Years
Dr D Braun	18 March 2008	5 Years
Mr H Cooper	18 March 2008	5 Years
Ms J Held	18 March 2008	5 Years
Mr N Pursey	18 March 2008	5 Years
Mr J Richards	18 March 2008	5 Years
Mr J Vickers	18 March 2008	5 Years
Ms J Haywood	1 July 2005	No fixed term
Senior managers		
Mr S Crisp	4 November 2005	No fixed term
Mr B Tytherleigh	1 June 2008	No fixed term
Ms D Quill	1 December 2005	No fixed term
Mr K Brumfitt	2 January 2006	No fixed term
Mr D Poulson	12 June 2006	No fixed term

### **Remuneration of senior management**

The policy on the remuneration of senior managers is to ensure that the remuneration package takes account of the need to recruit, retain and motivate suitably able and qualified people who can, as a team, lead CWDC to achieve its aims as well as taking responsibility for particular aspects of the business contribution to the achievement of CWDC objectives.

Senior Management Team salaries are determined following annual performance based reviews by the Chief Executive and the Chair, and with reference to pay movements in the wider economy, the public sector and the senior civil service (in particular the annual Treasury pay guidance), the pay levels and pay system for all other CWDC staff, and the affordability of the proposals, taking account of the CWDC's annual administration budget. No payments were made to third parties for services of a senior manager.

The Chief Executive's salary is determined following an annual performance based review by the Chair. Recommendations for the Chief Executive's salary are subject to approval by the Remuneration Committee.

The pay system for directors is analogous to that of all other CWDC staff and the Senior Management Team where there is pay progression based on individual performance. Individual performance is assessed against key objectives which are agreed at the beginning of the financial year taking account of the relevant objectives in the CWDC's corporate plan. The remuneration package includes basic pay only. Increases in basic pay are dependent on satisfactory levels of performance.

### **Part 2 Audited**

#### **Salary and pension entitlements**

The following sections provide details of the remuneration and pension interests of the members of CWDC's Board and Senior Management Team.

The salary and pension entitlements of the members of the Board and Senior Management Team for the year ended 31 March 2009 are as follows (this table has been subject to audit):

Children's Workforce Development Council  
A company limited by guarantee  
Annual report  
Remuneration report  
31 March 2009

	Salary as defined below (note 1) £'000	Prior year salary as defined below (note 1) £'000	Real increase in pension at age 60 £'000	Total accrued pension at age 60 as at 31 March 2009 £'000	CETV at 31 March 2008 £'000	CETV at 31 March 2009 £'000	Real increase in CETV £'000
<b>Ms J Haywood</b> Chief Executive	105-110	95-100	-	50-55	821	867	-
<b>Mr M Leadbetter</b> Chair	40-45	35-40	-	-	-	-	-
<b>Dr D Braun</b> (note 5) Director	5-10	-	-	-	-	-	-
<b>Mr H Cooper</b> (note 6) Director	5-10	-	-	-	-	-	-
<b>Ms J Held</b> (note 5) Director	5-10	-	-	-	-	-	-
<b>Mr N Pursey</b> (note 5) Director & Chair of Audit Committee	10-15	-	-	-	-	-	-
<b>Mr J Richards</b> (notes 4, 6) Director	-	-	-	-	-	-	-
<b>Mr J Vickers</b> (note 5) Director	5-10	-	-	-	-	-	-
<b>Mr S Crisp</b> Director of Stakeholder Engagement	80-85	75-80	5-10	5-10	-	107	36
<b>Mr B Tytherleigh</b> (note 2) Director of National Programmes	65-70	-	0-5	25-30	338	395	37
<b>Ms D Quill</b> Director of Workforce Reform & Regions	80-85	75-80	0-5	15-20	216	248	15
<b>Mr K Brumfitt</b> (note 3) Director of Strategy	95-100	90-95	-	40-45	644	660	-
<b>Mr D Poulson</b> Director of Finance and Company Strategy	80-85	80-85	0-5	0-5	-	20	17

Notes to the table are shown overleaf

Notes to the salary and pension entitlements table:

(1) Salary comprises gross salary and reserved rights to London weighting (where applicable) to the extent that they are subject to UK taxation. Salary does not include amounts which are a reimbursement of expenses directly incurred in the performance of an individual's duties.

(2) Mr B Tytherleigh commenced employment with CWDC during the year. His annualised salary is in the band £80,000-£85,000.

(3) The salary shown above for Mr K Brumfitt includes reserved rights to a London weighting of £12,567 in both this year and the prior year.

(4) Mr Richards waived his right to a salary as a director this year.

(5) These directors were appointed on 18 March 2008 and received no salary in the prior year.

(6) These directors conditions of service did not entitle them to a salary in the prior year.

The monetary value of benefits in kind covers the benefits provided by the employer and treated by HM Revenue and Customs as a taxable emolument. No member of the Board or Senior Management Team received any benefits in kind during the year ended 31 March 2009 (2007-08: £nil).

