



# Children and Family Court Advisory and Support Service

**Annual Report and  
Accounts 2013-14**

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and Support Service**

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Report presented to Parliament pursuant to paragraph 12(3) of Schedule 2 to the  
Criminal Justice and Court Services Act 2000.

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# Strategic report 2013-14

A new requirement, set out in the Financial Reporting Manual issued by Treasury, for the Annual Report and Accounts for 2013-14 is the production of a strategic report. The following maps where information comprising the strategic report requirement by Treasury is found in this report and/or within the cycle of accountability to Parliament and the public.

- \* A fair review of Cafcass' business can be found within the Management Commentary (pages 10-33) and Governance Statement (pages 42-47).
- \* A description of the principal risks and uncertainties facing Cafcass can be found in the Governance Statement, pages 45-46.
- \* An analysis against financial and other key performance indicators can be found on pages 28-30.
- \* The main trends and factors likely to affect the future development, performance and position of Cafcass are set out within the overview of the Chair, the overview of the Chief Executive, the Management Commentary and the Governance Statement.
- \* Information about environmental matters, Cafcass' employees and social, community and human rights issues relevant to the understanding of Cafcass' work can be found within the overview of the Chair and the Chief Executive's Report, and within the Management Commentary.
- \* A description of Cafcass' strategy and business model can be found on pages 43-45, and also our Strategic Plan, available here: [www.cafcass.gov.uk/media/146876/strategic\\_plan\\_2013\\_final.pdf](http://www.cafcass.gov.uk/media/146876/strategic_plan_2013_final.pdf).
- \* A breakdown of the number of persons of each sex who were Board members and senior managers of Cafcass can be found on page 33. A breakdown of staff by gender can be found on page 20.

I consider that the framework arrangements set out in the Governance Statement of this report, supporting the production of the Annual Report and Accounts, have provided a balanced and comprehensive analysis of the development and performance of Cafcass' business during the financial year and the position of Cafcass' business at the end of this year.



Anthony Douglas CBE  
Chief Executive  
Date: 20th June 2014

# Overview by the Chair



This was a busy and productive year for the Cafcass Board and its committees. We developed and oversaw the delivery of the Cafcass Strategic Plan, which set the strategic direction for the organisation and provided the framework and context for all of Cafcass' business and operational planning. I was especially pleased that, at the end of the year, Ofsted found the quality of the front line work of the organisation to be good and the leadership and governance of the national organisation to be outstanding. As well as paying a profound personal tribute to all managers and staff who worked so tirelessly towards this achievement, I would like to thank all members of the Cafcass Board for their part in this, particularly by providing regular support and challenge to the Cafcass Corporate Management Team and actively engaging with managers and staff across the organisation.

In 2013-14 I introduced regular meetings with Cafcass practitioners at the House of Lords. This provided me with a very valuable insight into the work of our staff on the frontline, further strengthening my

knowledge of our practice and the challenges our practitioners face each day. I have reported back to the Board on all of these meetings. Board members visited eight Cafcass offices during the year and we introduced a schedule for visits which will continue in 2014-15. I would like to thank all Board members for their contribution throughout the year, including taking on lead roles for important aspects of our work, such as the Young People's Board, our Estates Strategy and workplace culture improvement. I would also like to thank the Family Justice Young People's Board (FJYPB) for their very important input to our Board meetings. Hosting the Voice of the Child conference and progress on the National Charter for Child Inclusive Practice are two key areas of the FJYPB's work in 2013-14 which merit special mention.

During the year I met with Ministers and senior civil servants at the Ministry of Justice (MoJ) in advance of the transfer of sponsorship from the Department for Education (DfE) to the MoJ and I look forward to the strategic opportunities presented by this move. I feel sure we will continue to benefit from the same encouragement and support from Ministers and officials at MoJ moving forward, as we have received over the years from DfE.

The Board had the pleasure of meeting with the President of the Family Division, Sir James Munby and with David Norgrove as Chair of the Family Justice Board, with constructive discussions taking place on both occasions. My work

in the House of Lords enabled me to participate in the key debates as the Children and Families Bill passed into law in areas which have direct bearing on Cafcass' work, including the new Child Arrangements Programme and the 26 week limit on public law proceedings. I was pleased to have the opportunity to provide some insights into the legislative process to the Cafcass National Managers' Meeting in March. Other Board members took part in All Party Parliamentary Groups considering aspects of the Bill.

I chaired a round table discussion for our July 2013 Board meeting, opening this up to stakeholders and the public with a panel of distinguished guests. We heard their views on the priorities for practice in public law given the impending changes in legislation. I was encouraged to hear that participants felt we had demonstrated our ability to adapt to meet increasing demand. I look forward to further such opportunities to engage with our external stakeholders in the coming year, as this enhances the ability of the Board to do our work effectively and challenges Cafcass to strive to become getting better and better. To conclude, I am very pleased that the progress made by Cafcass this year and that the strength of our strategic approach has been externally recognised.

Chair Cafcass Board

# Chief Executive's Report



I am proud of what we achieved during the 2013-14 business year, which culminated in Ofsted's grading of Cafcass, in our first national inspection, as good with outstanding features. This achievement is the outcome of what we have been working towards for four years through a long-term service transformation programme to drive forward improvements and to develop greater consistency in our service. I would like to thank every single member of staff who has been with me and the Cafcass senior management team on this professional journey. Ofsted inspectors noted that they saw and heard the priorities of the Strategic Plan in action and that it was articulated well by staff at all levels of the organisation. I would also like to thank the Cafcass Board for their scrutiny and challenge - the assurances provided by them have helped

us, as Ofsted pointed out. I am sure they will continue to do so as we face the next challenge of maintaining our level while striving to get 'better and better'.

We spent much of the year preparing with colleagues in both Government departments for our transfer in sponsorship from the DfE to the MoJ. I would like to thank both sets of officials for making this a relatively seamless transition. DfE Ministers and civil servants have supported Cafcass well since we were established in 2001, especially in challenging times. I look forward to the further strategic opportunities under MoJ sponsorship, building on existing work with family justice agencies such as the Model Office project, which aims to streamline processes which were previously duplicated, with Her Majesty's Courts and Tribunals Service (HMCTS).

Cafcass continued to play an integral role in preparing the family justice system for radical change in public and private law service delivery. We also continued our joint working with the Association of Directors of Children's Services (ADCS), introducing a national template and guidance for a tighter model of case analysis in care cases. Case durations continued to drop ahead of the introduction of the Revised Public Law Outline (PLO) and we maintained our

strong involvement in the national Family Justice Board and in local Family Justice Boards. Just as we played an active role in public law reforms, we also gave priority to the reform of the private law system. We will be actively supporting the development and improvement of non-court dispute resolution services, so that separating parents and their children have access to help as early as possible.

Looking ahead to 2014-15, I will be developing Cafcass as a fully child-focused and child-inclusive organisation. By this, I mean ensuring that all aspects of our business, from our backroom teams through to our frontline staff, are clear about the part they play in serving the 140,000 plus children we work with each year, and challenging those areas to adapt where this link is not currently strong enough. I will also concentrate on building the capacity of our senior managers as we pursue our talent management programme, so that we are investing in future leaders not only for Cafcass but for the wider family justice system.

Anthony Douglas CBE  
Chief Executive

# Management Commentary

## Section I

# About Cafcass

The Children and Family Court Advisory and Support Service (Cafcass) is an executive non-departmental public body, which was accountable to the Secretary of State in the Department for Education (DfE) for 2013-14<sup>1</sup>. From 1st April 2014 we are accountable to the Secretary of State in the Ministry of Justice (MoJ). Our statutory responsibility in England is to safeguard and promote the welfare of children<sup>2</sup> who are involved in family court proceedings. Cafcass is the voice of children in the family courts and helps to ensure that children's welfare is put first during proceedings.

We work to support the delivery of our sponsor's strategic objectives and to contribute to wider Government objectives relating to children. Our principal functions, as set out in the Act<sup>3</sup> in respect of family proceedings where the welfare of children is or may be in question, are to:

- \* safeguard and promote the welfare of children
- \* give advice to the family courts
- \* make provision for children to be represented
- \* provide information, advice and support to children and their families.

Cafcass' professionally qualified social work practitioners, called Family Court Advisers (FCAs)<sup>4</sup>, work exclusively in the family courts. Cafcass is asked by the court to become involved in cases following an application to the court. Our experienced FCAs provide judges with the advice, information and recommendations they need to make a safe decision about each child's future. This includes working with children to find out their wishes and feelings and then presenting that back to the court. Examples of proceedings where Cafcass will be involved include:

- \* When children are subject of an application to the court for care or supervision orders by children's social care services in local authorities (public law). In these instances, our FCAs act as 'Children's Guardians'. The role of the Children's Guardian is to safeguard and promote the child's welfare and to scrutinise and ensure that the local authority's plan is in the child's best interests.
- \* When parents who are separating or divorcing are unable to agree on arrangements for their children, such as who they will see (known as 'contact') or who they will live with (known as 'residence') (private law)<sup>5</sup>.

\* Cases where a proposed adoption has parental consent, and our FCAs act as Reporting Officers. Their role, either at the request of the local authority or if ordered by the court, is to ascertain whether the parent consents unconditionally to the adoption, with a full understanding of the implications. In cases where an adoption is without parental consent, an FCA is appointed either as a Children and Family Reporter or as a Children's Guardian for the child.

\* Cases where the child becomes a party to proceedings (Rule 16.2) and the FCA will represent the child as a Children's Guardian (Rule 16.4).

1 Cafcass was established by the Criminal Justice and Court Services Act 2000 (the Act).

2 The terms 'children' and 'child' are used in this Report to refer to children and young people under 18.

3 Cafcass' specific powers can be found in sections 12, 13, 14, 15 and Schedule 2 of the Act. Paragraph 10 of Schedule 2 enables Cafcass, subject to directions given by the Secretary of State, to do anything that appears necessary or expedient for the purposes of, or in connection with, the exercise of its functions

4 The term 'FCA' is used interchangeably throughout this report with 'practitioner' to refer to Cafcass' social work staff.

5 Note that legislation has changed some terminology from 22nd April 2014 – for this report we use terminology that applied during the reporting period.

# The year in review Public law

In 2013-14, we worked with 142,711 children and young people across England. Of these, 88,146 children were referred to us in new cases. The remainder were children whose cases were referred to us prior to the reporting period and on whose cases we continued to work during part, or occasionally all, of 2013-14, and whose cases were closed during the year.

Of the children referred to us in new cases, 45,255 were male (51%) and 42,891 were female (49%). As figure 1 shows, and in keeping with previous years, most of the children we work with are aged ten years and under.

The vast majority of our public law work involves local authority care applications. Cafcass received 10,606 applications during 2013-14. The number of applications is 4.5% lower than 2012-13, in contrast to previous increases: 8.3% in 2012-13, 11.4% in 2011-12, 4.2% in 2010-11, and 36% in 2009-10.

By the end of the year we had reduced the overall stock<sup>6</sup> of public law care cases from 10,439 in March 2013 to 7,950 in March 2014.

The stock of 'non-care'<sup>7</sup> public law cases was 1,644 at the end of March 2014, compared to 1,544 at the end of March 2013.

## Key developments and achievements in public law

Cafcass has played an instrumental part in the implementation of the revised Public Law Outline (PLO). This programme has led to a significant reduction in average application duration. In the last quarter of the year, eight out of 40 Designated Family Judge (DFJ) areas were already completing applications in less than the 26 week target introduced as part of the Children and Families Act 2014 on 22nd April 2014. The reduction in application duration has led to a decrease in our stock of open care cases.

Over the past year we worked closely with senior judiciary and the Association of Directors of Children's Services (ADCS) to drive through various sector-wide improvements. We initiated a tighter model of case analysis through a new template and guidance which enabled Guardians to provide the court with a timely analysis by the Case Management Hearing (CMH).

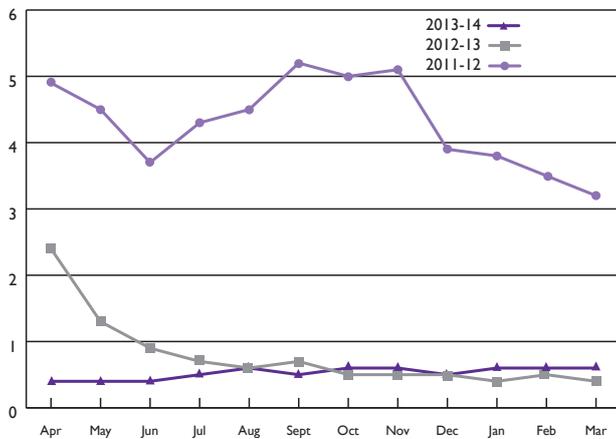


Figure 1: Children in new cases; age and gender profile

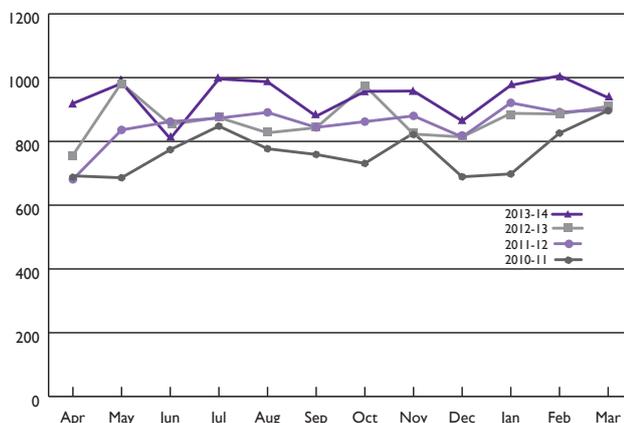


Figure 2: Public law care application demand

<sup>6</sup> Stock is the number of open cases on our system at a certain point in time.

<sup>7</sup> Public law non-care cases are cases applied for by local authorities which do not involve care proceedings (e.g. secure accommodation, placement and standalone supervision applications).

Table 1: Average care (s31) application duration in calendar weeks by DFJ area

DFJ Area	2012-13*	2013-14				2013-14*
		Q1	Q2	Q3	Q4	
Birmingham	52	46	45	41	41	44
Blackburn/Lancaster	56	40	42	35	33	38
Bournemouth	37	37	35	40	32	36
Brighton	52	48	40	37	29	40
Bristol	53	41	40	39	32	38
Cambridge/Peterborough	42	33	32	26	32	31
Carlisle	41	41	39	39	38	39
Chelmsford/Ipswich	49	42	37	31	30	36
Coventry	51	45	41	41	44	43
Derby	34	30	26	23	25	26
Exeter	50	40	35	32	37	37
Guildford	57	59	50	43	33	47
High Court	67	62	50	58	46	54
Kingston-upon-Hull	49	42	33	32	22	34
Leeds	44	37	30	30	29	32
Leicester	49	37	37	34	28	35
Lincoln	29	23	25	20	22	23
Liverpool/Warrington/Chester	46	35	26	30	26	30
London	54	48	43	42	39	43
Luton	54	46	46	42	33	43
Manchester	48	40	35	33	34	36
Medway/Canterbury	56	51	40	37	39	42
Milton Keynes/Oxford	45	38	28	29	30	31
Newcastle/Sunderland	51	45	38	35	31	38
Northampton	44	42	49	42	39	43
Norwich	41	38	31	28	24	31
Nottingham	39	35	34	33	33	34
Plymouth	40	30	25	23	25	25
Portsmouth	48	41	34	35	34	36
Reading	47	38	37	32	29	35
Sheffield	43	39	37	35	37	37
Stoke on Trent	33	29	23	22	23	24
Swindon	51	45	38	29	39	39
Taunton	56	42	35	34	40	38
Teesside	39	33	30	26	23	29
Truro	34	24	17	18	17	19
Watford	59	46	49	39	45	45
Wolverhampton/Telford	45	39	37	31	32	35
Worcester	42	27	33	28	31	29
York	39	33	28	25	27	29
National Average	48	41	37	35	33	37

Banding	Weeks	Weeks	Weeks	Weeks	Weeks	Weeks
<b>Red</b>	>=53	>=46	>=42	>=40	>=38	>=42
<b>Amber</b>	44 to 52	37 to 45	33 to 41	31 to 39	29 to 37	33 to 41
<b>Green</b>	<=43	<=36	<=32	<=30	<=28	<=32
<b>National Average</b>	48	41	37	35	33	37

\* Average duration based on all applications completed in the year: Quarterly averages are based on all applications completed in each individual quarter.