### Pension benefits

Pension benefits for seven staff are provided through a defined contribution Friends Provident pension scheme. Employer contributions are set at between 8% and 24% of pensionable earnings and employee contributions are set at a rate between 3% and 6% of pensionable earnings.

Pension benefits for 138 staff including all members of the Senior Management Team are provided through the Civil Service pension arrangements. From 1 April 2008, CWDC staff became public servants and so may be in one of four defined benefit schemes; either a 'final salary' scheme (classic, premium or classic plus) or a 'whole career' scheme (nuvos).

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus and nuvos are increased annually in line with changes in the RPI. Members joining may opt for either the appropriate defined benefit arrangement or a good quality 'money purchase' stakeholder pension with a significant employer contribution (partnership pension account).

Employee contributions are set at the rate of 1.5% of pensionable earnings for classic and 3.5% for premium, classic plus and nuvos. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to 3 years' pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. Classic plus is essentially a hybrid with benefits in respect of service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 calculated as in premium. In nuvos a member builds up a pension based on their pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with RPI. In all cases members may opt to give up (commute) pension for lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of three providers. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pensionable age is 60 for members of classic, premium and classic plus and 65 for members of nuvos.

Further details about the Civil Service pension arrangements can be found on the Civil Service website  
**[www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk)**

### Cash Equivalent Transfer Values (CETV)

A CETV is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time.

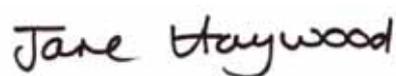
The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the pension benefits they have accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional pension benefits at their own cost. CETVs are calculated in accordance with the Occupational Pension Scheme (transfer values) (Amendment) Regulations and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are drawn.

Regarding the Board and the members of the Senior Management Team, the CETV figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service Scheme and for which the Scheme has received a transfer payment commensurate to the additional pension liabilities being assumed. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the Scheme at their own cost.

### Real increase in CETV

For the Board and the Senior Management Team, this reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.



**Ms J Haywood**  
Chief Executive  
Accounting Officer of CWDC  
2 July 2009

# Statement of the Directors' and Accounting Officer's responsibilities

The directors are responsible for preparing the annual report and accounts in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the directors to prepare accounts for each financial year which give a true and fair view of the state of affairs of the company and of the surplus or deficit for that period. In preparing those accounts, the directors are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the company will continue in business

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the accounts comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Chief Executive is the Accounting Officer of CWDC, and in that role is personally responsible for safeguarding the public funds provided to the Company; for ensuring propriety and regularity in the handling of those public funds; and for the day-to-day operations and management of the Company.

# Statement on Internal Control

## Scope of responsibility

As Accounting Officer I have responsibility for maintaining a sound system of internal control that supports the achievement of CWDC's policies, aims and objectives, whilst safeguarding the public funds and CWDC's assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Managing Public Money.

## The purpose of the system of internal control

The system of internal control is designed to promote high standards of corporate governance and manage risk to a reasonable level rather than to eliminate risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of CWDC's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be

realised, and to manage them efficiently, effectively and economically.

The system of internal control has been operating effectively at CWDC for the year ended 31 March 2009 and up to the date of the annual report and accounts, and accords with Treasury guidance.

## The system of internal control

CWDC's system of internal control comprises a number of elements. The Company has defined management structures with clear roles and responsibilities and an established system of supervision and appraisal. Separation of duties is in place where that is important for the purposes of internal control and there are clearly set out delegations of authority which are reviewed regularly by the management team. The Company's Board and Audit Committee scrutinise the performance of the executive team. CWDC also has implemented Information Assurance Policies in accordance with Cabinet Office Guidance and has a detailed operational and strategic risk management strategy.

### **Information assurance**

In my role as Accounting Officer and in accordance with Cabinet Office guidance I have appointed a Senior Information Risk Officer and Information Asset Owners. Appropriate Information Assurance policies have been established which enable me to ensure that information risk is minimised by identifying all Information Assets and ensuring that they are appropriately secured and handled. I am also establishing a culture that values, protects and uses information for the public good.

I have obtained written confirmation from my Senior Information Risk Officer that an Annual Assessment of Information Risk has been completed satisfactorily with no significant risks being identified and that during the course of the year no reportable weaknesses in access controls have been identified. My Senior Information Risk Owner has similarly confirmed that, to their knowledge, there has not been any instance where the best use of these assets within the law has not been made.

### **Capacity to handle risk**

The Board and the Senior Management Team recognise the importance of leadership to create an environment where risk management is effective, with project managers reviewing risks to improve their situation. CWDC reviews its risk management practice, in order to assess the progress made over the year regarding the improvement of CWDC risk management capacity and capability. These reviews found that CWDC continues to make sound progress regarding the way in which risk is managed.