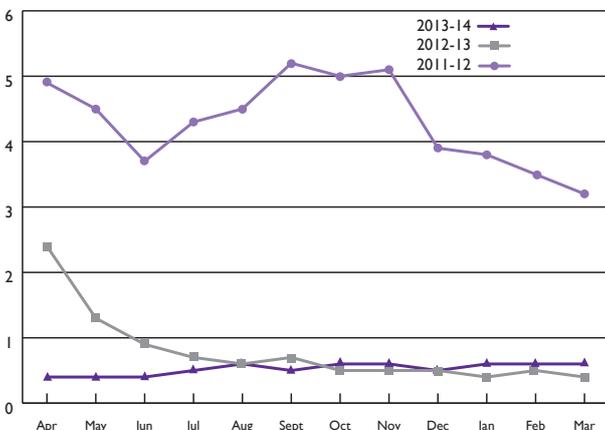


Figure 3: Key Performance Indicator (KPI) 2 Average days to allocate care cases to a Children's Guardian

During 2013-14 we received 46,465 new private law cases (usually concerning disputes following parental separation, about contact with, and residence of, children) compared to 45,605 in 2012-13. This is the highest ever annual total for private law cases received and represents a 2% increase on 2012-13.

Our stock of open private law cases has increased from 22,032 in March 2013 to 22,723 in March 2014.

The average duration of our private law cases has reduced from 26 weeks in 2012-13 to 18 weeks in 2013-14.

## Key developments and achievements in private law

Cafcass played a pivotal role in the Private Law Working Group which was responsible for overseeing the development of the Child Arrangements Programme (CAP) which came into force in April 2014. The CAP signals a culture shift in private law family proceedings of a similar magnitude and intent to those brought about by the revised PLO.

A national template is now being rolled out to local authorities. Such developments have helped build confidence in ourselves and local authority social workers as experts in cases. An evaluation by Ipsos Mori<sup>8</sup> has confirmed the crucial importance of this sector leadership and partnership working.

We developed a national protocol for good practice with ADCS for the handover of cases to Independent Reviewing Officers (IROs) to strengthen the independent social work oversight of a child's care plan and to ensure greater continuity.

Our innovative pre-proceedings work in service areas, such as Lincolnshire, has been recognised by Ofsted and has led to some children being able to remain at home safely and others being able to benefit from more focussed plans for permanence.

We have continued to maintain the timeliness with which care cases are allocated, with the average period between receipt of the case by Cafcass and first full allocation to a Children's Guardian being 0.5 working days.

During 2013-14, the number of unallocated care cases has never exceeded 0.3% of the total stock of open care cases, with care cases being allocated to a Children's Guardian in less than one working day on average. This level of performance in relation to both measures has exceeded the performance level required by the Secretary of State in the Cafcass remit letter for 2013-14.

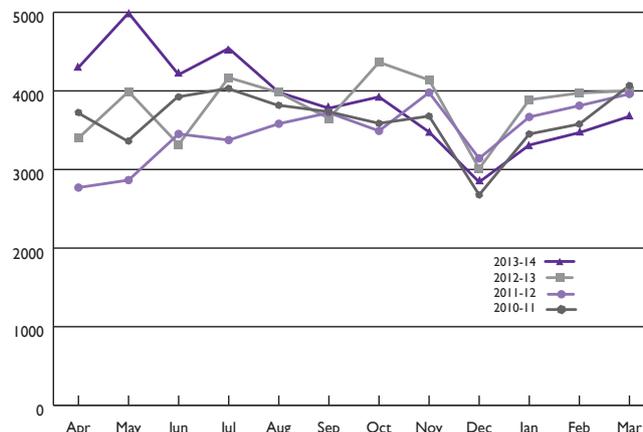


Figure 4: Private Law case demand

8 See [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/304477/action-research-to-explore-plo-implementation-and-early-impacts.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/304477/action-research-to-explore-plo-implementation-and-early-impacts.pdf)

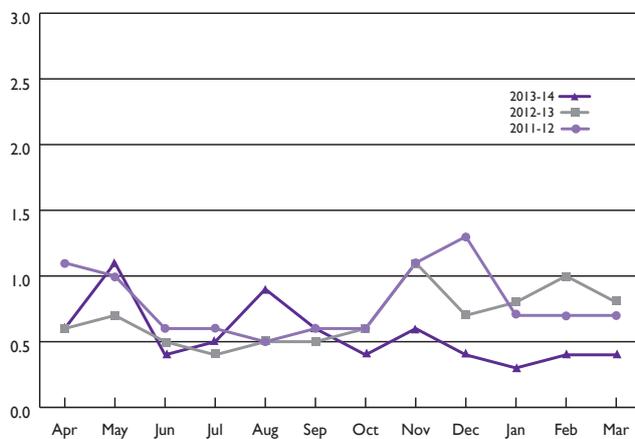


Figure 5: KPI 3 – Percentage of private law workload not allocated as a 'snapshot' at each month

Our safeguarding role is now recognised in the CAP, with specific reference to the checks Cafcass carries out prior to the First Hearing.

We have improved the average filing time of Section 7 reports, which supports the 'No Delay' principle<sup>9</sup> for children.

We have continued to reduce the number of Rule 16.4 appointments, in which children are separately represented by a Children's Guardian working alongside a solicitor, with 1,630 new appointments in 2013-14, a decrease of 8% in comparison to 2012-13. This has come about through effective liaison with local judges to ensure that such appointments are reserved for exceptional cases in circumstances of significant difficulty and only made after consultation by the court with the local Cafcass manager.

Following changes to legal aid eligibility in April 2013 we saw a higher number of cases where one or both parties are without legal representation. We have worked closely with DfE, MoJ, Department for Work and Pensions (DWP),

voluntary sector partners and the senior judiciary to coordinate information and define suitable pathways for the out of court resolution of issues. This year the out of court Separated Parents Information Programme (SPIP) pilot (see Contact Activities), and the launch of the new Parenting Plan have been significant additions. The Parenting Plan should play a significant part in the development of non-court dispute resolution, in line with the CAP.

We have refreshed the layout of our website to direct service users to information about Cafcass' role, the court process and to emphasise the availability of out of court resolution services.

Private law productivity improvements have also been sustained throughout 2013-14. Section 7 welfare reports in respect of children are being supplied on time in more than 98.5% of cases, exceeding the performance level set in the remit letter, with average filing times at 11.8 weeks. In addition, more than 99% of new incoming applications are being screened by duty practitioners within 24 hours of receipt by the Cafcass Intake Team at the National Business Centre.

In September 2013 we rolled out a process for all staff to obtain information from international police forces, in private law cases. This process, via the International Criminal Conviction Exchange, had previously been trialled in some teams.

## Contact Activities

We continued to manage the provision of contact activities on behalf of DfE in 2013-14. SPIPs are short, group programmes aimed at helping separated parents to develop their understanding of their child's needs, and their

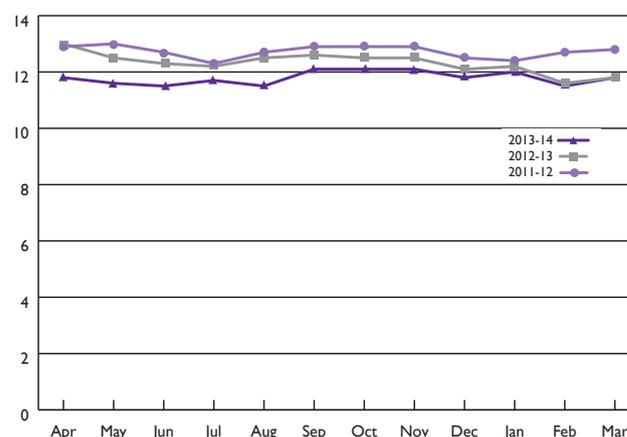


Figure 6: Average Section 7 reports filing times (weeks)

<sup>9</sup> That wherever possible delay should be avoided in family proceedings.

**Table 2: Cafcass National Ofsted Inspection February – March 2014**

The overall judgement is **good**. Cafcass leads effective services that meet the requirements for good. It is Ofsted's expectation that as a minimum all children, young people and families receive a service where the quality and effectiveness of Cafcass private and public law practice is good.

The quality and effectiveness of Cafcass private law practice with families	Good
The quality and effectiveness of Cafcass public law practice with families	Good
The leadership and governance of the national organisation	Outstanding
The leadership and management of local services	Good

communication skills with each other. In 2013-14 £3 million was allocated to SPIPs, with more than 19,000 adults having attended the course, approximately the same number as last year. We have developed the programme content to maximise the benefits for parents and children, and continue to receive positive feedback.

Parents are now encouraged to move on and learn the skills they need to make arrangements for their children, and to engage with non-court dispute resolution services where appropriate. We have been testing new interventions to encourage communication, and to pilot the use of SPIPs for people that are not in court. In both cases the new interventions are showing promise. Additional research into SPIPs by Professor of Socio-legal Studies Liz Trinder and her team has confirmed that we are improving the effectiveness of the interventions and developing a wider range of linked services.

Another type of contact activity, Domestic Violence Perpetrator Programmes (DVPP) also saw increased use, with almost 500 being assessed as suitable for a programme during the year. Work

has continued to integrate the DVPP into effective decision making about arrangements for children.

In addition Cafcass commissions Contact Interventions from 32 independent providers across England. These providers work with families to maintain and nurture contact between children and non-resident parents, helping them to reach safe and sustainable arrangements. Cafcass practitioners refer to these services when they identify families that need a short period of additional help. Contact Interventions providers also work with families to manage both indirect contact, and contact while decisions are made about risk.

We have expanded the geographical coverage of our commissioned services since establishing a new Framework for providers in April 2013. We have continued to offer financial assistance to supported contact centres across England. These centres are run by volunteers and offer comfortable, neutral facilities for contact.

## Other types of work

Cafcass is also involved in other types of cases:

- \* Placement Order applications fell from 3,069 in 2012-13 to 2,897 this year.
- \* Special Guardianship applications rose from 818 in 2012-13 to 958 this year.
- \* Adoption applications involving Cafcass rose from 821 in 2012-13 to 870 this year.
- \* The instances of Cafcass witnessing consent in respect of relinquished babies and children rose from 124 in 2012-13 to 145 this year.
- \* Family Assistance Orders rose from 378 in 2012-13 to 432 this year.

## First national inspection of Cafcass

In February 2014 Ofsted began its first national inspection of Cafcass. Significant preparatory work was undertaken ahead of the inspection to support Ofsted

in introducing a new framework for a single national inspection. The results of the inspection (see Table 2) represent the culmination of four years of intensive work, most recently the 'Getting to Good' programme which ran from September 2012-September 2013, to improve the performance of Cafcass and the service we provide to children and families.

## Cafcass and the Family Justice Young People's Board

The Family Justice Young People's Board (FJYPB) has continued to support developments within Cafcass practice through a system of commissions. FJYPB members are invited to sit on interview panels for new staff members and have devised a 'Recipe for an FCA', which forms part of the Cafcass recruitment pack. It highlights the characteristics that children and young people value in their FCA.

The FJYPB regularly reviewed children's complaints within Cafcass and have presented findings from this at recent national managers' events. Recommendations from the FJYPB have contributed to the change in timescale for complaints in addition to changes in processes to make it clearer to the complainant how the complaint will be managed.

The Cafcass office inspection programme, which is led by trained FJYPB members with support from other members, continued. The inspections evaluate how child

friendly the office is, how welcoming staff are and, through interviews with FCAs and service managers, how child centred their practice is. Developments are also currently underway for members of the FJYPB to be part of 'Peer Reviews of Service Areas' within Cafcass.

From December 2013, the FJYPB has been allocated a dedicated slot on the agenda at Cafcass Board meetings. This has strengthened the relationship between the FJYPB and the Board. It allows the FJYPB to challenge the Board if they feel they are losing sight of the children Cafcass works with.

## Leadership and influence in the family justice sector

In addition to the national programmes for reform, such as the Revised PLO and Private Law Working Group, our managers have played a strong leadership role at a local level, raising the profile of family justice services with local authorities and strengthening links with the local judiciary. Cafcass is represented on the national Family Justice Board and chairs 10 out of 42 local Family Justice Boards (and has a strong leadership role on all others).

We have continued to support the FJYPB, endorsing its Charter for Child Inclusive Practice Standards. Cafcass' continued commissioning of the FJYPB ensures that views of children directly shape our tools, offices, publications and practice.

One of the five priorities of our Strategic Plan for 2013-15 is to use our influence positively as the voice of the child and the eyes and ears of family courts. We met our commitment to publish at least four studies a year into the issues affecting children and how children's cases are handled by us and others. Our research programme continued to build upon our work on care applications, using the *Three weeks in November* framework (see below for further information).

In 2013-14 we completed the following studies:

- \* The work of Children's Guardians in care cases (November 2013): The aim of the research was to establish the nature and extent of the work undertaken by children's guardians in 98 public law care cases, concerning 155 children, taken from the November 2011 *Three weeks in November* cohort. The research found that guardians had contact with children in 95% of cases and that they 'front load' their work, undertaking the most work during the first three months of proceedings.

- \* The instruction of expert witnesses within section 31 care applications (June 2013): The aim of the research was to examine the use of expert witnesses in care proceedings, and guardians' views on the value of expert contributions to proceedings, again in cases taken from the November 2011 cohort. Experts were instructed in 70% of the cases sampled, with guardians

considering that in 88% of these cases the expert's contribution was beneficial overall.

\* Independent Management Review research (October 2013): The study looked at data from IMRs conducted by Cafcass in 2012 and 2013, building upon a previous piece of Cafcass research undertaken in 2012.

\* Service user feedback survey (November 2013).

In 2013-14 we submitted responses to nine consultations:

\* Department of Health: new offence of ill-treatment or wilful neglect (March 2014).

\* Judicial consultation on the Child Arrangements Programme (January 2014).

\* Family Procedure Rule Committee consultation on Mediation Information and Assessment Meetings (MIAMs) (January 2014).

\* Family Procedure Rule Committee consultation on proposed changes to the Family Procedure Rules part 12 (December 2013).

\* Department for Education: Improving permanence for Looked After Children (November 2013).

\* Crown Prosecution Service: Prosecuting cases of child sexual abuse (September 2013).