### **The risk and control framework**

Risk management continues to be embedded into CWDC's finance and project management training. Guidance on the identification, assessment and active management of risk in CWDC is available to all staff. The Director of Finance has continued to work with colleagues to ensure that risk management is further embedded into CWDC's corporate governance, finance management, business planning and assurance and performance management arrangements and improvement activities. The Board and the Senior Management Team reviews and monitors strategic-level risk through the Corporate Plan, to meet the Company's strategic outcomes and maintain its reputation.

At operational level, CWDC's general approach to risk management is set out in the Business Plan. CWDC's approach is to assign risks to those best placed to manage them. Therefore, individual project managers are responsible for managing risk, as they have knowledge of the issues involved and can best manage risk and mitigate the potential impact. All project managers are expected to systematically identify, assess and manage risk and document the underlying assumptions. The risk management process is built into the CWDC's business planning and reporting processes, through such mechanisms as project boards, team meetings and business case reviews.

With the major element of CWDC's expenditure being on specific projects, the main risk management arrangement focus is on the delivery of this work and the risks associated with changing the way services are delivered. These are managed through a strong programme and project management framework. There is clear accountability and ownership of risk to ensure that risk is managed at the appropriate level and there are frameworks in place to escalate risks to ensure that significant risks are reported to the Senior Management Team and, if required, the Board.

CWDC's preparedness for dealing effectively with emergencies is based on our Business Continuity Plan. The aims of the strategy are that: CWDC will deal quickly and efficiently with emergencies; CWDC is able to deliver critical business activities in the face of serious disruption and recover quickly from such disruption; CWDC regularly tests and updates all plans using risk analysis, lessons from previous experience and regular exercises, in so far as appropriate.

#### **Review of effectiveness**

As Accounting Officer I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive managers within CWDC, who have responsibility for the development and maintenance of the internal control framework, and comments made by the auditors in their management letter and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Board, the Audit Committee, Internal Audit and a plan to address weaknesses and ensure continuous improvement of the system is in place.

The Company's Audit Committee provides support and challenge on issues of risks, control, governance and other related matters. The Committee also provides advice to the Board on these matters. The Committee supports both the audit (internal and external) and risk management roles. The Audit Committee includes three non-executive members. The Board confirms all appointments for a fixed term, after which the appointment will end or become eligible for renewal up to a maximum of three years. The Audit Committee meets at least four times a year. Meetings are scheduled at key points in the financial reporting and audit cycle. The Chair of the Audit Committee may convene additional meetings when he or she considers it necessary or at the request of other members.

The Audit Committee role on internal control is to: monitor the integrity of the financial statements of the Company, reviewing significant financial reporting judgements, review the Company's internal financial control, risk management and disaster recovery systems, monitor and review the effectiveness of the Company's internal audit function, carry out investigations into any significant allegation of irregularity in the Company's operations and to set up an independent group for special investigations if needed, and review with management the adequacy of policies and practices involving legal and ethical compliance. The Chairman reports to each meeting of the Board and presents an Annual Report of the Committee's activities at the Annual General Meeting.

Baker Tilly UK Audit LLP provide an internal audit service, and have conducted an independent appraisal of all CWDC's activities, financial and otherwise. The service is carried out to professional standards promulgated by HM Treasury and complies in all material respects with Government Internal Audit Standards. The service is responsible for giving assurance to the Board through the Audit Committee and CWDC's Accounting Officer on the adequacy of CWDC's risk management, control and governance processes. The Board determine whether or not to accept the audit recommendations and to recognise and accept the risks of inaction.

The Head of Internal Audit's opinion on the assessment of internal control for the year ended 31 March 2009 is that CWDC has adequate and effective risk management, control and governance processes in place that provide satisfactory assurance regarding the achievement of the organisation's objectives and for securing economy, efficiency and effectiveness.



**Ms J Haywood**  
Chief Executive  
Accounting Officer of CWDC  
2 July 2009

# The certificate and report of the Comptroller and Auditor General to the Members of the Children's Workforce Development Council

I certify that I have audited the financial statements of the Children's Workforce Development Council for the year ended 31 March 2009 under the Government Resources and Accounts Act 2000. These comprise the Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement and Statement of Total Recognised Gains and Losses and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

## **Respective responsibilities of the directors and auditor**

The Directors are responsible for preparing the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and for ensuring the regularity of financial transactions. These responsibilities are set out in the Statement of the Directors' and Accounting Officer's Responsibilities.

My responsibility is to audit the financial statements and the part of the Remuneration Report to be audited in accordance with relevant legal and regulatory requirements, and with International Standards on Auditing (UK and Ireland).

I report to you my opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985, and whether the part of the Remuneration Report to be audited has been properly prepared in accordance with the Government Financial Reporting Manual. I report to you whether, in my opinion, the information given in the Directors' Report is consistent with the financial statements. I also report whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

In addition, I report to you if, in my opinion, the Children's Workforce Development Council has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by law regarding directors' remuneration and other transactions is not disclosed.