\* Ofsted: the inspection of services for children in need of help and protection, children looked after and care leavers (July 2013).

\* Ministry of Justice: Standards for

expert witnesses in the family courts in England and Wales (July 2013).

\* Ministry of Justice: Transforming legal aid (June 2013).

Anthony Douglas also provided written and oral evidence to the Joint Committee on the draft Modern Slavery Bill and submitted written evidence to the Health Committee on children's and adolescent mental health in March 2014.

We demonstrated our role in identifying trends and new areas in practice, such as the impact of the movement of families and children across borders. We hosted a seminar in conjunction with the Kent Local Family Justice Board bringing together to local authorities, solicitors and judges to consider the implications on practice on the numbers of children coming into the care system from the 'A8' countries (Czech Republic, Lithuania, Estonia, Hungary, Latvia, Poland, Slovakia and Slovenia) and the 'A2' countries (Bulgaria and Romania). We also used our national role and knowledge to inform central authorities from these countries about UK practice in care cases.

Following a presentation to a delegation of Swedish social work managers, our London practitioners were invited to attend the National Conference of the Association of Family Courts in Sweden in November. One of our tools, 'How it looks to me', has been translated for use by Swedish social workers.

Reflecting the increasing

international elements of social work practice in March 2014 we launched a partner zone on the International Social Work Hub, hosted by the Guardian. The hub provides a further platform from which to share our tools and best practice and to attract high quality social work professionals.

## Service user feedback and engagement

Cafcass completed its first national adult service user feedback survey in September 2013. The survey formed one aspect of the quality programme of the Cafcass Strategic Plan (2013-2015) to gain more feedback from the children and families we work with.

\* 89% of participants rated Cafcass' service as being adequate or above, when asked to rate how we explained the role of Cafcass in the court proceedings.

\* When asked to consider how well the Cafcass officer understood their child's needs wishes and feelings and reported them to the court, 67% of participants believed it was acceptable, good, or excellent.

Following a review by the FJYPB, we introduced feedback forms specifically for children and young people to encourage them to express their views. A number of offices have introduced 'feedback trees' and other child-friendly means of providing feedback on the work we carried out. Cafcass has also worked to better

embed learning from complaints, compliments and children's feedback, both at local and strategic levels.

In April 2013 we increased the timeframe in which we respond to complaints from 10 working days to 15 working days. This was to provide our Customer Services Team with more time to engage with the service user and make contact with practitioners and Service Managers, which was sometimes problematic under the 10 working day timeframe, particularly where practitioners were on leave or service users had limited availability within this period. The new timeframe ensures that we have a standard of delivery which matches the published expectation, with 99% of complaints received from April 2013 being completed within this period. Between 19th April 2013 and 31st March 2014 1,364 complaints have been responded to under the new policy. Of these, 1,346 (99%) were responded to in 15 working days and the average response time for complaints was 10 working days.

We also introduced a time limit which means that in most cases service users can only raise complaints within six months after Cafcass' involvement in their case has ended. The new time limit, together with a new process for local operational Service Managers to resolve straightforward complaints informally (local resolution), allows us to focus on putting things right for service users quickly and fairly as problems arise and while our involvement in the case is ongoing. Our Customer Feedback

Team handles all complaints that cannot be dealt with through local resolution, as well as Subject Access Requests (SARs).

In addition, in November 2013 our complaint procedure was updated to include a separate process for non-case related complaints.

In January 2014 we changed the way compliments are recorded to bring this into line with the way we record complaints and, from April 2014, our procedure for recording compliments is referenced in our Complaints and Compliments Policy. Cafcass received 979 compliments between April 2013 and March 2014, an increase of 19.8% compared to the 817 compliments received in the same period in 2012-13. Compliments received as a percentage of all open cases on 1st April 2014 is 0.22%, which represents a rate of 2.2 compliments received for every 1,000 open cases.

The Parliamentary and Health Service Ombudsman (PHSO) investigates complaints that individuals have been treated unfairly, or have received poor service. The number of complaints about which the PHSO has contacted Cafcass has remained the same at 113 in both 2012-13 and 2013-14. The number of complaints received by the PHSO, about Cafcass, has also remained steady. In the 2013 calendar year<sup>10</sup> the PHSO received 278 complaints about Cafcass. This was a small increase from 276 in 2012.

In April 2013 the PHSO changed the way that complaints are assessed and investigated, intending

to investigate thousands, rather than hundreds, of parliamentary and health complaints each year. As a result we have seen an increase in the number of complaints about our services that are investigated by the PHSO, from four investigations commencing in 2012-13 to 91 being proposed in 2013-14 and 52 of these having been confirmed.

Cafcass is committed to full compliance with the Data Protection Act 1998 and recognises the rights and obligations established by the Act in relation to the management and processing of personal data. The Act provides various safeguards relating to the management of individuals' personal data and gives individuals the right to establish what data on them are being processed. Applying for personal information is termed making a Subject Access Request (SAR). A total of 110 SARs were received between April 2013 and March 2014, with 133 being completed and 128 (96.2%) of these within the 40 day timescale.

Cafcass continued to publish a monthly external newsletter and blog by Anthony Douglas in 2013-14, with the readership more than doubling from April 2013 to March 2014. We currently have 3,488 followers to our Twitter feed, @MyCafcass, increasing from 1,500 in March 2012.

Two of the Cafcass Board meetings were made open to the public, the July 2013 meeting looking at priorities for Cafcass, specifically in public law cases, and the March 2014 meeting considering child inclusive practice.<sup>11</sup>

<sup>10</sup>The PHSO does not provide statistics in financial years.

<sup>11</sup> Reports from these meetings can be accessed at <http://www.cafcass.gov.uk/leaflets-resources/organisational-material/board-minutes-and-reports.aspx>

## Diversity in case work

One of the five priorities of our Strategic Plan is to enhance our understanding of diversity in casework. We have developed a cadre of Diversity Ambassadors in service areas, charged with raising diversity awareness locally with local events, such as the Challenging Homophobia workshop held by the Brighton team in February 2014 considering diversity issues in practice. These are then shared through the MySkills e-learning platform using videos and presentations. Local implementation of the Cafcass Equality and Diversity Strategy has seen use of diversity skills assessments for FCAs and is resulting in stronger inclusion and application of diversity factors in cases (this has been evidenced through comparing point-in-time practice audits).

## Consulting with staff

In December we sought feedback from staff on an updated version of our Operating Framework, first launched in 2012. The updated version was published in January 2014 and reflects developments to our practice under the revised PLO, updated processes for professional support and regulation, and incorporates practice guidance previously issued as separate documents.

We also carried out staff surveys on: the Cafcass library service; our IT provision; our process for performance management (Performance Learning Reviews or PLRs); and on our assessment tools.

## Awards

The innovation and achievements of our staff have been recognised externally. At the Social Worker of the Year Awards we were finalists in three categories, and were awarded two silver awards in both the 'Employer' and 'Team of the Year' categories.

We were runner-up at the Guardian Public Sector Awards for 'Best HR Team', and won the award for 'Most Innovative Use of Technology' at the Midland HR Awards 2013. We have also been shortlisted for the Employee Benefits Awards for 'Best Healthcare and Wellbeing Benefits', scheduled to take place in July 2014. These successes provide further validation of the transformational work Cafcass has achieved in the last year, and the exceptional commitment of our staff in providing a high quality service to vulnerable children and families.

# Supporting our workforce

At 31st March 2014 Cafcass employed 1,713.80<sup>12</sup> staff; 93.1% of whom are frontline staff<sup>13</sup> consisting of:

- \* 68.7% Family Court Advisers
- \* 6.6% Frontline Managers
- \* 17.8% Frontline Administration Support.

The remaining 6.9% are specialist staff including Operational Area Senior Managers (Heads of Service and Assistant Directors), Human Resources (HR); Finance; Legal Services; Policy; Governance; Management Information; IT and Communications. We have had a reduction on the percentage of specialist staff compared to previous years (7.7% in 2011-12; 7.4% in 2012-13), with the current proportion in line with the projection in last year's annual report.

The range of workforce initiatives that have been developed and achievements of the last year are outlined below. These provide the platform for the next stage of our workforce and organisational development journey:

- \* **Learning and Development** – We have continued to focus on the provision of a range of blended development programmes. The National Training Plan has provided specific learning to enhance practice, support people managers and provide additional resources on our MySkills e-learning platform. The Talent Management Strategy is now embedded and we

<sup>12</sup> Full-time equivalent; 80% female, 20% male.

<sup>13</sup> The term 'frontline' refers to 'business critical' positions, as defined and agreed by the Secretary of State for Education.

are seeing the positive impact of using a strengths-based approach to support and develop our most talented staff to fulfil their potential, with over 80 staff joining the Emerging Talent programme. Developing our current and aspiring managers remains a key priority with a modular management development programme delivered throughout the year, with new modules to support the effectiveness of PLRs added from February 2014. Programmes to bring in apprentices and graduates are in place and have continued to attract new talent into the organisation. New bespoke programmes for our Business Support teams, and also for our senior leadership and management are being developed, rolled out from the beginning of April 2014. Both programmes will build organisational capacity.

**\* Health and Wellbeing Plan** – As part of the new Health and Wellbeing Strategy launched in 2013-14, a comprehensive health and wellbeing plan has been made available to every staff member. This provides self-access to a range of treatments such as dental, optical, physiotherapy, osteopathy, sports massage, specialist consultations and health screenings, best-in-field medical opinions, and flu jabs. We achieved a 98% opt-in rate, positively contributing to the wellbeing of our workforce, and in combination with other initiatives (including a cycle to work scheme), has helped maintain very low sickness absence levels.

**\* Equality and Diversity (E&D) Strategy, 2013-2015** – The revised E&D Strategy was implemented in 2013-14. Its overarching aim is to strengthen the quality and focus of E&D considerations in frontline practice. It confirms Cafcass as a ‘learning organisation’ in respect of E&D through a blended learning approach, based on formalised training and development together with self-regulated and self-directed learning.

**\* Policies and Procedures** – During 2013-14 revised policies and procedures were implemented for Managing Attendance, Expense Reimbursement and checks obtained via the Disclosure and Barring Service (DBS).

**\* myWork** – This is a bespoke application for Cafcass, enabling staff and managers to directly access a range of personal and team metrics related to learning, development and their core work. Information is presented in a way to provide comparisons against both team and organisational averages for all staff, assisting

individuals to self-regulate their performance and contribution. myWork went live in August 2013 and is now available to all staff.

## Sickness absence

Our sickness absence levels are amongst the lowest in the wider public sector. Levels have fallen from an average of 10.7 days per annum for social workers in 2011-12 and 7.4 days on average during 2012-13 to 7.3 days on average during 2013-14. Amongst non-social work staff, the figure for sickness absence is 6.1 days for 2013-14. This consistency is significant when considered against the context of general upward trends in sickness (CIPD data October 2013), and our workforce having managed higher levels of demand and delivered improvements in the quality of work (as evidenced by the Ofsted inspection).

The total average sickness absence for all staff in 2013-14 (social work and non-social work combined) is 7.0 days, compared to 10.1 days in 2011-12 and 7.0 days in 2012-13.

**Table 3: Average working days lost**

	2013-14	2012-13	2011-12
Overall AWDL* in 12 months including leavers	7	7	10.1
Overall AWDL in 12 months excluding leavers	6	5.6	7.7
Social workers AWDL in 12 months including leavers	7.3	7.4	10.7
Social workers AWDL in 12 months excluding leavers	6.1	5.8	8
Support staff AWDL in 12 months including leavers	6.1	5.7	7.9
Support staff AWDL in 12 months excluding leavers	5.7	4.8	6.4

\*Average Working Days Lost (AWDL) is the average working days lost to sickness per person in the year in question

When considering the figures for current staff only (i.e. excluding those who have left our employment in the year 2013-14), sickness absence for social work staff is 6.1 days. For non-social work staff, the figure is 5.7 days. The composite figure for all staff (social work and non-social work combined) is 6.0 days for 2013-14. Value for money improvements continue to be sustained with the cost of sickness absence now £1.8m and continuing to reduce. The HR Team has continued to work closely with operational managers in the last twelve months, delivering wellbeing interventions at team and individual staff level, addressing any issues raised and supporting absent staff or those in work with health issues, on an immediate intervention basis. This has been coupled with a focus on resolving all absence cases and supporting a timely and sustainable return to work wherever possible.

## Policy in respect of staff with disabilities

Cafcass' approach to job applicants and existing employees ensures provision of opportunity for all. Where reasonable adjustments are required, they are provided in order to support and sustain this approach. We ensure our training programmes and materials are accessible to all. We continue to monitor our employees and our recruitment and selection processes in accordance with our legislative requirements. Relevant and

appropriate information is regularly reviewed and analysed to ensure that our policies, procedures and approaches adhere to best practice in terms of E&D considerations.

## iTrent HR and Payroll system

From 1st October 2013, the entire Cafcass staff performance management system was transferred from the previous system (known as Quality for Children, Q4C) into iTrent. The bespoke module to support Cafcass' unique requirements was developed in partnership with Midland HR, with the successful roll-out underpinned by an online 'video learning' module for all managers. iTrent is now the single system for people-related activity and data in Cafcass, providing the capacity for fully integrated reporting with regards our staff, their performance, progress and development against personalised development objectives. Data from iTrent then drives the information presented to staff in myWork.

The accessibility of iTrent was expanded during 2013-14 for all users, so that as well as being able to log in securely from non-corporate computers, staff and managers can now undertake core tasks via Blackberry, iOS and Android mobile apps. A further update to the system is planned for early 2014, which will see further significant benefits in the usability of the staff portal, including major improvements for tablet and touchscreen device users.

## Workforce Development Strategy 2014-16

During 2013-14 we have pulled together our various strategic workforce development initiatives and programmes within a single coherent strategy which will provide us with a clear direction for next three years and sustain momentum in developing a workforce with the capacity and capability to meet future challenges. The Strategy has been subject to detailed consultation with senior managers during late 2013 and was shared for consultation with all staff during January 2014. The Strategy was provided to the Cafcass Board for review and comment in February 2014, for launch in May 2014.

Cafcass operates a workload weighting system, which was developed in collaboration with Napo and Unison, to help better manage the caseloads of individuals. Changes over the last year include the recognition of court duty days in private law work to first hearing and court attendance following the filing of a Section 7 report, and report-attracting hearings in public law cases.

## Driving practice forward: Cafcass Innovation Board and Future Working Programme

Work has continued over the past year to challenge and radically improve our internal operational business processes under the Future Working Programme (FWP), overseen by the Cafcass Innovation Board (previously the Development Board).

Key achievements under the FWP include:

\* **Digitisation** – we introduced a centralised, outsourced post handling and scanning function to deal with inbound court orders, Local Authority checks and Police National Computer (PNC) Level 2 checks. Correspondence is sent to a central location, scanned and uploaded directly into the relevant case folder and FCAs are alerted with a direct link to the document. Alongside the processing team is an internal ‘exceptions’ team who manage any post that has not been successfully automatically processed for any reason, so all items are handled centrally and without need for local office intervention.

Overall, the process has increased both FCA and business support staff productivity, by removing the manual time and effort spent processing post from the point of delivery to being available on the Electronic Case File (ECF). This has created resource efficiencies as well as increasing accuracy, quality of data and security. This

is supported by very positive feedback from local teams.