I review whether the Statement on Internal Control reflects the Children's Workforce Development Council's compliance with HM Treasury's guidance, and I report if it does not. I am not required to consider whether this statement covers all risks and controls, or form an opinion on the effectiveness of the Children's Workforce Development Council's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Review and Annual Report and accounts, and consider whether it is consistent with the audited financial statements. This other information comprises the Annual Review, the Directors' Report and the unaudited part of the Remuneration Report. I consider the implications for my certificate if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

### **Basis of audit opinions**

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the Remuneration Report to be audited. It also includes an assessment of the significant estimates and judgments made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Children's Workforce Development Council's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements and the part of the Remuneration Report to be audited are free from material misstatement, whether caused by fraud or other irregularity or error, and that in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements.

### Opinions

In my opinion:

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the Children's Workforce Development Council's affairs as at 31 March 2009 and of its deficit for the year then ended;
- the financial statements have been properly prepared in accordance with the Companies Act 1985 and the part of the Remuneration Report to be audited has been properly prepared in accordance with the Government Financial Reporting Manual; and
- the information given in the Directors' Report is consistent with the financial statements.

### Opinion on Regularity

In my opinion, in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

### Report

I have no observations to make on these financial statements.

### Amyas C E Morse

Comptroller and Auditor General  
National Audit Office  
151 Buckingham Palace Road  
Victoria  
London  
SW1W 9SS

6 July 2009

# Income and expenditure account

## Year ended 31 March 2009

	Notes	2008-09 £'000	2007-08 £'000
<b>Incoming resources</b>	2	75,258	54,437
Direct costs	3(a)	(65,650)	(49,208)
<b>Surplus before administrative expenses</b>		9,608	5,229
Administrative expenses	3(b)	(9,898)	(5,297)
<b>Operating deficit before taxation, interest and cost of capital</b>	4	(290)	(68)
Interest receivable		167	220
Notional cost of capital		529	-
<b>Surplus/(Deficit) on ordinary activities before taxation</b>		406	152
Tax on surplus/(deficit) on ordinary activities	7	(35)	(44)
<b>Surplus/(Deficit) on ordinary activities after taxation</b>	14	371	108
Reversal of cost of capital		(529)	-
<b>Surplus/(Deficit) for the financial year</b>		<b>(158)</b>	<b>108</b>

### Continuing operations

None of the company's activities were acquired or discontinued during the above two financial years.

### Statement of total recognised gains and losses

The company has no recognised gains or losses other than the surplus/(deficit) for the above years.

The notes on pages 49 to 67 form part of these financial statements.

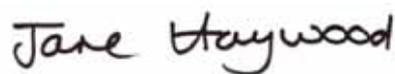
# Balance sheet

## As at 31 March 2009

	Notes	2008-09 £'000	2007-08 £'000
<b>Fixed assets</b>			
Tangible assets	8	884	940
Intangible assets	9	103	48
		987	988
<b>Current assets</b>			
Debtors	10	478	15,488
Cash at bank and in hand	11	23,475	14,286
		23,953	29,774
Creditors: amounts falling due within one year	12	(23,938)	(29,602)
<b>Net current assets</b>		15	172
<b>Net assets</b>		<b>1,002</b>	<b>1,160</b>
<b>Reserves</b>			
Income and expenditure account	14	1,002	1,160
<b>Members' surplus</b>		<b>1,002</b>	<b>1,160</b>



**Dr D Braun**  
Director



**Ms J Haywood**  
Chief Executive  
Accounting Officer of CWDC

2 July 2009

The notes on pages 49 to 67 form part of these financial statements.

# Cash flow statement

## Year ended 31 March 2009

	Notes	2008-09 £'000	2007-08 £'000
<b>Net cash inflow from operating activities</b>	15(a)	9,380	8,591
<b>Returns on investments and servicing of finance</b>	15(b)	167	220
<b>Taxation</b>	15(c)	(44)	(21)
<b>Capital expenditure and financial investment</b>	15(d)	(314)	(833)
<b>Increase in cash in the year</b>	11	<b>9,189</b>	<b>7,957</b>
<b>Reconciliation of net cash flow to movement in net funds</b>			
<b>Increase in cash in the period</b>		9,189	7,957
<b>Change in net debt</b>		9,189	7,957
<b>Net funds at 1 April</b>		14,286	6,329
<b>Net funds at 31 March</b>		<b>23,475</b>	<b>14,286</b>

The notes on pages 49 to 67 form part of these financial statements.

# Notes to the accounts

## Year ended 31 March 2009

### 1 Accounting policies

The accounts have been prepared in accordance with the Companies Act 1985 and follows the principles of 2008-09 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM follow United Kingdom Generally Accepted Accounting Practice for companies (UK GAAP).

Where the FReM permits a choice of accounting policy, a judgement has been made to select the most appropriate policy to suit the particular circumstances of CWDC, for the purpose of giving a true and fair view. CWDC's accounting policies have been applied consistently in dealing with items, which are considered material in relation to the accounts.

#### 1.1 Accounting convention

The accounts have been prepared under the historical cost convention.

#### 1.2 Incoming resources

Grant in aid is recognised in the period in which it is received except for capital grant in aid which is initially taken to deferred income and credited to the income and expenditure account over the estimated lives of the assets acquired.

Grant received for specific programmes and funding received from local authorities to fund Educational Psychology training is also taken to deferred income on receipt and credited to the Income and expenditure accounts to offset expenditure as it is incurred.

In 2007-08 grants were recognised as income in the period in which the grant funded expenditure was incurred and grant was therefore deferred or accrued where this did not match the cash receipt of grants.

Other income receivable representing the value of goods and services, net of VAT, supplied and provided in the year is included in the Income and expenditure account when the Company is legally entitled to the income and the amounts can be quantified with reasonable accuracy.

### 1.3 Tangible fixed assets

The capitalisation threshold for tangible fixed assets is £2,500. Assets of the same type are grouped for capitalisation purposes. Given their low value, tangible fixed assets are carried at depreciated cost as a proxy for fair value.

### 1.4 Intangible fixed assets and amortisation

The costs of software licences have been capitalised and are being amortised on a straight line basis over the expected useful life of the software, estimated to be three years. Given their low value intangible fixed assets are carried at amortised cost as a proxy for fair value. In the 2007-08 accounts software licenses were disclosed within tangible fixed assets and opening balances have been restated to reflect the new classification.

### 1.5 Depreciation

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost, less estimated residual value, of each asset evenly over its expected economic useful life and is charged in the month of acquisition, but not in the month of disposal, as follows:

IT equipment –  
straight line over three years

Fixtures and fittings –  
straight line over three years

Software Licences –  
straight line over three years

Leasehold improvements –  
straight line over the period of the lease

### 1.6 Deferred taxation

Full provision is made for deferred taxation resulting from timing differences between the recognition of gains and losses in the accounts and their recognition for tax purposes.

Deferred tax is calculated at the tax rates which are expected to apply in the periods when the timing differences will reverse and is not discounted.

### 1.7 Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight line basis over the period of the lease.

### 1.8 Pensions

Pension benefits are provided through the civil service pension arrangements, with full details to be found in the Remuneration report. The civil service pension schemes are defined benefit schemes and are unfunded and non-contributory except in respect of dependants benefits, the cost is recognised on a systematic and rational basis over the period during which it benefits from employees' services by payment to the schemes of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on these schemes. The schemes prepare their own scheme statements.

Pension benefits for some staff are provided through a Friends Provident defined contribution pension scheme. Contributions to this scheme are charged to the Income and expenditure account as they become payable in accordance with the rules of the scheme.

### 1.9 Grants to other bodies

When CWDC provides funding to other bodies, it is provided under funding contracts. Payments can be claimed by the other bodies when contractual milestones are met. Expenditure is accounted for on an accruals basis with full provision made for contractual payments due but not claimed at the end of the year.

### 1.10 VAT

Most of the activities of CWDC are outside the scope of VAT and in general output tax does not apply and input tax is not recoverable, except for a limited amount on printing. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of fixed assets. Where output tax is charged or input tax is recoverable, the amounts are stated net of VAT.

### 1.11 Cost of capital

The FReM requires NDPBs to disclose the full cost of their activities in their accounts. CWDC has therefore included in its accounts charges for the notional cost of capital. The cost of capital has been arrived at by using the HM Treasury prescribed rate of 3.5% per annum of the average capital employed. In accordance with HM Treasury guidance, non-interest bearing bank balances with the Office of the Paymaster General and the Bank of England are excluded from the calculation of capital employed.

#### 1.12 Financial instruments

Assets and liabilities that meet the definition of financial instruments are accounted for in accordance with Financial Reporting Standards 25, 26 and 29. Debtors and creditors due in less than one year are measured at cost on the basis that this is a reasonable approximation of their fair value.

#### 1.13 Educational psychologists

Under the terms of the contracts with training providers delivering educational psychologists training in respect of all students enrolled on courses commencing in September 2008 or previous years, the terms of the contract were such that CWDC had a constructive obligation as at 31 March 2008 and as such the full cost of this training was recognised in the Income and expenditure account for the year ended 31 March 2008.

New contracts for students enrolled on courses commencing in September 2009 or later do not create a constructive obligation until the training takes place and expenditure will be recognised in the period in which the training is delivered.