The pilot commenced 25th October 2013 and was rolled out to all sites in February 2014.

\* **Windows 7 Laptop/Tablet Replacement Project** – we replaced approximately 1800 laptops with new ultrabooks and hybrid tablets with embedded 4G SIMs to improve functionality, reliability and mobility. The new Windows 7 devices have been developed to increase staff productivity and work/life balance by providing improved connectivity, flexibility and functionality to save time, effort and reduce duplication. The devices have reduced costs, with less printing and travel required. Feedback from staff has been overwhelmingly positive:

*“I am able to type my case records as I go along and then quickly transfer them into ECF. Previously I was handwriting and then having to type them up – duplicating my work.”*

*“The mobility of the device has enabled me to complete the vast majority of admin as I go along, saving hours of catching up at a later point.”*

Ofsted found that Cafcass had appropriately invested in its IT infrastructure, enabling staff to work more flexibly and be more productive.

The new equipment has improved interactions with service users, including direct work with children. Positive feedback has been received, for example, one practitioner stated that:

*“Kids love the tablet, it aids interaction and provides some distraction for them when asking about difficult areas”.*

With another adding that:

*“Use of the touch screen is very child centred and children enjoy this.... it helps engage them in meetings”.*

We are converting our tools for direct work with children so that they can be used directly on tablets.

\* **Egress** – the nature of Cafcass business often results in a requirement to exchange sensitive data electronically with external partners. In August 2013 we introduced Egress Switch, a secure mail solution, which allows Cafcass to send encrypted mail to non-secure external email addresses, resulting in improved information security.

\* **Enterprise Vault** – in September 2013 we introduced a new, simple tool for archiving email, minimising the risk of mailboxes filling up and with an improved search functionality.

\* **Electronic Case File** – a number of improvements were made to the system used for electronic case recording.

\* **National Business Centre** – the Cafcass Intake Team audit a percentage of processed cases on a daily basis to ensure quality and accuracy of the information input. These daily audits show that just over 99% of the audited cases are input accurately by the team with a less than 1% error rate. The team

works to an error margin of less than 2% of all cases audited.

We also prepared for moving our intranet to Sharepoint, reducing costs and providing a more user-friendly interface for communicating news and key organisational information to staff.

## Innovation in Cafcass

In January 2013 Cafcass set up a virtual 'Model Office' with the purpose of testing and evaluating innovative ideas which can be put forward by anyone in the organisation. The process of the Model Office is to evaluate and make recommendations about whether an innovation could be rolled out to the whole organisation. Once an idea is approved the Model Office works with the trial team to scope, design, deliver and evaluate the project and makes 'next steps' recommendations regarding scalability and potential national roll out, usually over a three month period of time.

On inception, the Model Office comprised of three core candidates to explore and develop improvement areas:

\* 'Joint Working' which looks at ideas to improve partnership working with the courts and other partners, to streamline joint processes and improve efficiency.

\* 'Adoption of Best Practice' which tests best practice improvement ideas to evaluate whether they are suitable for national implementation.

\* 'Getting the most out of IT' (now a national project called 'Smarter Working') which runs short campaigns to help our staff make the most of their IT.

A fourth candidate was added in September 2013:

\* 'Mobile Business Support' which has trialled and is evaluating the cost/benefit of providing our Business Support staff with mobile IT.

The Model Office has received recognition both within Cafcass and from our partners for the progress it has driven in the way we work. HMCTS has recently nominated the 'Joint Working Project' for an HMCTS 'Partnership Working' award.

## Estates

This year has seen further rationalisation across the Cafcass

estate with 13 offices being closed and five new offices opened, leaving a total of 44 properties on the Cafcass portfolio. With this year's office closures we have been able to reduce the estates running costs by over £500,000 and the space occupied by 2,071m<sup>2</sup>.

The Cafcass Estates team have been working closely with MoJ to identify suitable co-location opportunities and have successfully completed two relocations into court space this year with discussions regarding future moves on-going. More court space is available for Cafcass staff to be used in between hearings where local offices have closed.

Of the five new offices opened, the Leeds and London projects are particularly noteworthy. In Leeds, Cafcass have relocated into a modern flexible working environment allowing three outdated offices to be closed and merged into one Leeds central location helping to promote closer team working and enhanced working practices. In London, Cafcass has taken the opportunity to close a further five offices relocating staff into a flagship site. This new office has been designed with children at the core, with a

Table 4: Non-financial performance against key Greening Government 2015 targets

	Reduce Greenhouse Gas (GHG) (scope 1, 2 & 3 gross) emissions by 25%	Reduce total estate water consumption by 25%	Reduce total waste generation by 25%	Achieve recycling rate of 85%
Pan-Government performance (2013-14 measured against 2009-10)	-1%	-41.94%	-55%	56%
Pan-Government performance (2012-13 measured against 2009-10)	-33%	0*	-47%	64%
Pan-Government performance (2011-12 measured against 2009-10)	-12%	-3%	-5%	n/a

\*Data not available

life-size story wall and post box for feedback in the service user area, and a fully flexible workstation environment for over 100 staff using innovative meeting pods and 'touch-down solutions' for staff on the go.

## Overall strategy for sustainability

Cafcass continually monitors its sustainability performance with quarterly reports, which were submitted to the DfE for review in 2013-14. Cafcass' progress against sustainability commitments is now also monitored by the Sustainability Steering Group, (SSG) which meets on a quarterly basis and whose sponsor is the Chief Executive.

The data available to the SSG (and highlighted in purple in table 6) is different to what has been reported in previous Cafcass Annual Reports. In preparing for the 2013-14 sustainability return DfE recalculated the 2009, 2010, 2011 data based on actual Cafcass

**Table 5: Financial benefits of our Greening Government programme**

	Energy	Waste disposal	Water use	Total £'000
2013-14 cost comparison vs. 2009-10	-£143,000	-£41,000	-£18,000	-£202,000
2013-14 cost comparison vs. 2010-11	-£77,000	-£46,000	-£13,000	-£136,000
2013-14 cost comparison vs. 2011-12	-£200,000	-£54,000	-£35,000	-£289,000
2013-14 cost comparison vs. 2012-13	-£117,000	-£26,000	-£9,000	-£152,000

data, rather than providing an estimate based on DfE data (as was done in previous years).

Key developments in our approach to sustainability for 2013-14 include the following:

- \* The establishment of the SSG in January, charged with: upholding and sharing the values of Sustainable Development and Corporate-Social Responsibility within Cafcass; ensuring that sustainability issues remain part of our on-going organisational dialogue; and to support existing and future environmental initiatives.
- \* Our estate rationalisation programme has continued this

year and our estate is now smaller than previous years. Any moves completed continue to support the workplace standard of one desk per four people ratio.

\* Through the use of Automatic Meter Reads (AMR) we have been able to develop a more detailed energy monitoring system and are developing processes that are supporting our move to using less energy.

\* The Closed Loop initiative, a cross-Government initiative led by HMRC on behalf of the Crown Commercial Service which securely collects and destroys Government white paper waste which is then pulped and recycled

**Table 6: Greenhouse Gas Emissions Summary**

Greenhouse gas emissions		2013-14	2012-13	2011-12	2010-11	2009-10
Non financial Indicators (tonnes CO <sub>2</sub> e)	Total gross emissions for Scopes 1 & 2	1298	1663	2698	1836	2298
	Gross emissions attributable to Scope 3 official business travel	1852	1344	**1191	**1038	**884
	Number of domestic air travel flights	72	22	*0	*0	*0
Related Energy Consumption (kWh)	Electricity: non-renewable	1,742,067	2,210,410	3,950,000	2,720,000	3,380,000
	Electricity: renewable	0	0	0	0	0
	Gas	2,478,819	2,765,602	3,468,900	2,269,413	2,913,041
Financial Indicators (shown in thousands £)	Expenditure on energy	195	312	395	272	338
	CRC licence expenditure	0	0	0	0	0
	Expenditure on accredited offsets	0	0	0	0	0
	Expenditure on official business travel	639	603	**578	**661	**719
	Expenditure on domestic air travel	25	5	0	*0	*0

\*Data not available \*\*Excludes domestic air travel

into Closed Loop copier paper and provided back to Government, has been fully imbedded for the recycling of waste paper within all offices.