## 2 Incoming resources

Operating income comprises income arising from the company's principal activities, net of value added tax, as set out below:

	2008-09 £'000	2007-08 £'000
DCSF Main funding grant in aid	52,155	-
DCSF Main funding capital grant in aid taken to deferred income	(312)	-
DCSF Transformation funding grant in aid	23,784	-
DCSF Main funding grant	(87)	26,808
DCSF Transformation funding grant claimed/(repaid) in the year (see note 4)	(4,008)	22,581
Early Years Sector Endorsed Foundation Degree Student Support Payments ('EYSEFD SSP') funding	-	3,019
Sector Skills Development Agency/Department of Health funding	965	268
Other incoming resources	198	505
Release of deferred income (note 12(c))	2,563	1,256
	75,258	54,437
<b>Analysis by geographical market:</b>		
United Kingdom	75,258	54,437

### 3(a) Analysis of direct programme expenditure

	2008-09 £'000	2007-08 £'000
<b>Project funding:</b>		
Integrated working/workplace reform	12,261	3,891
Play	367	-
Research	212	346
Vulnerable children, standards and qualifications	1,673	6,441
Youth	3,241	-
Social work	12,429	223
Early Years Foundation Degree Student Support	1,471	2,911
Early Years Professional Status Training	18,153	22,58
Early Years Professional Status Training adjustment (see note 4)	(4,008)	-
<b>Other direct programme expenditure:</b>		
Consultancy staff and outsourcing	13,346	6,693
Travel and subsistence	620	447
Temporary staff costs	477	579
Marketing, publicity and PR	2,706	834
Consultation events	914	438
Other	1,788	3,824
	65,650	49,208

Early Years Foundation Degree Student Support and Early Years Professional Status Training expenditure is funded by Transformation Fund ring-fenced funding. The balance of the expenditure relating to the ring-fenced funding is included in Other direct programme expenditure. Total expenditure relating to the ring-fenced funding was £25,310,000.

### 3(b) Administrative expenses

	2008-09 £'000	2007-08 £'000
<b>Employee costs:</b>		
Staff costs	4,102	2,517
Directors' remuneration	747	467
Pensions	975	308
Social security costs	410	327
Temporary staff costs	485	235
Health and life insurance	65	12
Staff training and welfare	172	37
Recruitment costs	433	299
Travel and subsistence	236	130
	7,625	4,332
<b>Premises costs:</b>		
Accommodation costs	786	414
<b>General administrative expenses:</b>		
Office administration costs	362	164
Non capital IT costs	299	67
Depreciation	315	222
	976	453
<b>Legal and professional costs:</b>		
Professional Services	199	93
Advertising and PR	312	5
	511	98
	9,898	5,297

#### 4 Operating deficit before taxation, interest and cost of capital

	2008-09 £'000	2007-08 £'000
<i>This is stated after charging:</i>		
Operating lease rentals – plant and machinery	3	7
Operating lease rentals – land buildings	387	331
Auditors' remuneration – audit services	48	18
Auditors' remuneration – non-audit services:		
Advisory services – VAT	-	3
Advisory services – corporation tax	-	4
Internal audit services	61	22
<i>Non-cash costs:</i>		
Depreciation of owned fixed assets	290	221
Loss on disposal of fixed assets	-	15
Amortisation of intangible fixed assets	25	1
	315	237

2007-08 income and expenditure was overstated due in the main to the underestimation of early years professional status student drop out rates which overstated programme costs and resulted in the 2007-08 grant being over claimed. The £4,008,000 over-claimed was repaid to DCSF in 2008-09 (note 2) and the over-accrual was written back to expenditure in the same year. As both income and expenditure have been adjusted for the same amount there is no impact on the operating result for the year. Accrued costs at 31 March 2009 are adjusted for an estimate of drop-outs based on recent recorded drop out rates for each training provider and course.

In arriving at the operating deficit for the year ended 31 March 2008, £5.2m of expenditure, together with matching income, was recorded in relation to the training of educational psychologists (included within vulnerable children, standards and qualifications in note 3(a)). This expenditure was incurred to facilitate training providers' commitment to the completion of delivery of Masters degree courses to students already enrolled, with the final cohort of students completing their degrees in 2011-12. Without this commitment, a considerable risk existed that the training would have ceased at the end of the 2008-09 academic year. Cash payments will be made to training providers over a three year period. This has been accounted for under the accounting policy set out in note 1.13.

## 5 Directors' emoluments

	2008-09 £'000	2007-08 £'000
Salary	613	467
Company contributions to defined benefit pension schemes	134	84
	747	551
<b>Highest paid director:</b>		
Salary	108	100
Company contributions to defined benefit pension schemes	27	29
	135	129
<b>Number of directors in company pension schemes:</b>		
	2008-09 Number	2007-08 Number
Defined benefit pension schemes	6	4

The number of directors whose emoluments (defined as the total of gross salary and company contributions to defined benefit pension schemes) fell within the following bands:

more than £130,000 but not more than £135,000	1	-
more than £120,000 but not more than £125,000	1	1
more than £115,000 but not more than £120,000	-	1
more than £105,000 but not more than £110,000	3	-
more than £100,000 but not more than £105,000	-	2
more than £85,000 but not more than £90,000	1	-
more than £80,000 but not more than £85,000	-	1
more than £40,000 but not more than £45,000	1	-
more than £20,000 but not more than £25,000	-	1
more than £10,000 but not more than £15,000	1	-
more than £5,000 but not more than £10,000	4	-

## 6 Staff costs

	2008-09			2007-08 Restated		
	£'000 Permanent	£'000 Other	£'000 Total	£'000 Permanent	£'000 Other	£'000 Total
Wages and salaries	4,849	962	5,811	2,984	814	3,798
Social security costs	410	-	410	327	-	327
Other pension costs	975	-	975	308	-	308
	6,234	962	7,196	3,619	814	4,433

The average monthly number of full-time equivalent staff, including senior management, during the year was as follows:

	2008-09 Number	2007-08 Number Restated
Permanent	133	99
Other	18	15
	151	114

## 7 Taxation

	2008-09 £'000	2007-08 £'000
<b>Analysis of charge in period</b>		
UK corporation tax on surplus/(deficit) for the year	35	44
<hr/>		
Tax on surplus/(deficit) on ordinary activities	35	44
<hr/>		
<b>Factors affecting tax charge for year</b>		
The differences between the tax assessed for the year and the standard rate of corporation tax are explained as follows:		
		Restated
<hr/>		
Surplus/(deficit) on ordinary activities before tax	406	152
<hr/>		
Standard rate of corporation tax in the UK	21%	20%
<hr/>		
Tax on ordinary activities at the standard rate of corporation tax	85	30
<hr/>		
<b>Effects of:</b>		
(Surpluses)/Deficits not subject to corporation tax	(50)	14
<hr/>		
Current tax charge for year	35	44
<hr/>		

## 8 Tangible fixed assets

	Leasehold improvements £'000	IT equipment £'000	Fixtures and fittings £'000	Total £'000
<b>Cost</b>				
At 1 April 2008	426	571	284	1,281
Additions	145	77	12	234
Disposals	-	(2)	-	(2)
At 31 March 2009	571	646	296	1,513
<b>Depreciation</b>				
At 1 April 2008	7	265	69	341
Charge for the year	46	163	81	290
On disposals	-	(2)	-	(2)
At 31 March 2009	53	426	150	629
<b>Net book value</b>				
At 31 March 2009	518	220	146	884
At 31 March 2008	419	306	215	940

## 9 Intangible fixed assets

	Software licences £'000	Total £'000
<b>Valuation</b>		
At 1 April 2008	49	49
Additions	80	80
Disposals	-	-
<hr style="border-top: 1px dashed #000;"/>		
At 31 March 2009	129	129
<b>Depreciation</b>		
At 1 April 2008	1	1
Charge for the year	25	25
On disposals	-	-
<hr style="border-top: 1px dashed #000;"/>		
At 31 March 2009	26	26
<b>Net book value</b>		
At 31 March 2009	103	103
<hr/>		
At 31 March 2008	48	48
<hr/>		

## 10 Debtors

	2008-09 £'000	2007-08 £'000
<b>(a) Analysis by type</b>		
Amounts falling due within one year:		
Trade debtors	316	15,476
Prepayments	157	12
Other debtors	5	-
	478	15,488
<b>(b) Intra-government balances</b>		
Other central government bodies	-	14,406
Local authorities	86	863
NHS trusts	-	-
Public corporations and trading funds	-	-
Sub-total: intra-government balances	86	15,269
Balances with bodies external to government	392	219
	478	15,488

## 11 Cash at bank and in hand

	2008-09 £'000	2007-08 £'000
Balance at 1 April	14,286	6,329
Net change in cash balance	9,189	7,957
Balance at 31 March	23,475	14,286
The following balances at 31 March are held at:		
Office of HM Paymaster General	23,187	9,232
Commercial banks and cash in hand	288	5,054
	23,475	14,286

## 12 Creditors

	2008-09 £'000	2007-08 £'000
(a) Analysis by type:		
Creditors: amounts falling due within one year:		
Trade creditors	7,486	3,707
Corporation tax	35	44
VAT	11	9
Accrual	13,335	22,248
Deferred income and capital grants	3,071	3,594
	23,938	29,602
(b) Intra-government balances:		
Other central government bodies	852	878
Local authorities	7,418	8,763
NHS trusts	13	-
Public corporations and trading funds	-	-
Sub-total: intra-government balances	8,283	9,641
Balances with bodies external to government	15,655	19,961
	23,938	29,602

## 12 Creditors continued

(c) Deferred income and capital grants:

	Capital grants £'000	Programme grants £'000	Local authority funding of Education Psychology training £'000	Total £'000
At 1 April 2008	718	2,858	-	3,594
2008-09 capital grant	312	-	-	312
2008-09 local authority funding	-	-	1,728	1,782
Released to Income and expenditure account	(242)	(2,321)	-	(2,563)
At 31 March 2009	806	537	1,728	3,071

The capital grants received relate to the purchase of fixed assets and are credited to the Income and expenditure account over the estimated useful lives of the assets acquired.

## 13 Company limited by guarantee

The Company has no share capital. Every Member of the Company has a limited liability of £1 while he or she is a member or within one year after he or she ceases to be a member.

## 14 Income and expenditure account

	2008-09 £'000	2007-08 £'000
At 1 April	1,160	1,052
Surplus/(deficit) for the financial year	(158)	108
At 31 March	1,002	1,160

## 15 Cash flow

	2008-09 £'000	2007-08 £'000
<b>(a) Reconciliation of operating profit to operating cash flows</b>		
Operating (deficit)/surplus before tax, interest and cost of capital	(290)	(68)
Adjustment for non-cash transactions (note 4)	315	237
Decrease/(Increase) in debtors	15,010	(12,845)
(Decrease)/Increase in creditors	(5,655)	21,267
	9,380	8,591
<b>(b) Returns on investments and servicing of finance</b>		
Interest received	167	220
<b>(c) Taxation</b>		
Corporation tax paid	(44)	(21)
<b>(d) Capital expenditure and financial investment</b>		
Payments to acquire tangible fixed assets	(234)	(784)
Payments to acquire intangible fixed assets	(80)	(49)
	(314)	(833)

## 16 Commitments under operating leases

At the year end the Company had annual commitments under non-cancellable operating leases as set out below:

	Land and buildings 2008-09 £'000	Land and buildings 2007-08 £'000	Other 2008-09 £'000	Other 2007-08 £'000
<b>Operating leases which expire:</b>				
in under one year	-	-	-	-
within two to five years	-	-	2	-
greater than five years	387	324	-	-
	387	324	2	-

## 17 Financial instruments

CWDC is required to disclose the role financial instruments has had during the period in creating or changing risks faced in undertaking its activities. The non-trading nature of CWDC's activities and the way NDPBs are financed means CWDC is not exposed to the degree of financial risk faced by business entities. Financial assets and liabilities generated by day to day operational activities are not held to change the risks facing CWDC in undertaking its activities.

CWDC has no borrowings and relies primarily on departmental Grant in Aid for its funding and cash requirements, and is therefore not exposed to significant credit or liquidity risks. All debt older than 60 days has been provided for. This amounted to £65,000 in the year (2007-08: £12,000). CWDC also has no material deposits, and all material assets and liabilities are denominated in sterling, so it is not exposed to market risk including interest rate risk and currency risk.

## **18 Related parties**

During the year to 31 March 2009 the following related party transactions took place:

Leadbetter Limited is a related party as M Leadbetter was also a director of Leadbetter Limited. During the year ended 31 March 2009, Leadbetter Limited charged CWDC £44,000 (2007-08: £28,451) for services performed by the Chair. At 31 March 2009, CWDC owed Leadbetter Limited £18,000 (2007-08: £13,000).

The Family Welfare Association (FWA) is a related party as J Held was also a director of FWA. During the year ended 31 March 2009, FWA participated in CWDC's Newly Qualified Social Worker Pilot Scheme and was awarded funding of £21,000 (2007-08: £nil) and FWA participated in CWDC's Workforce Strategy Partners Programme and was awarded funding of £56,000 (2007-08: £30,000). At 31 March 2009, no balance was owing to FWA (2007-08: £20,000).

The National Children's Bureau (NCB) is a related party as J Held is Trustee and Vice-Chair of NCB. During the year ended 31 March 2009, CWDC's income from NCB was £nil (2007-08: £12,000). NCB charged CWDC £35,000 (2007-08: £14,000) for consultancy advice and other services. At 31 March 2009, no balance was owing to NCB (2007-08: £nil).

Jane Held Consulting Ltd is a related party as J Held is also a director of Jane Held Consulting Ltd. During the year ended 31 March 2009, Jane Held Consulting Ltd charged CWDC £893 (2007-08: £nil) relating to expenses incurred. At 31 March 2009, no balance was owing to Jane Held Consulting Ltd (2007-08: £nil).

The Department for Children Schools and Families (DCSF) is considered to be a related party as it has significant influence over the financial and operating policies of CWDC. For the year ended 31 March 2009, Grant in Aid funding receivable from DCSF totalled £71,931,000 (2007-08: revenue grant funding of £49,389,000).

## **19 Controlling party**

In the opinion of the Directors, there is no party which has ultimate control of the Company.

## **20 Post balance sheet events**

Ms J Haywood, Chief Executive, authorised the accounts for issue on 6 July 2009. The accounts do not reflect events after this date.

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