\* We continue to support the cross-government Green ICT (Information and communication technology) strategy. The paperless office approach has been promoted further over the last year, alongside encouraging the use of double sided printing. We are making our tools for direct work with children available in an electronic format, to avoid unnecessary printing.

A cycle to work scheme and season ticket loan is available, which encourages staff to reduce their use of private cars for commuting. Cafcass also has a car leasing scheme which promotes the use of modern, efficient and lower emission vehicles.

Cafcass has continued to align our operations to targets required

**Table 7: Domestic Business Travel**

	Domestic travel mode	2013-14	2012-13	2011-12	2010-11	2009-10
Financial Indicators	Car	865	1,144	986	791	765
	Rail	135	195	132	39	38
Tonnes CO2e	Domestic flights	4	3	*0	*0	*0
	Total	1,004	1,342	1,118	830	803

by Greening Government Commitments (GGC).

## Non-financial performance against key Greening Government 2015 targets

Table 4 (page 24) shows the percentage of reductions made by Cafcass against GGC targets for emissions, water and waste.

Table 5 (page 25) shows the financial savings made by Cafcass which contribute towards the Greening Government programme.

Table 6 (page 25) shows Cafcass' performance across financial years in relation to the Greening Government Greenhouse Gas (GHG) Emissions commitments.

GHG emissions for business travel have increased in 2013-14. This is due to more accurate reporting and more flight usage, and has been identified as an area for further scrutiny by the SSG.

Table 7 shows Cafcass travel based on the tonnes of CO2e<sup>14</sup> emissions produced.

**Table 8: Waste Disposal Summary**

Waste		2013-14	2012-13	2011-12	2010-11	2009-10	
Non-financial Indicators (tonnes)	Total waste (minimum requirement)	167	402.5**	312**	396**	307**	
	Hazardous waste	Total	0	0	0	0	0
		Non-hazardous waste	Landfill	106	87	45	57
	Reused/Recycled		59	242	265	339	263
	Composted/ Bio digestion		0*	7	0*	0*	
	Total ICT waste	Reused	1	0.5**	2	0*	0*
		Recycled	1	1	0*	0*	0*
	*Report if possible	Incinerated/ energy from waste	0*	65	0*	0*	0*
		Incinerated without energy recovery	0	0	0	0	0
	Paper procured	Total reams	14,535	17,865	0*	0*	0*
Financial Indicators (figures shown as thousands)	Total disposal cost (minimum requirement)	51	77	105	97	92	
	Non-hazardous waste – Total disposal cost	Landfill	0*	0	5	6	5
		Reused/recycled	16	0	13	17	17
		Composted	0	0	0	0	0
		Incinerated/ energy from waste	0	0	0	0	0
Paper procured	Total spend	44	46	0*	0*	0*	

\*Data not available \*\*Correction made to figure reported in 2012-13

**Table 9: Finite Resource consumption – water**

			2013-14	2012-13	2011-12	2010-11	2009-10
Non-financial indicators (m3)	Water consumption	Office estate	2,263***	15,026	0**	0**	0**
Indicators (m3)		Office estate per FTE	4.47***	7.83	0**	0**	0**
Financial Indicators (figures shown as thousands)	*Water supply & sewage costs		13	22	48	26	31

\*Costs do not include offices where water services are paid within annual service charge demands  
\*\*Data not available  
\*\*\*Data based on information obtained from 13 offices with direct invoicing

## Waste Management

Cafcass' approach to waste management continues to be reviewed, with new offices replacing desk bins with communal waste points.

Table 8 shows the amount of IT equipment recycled, general waste and recycled waste for Cafcass. Figures for reams of paper procured and associated expenditure are also recorded in this section.

Table 9 details the water consumption and associated water charges for the Cafcass estate.

## Progress towards achieving a more sustainable procurement method

Over the last year Cafcass has increased the use of mandated centralised procurement contracts with the Crown Commercial Service (CCS) frameworks which are compliant with the Government Buying Standards (GBS). Work has also continued to promote

environmental standards for goods and services procured – a specific example of this is ensuring that our Car Hire Framework only supplies vehicles with an emission of no more than 130 CO<sub>2</sub>e. Where appropriate, sustainability clauses are being incorporated into all new contracts to help ensure suppliers are meeting the Government Buying Standards.

We have continued to replace and upgrade our IT equipment with equipment that uses less power than previous equipment, which continues to support our reduction in energy consumption and our CO<sub>2</sub>e emissions.

## Forward Plans for sustainability

The SSG has produced an action plan setting out sustainable initiatives which are to be embedded into operational process over the next financial year. This includes the production of a 'Travel Tracker' which will give staff the ability to plan their business journeys to minimise the impact on the environment. The SSG will also undertake an analysis of the environmental

cost of working in the office against working at home, further encouraging staff to use means of working remotely.

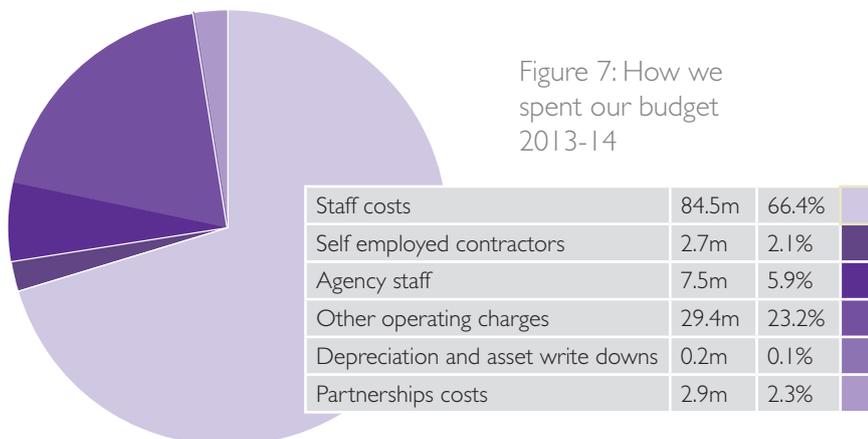
## Risk Management

Cafcass' approach to risk assessment and management continues to be set out in a Risk Management Policy. Significant strategic risks that could potentially have an effect on our ability to achieve our objectives are identified on our Corporate Risk Register together with specific management actions to mitigate each individual risk. Significant operational risks are identified on our Local Risk Registers.

## Public Sector Information Holder's Disclosure

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

# Financial commentary



In 2013-14, Cafcass was awarded grant funding from Central Government of £125.070 million. We also received separate additional funding of £2.400 million for Contact Services.

A summary of how we spent our budget is shown in figure 7 and further details are provided within our 2013-14 Accounts in Section 5.

## Annual Accounts 2013-14

The Statement of Accounts of Cafcass for the year ended 31st March 2014 has been prepared in a form directed by the Secretary of State with the consent of the Treasury in accordance with the Accounts Direction dated 12th April 2002 given under Schedule 2, paragraph 13(2) of the Criminal Justice and Court Services Act 2000.

The Accounts are audited by the Comptroller and Auditor General, who is appointed by Statute. The audit fee is £52,000 for 2013-14 (cf 2012-13). There have been no non-audit services during 2013-14.

As far as the Chief Executive in his role as Accounting Officer is aware, there is no relevant audit information of which Cafcass'

auditors are unaware. He has taken all the steps that he ought to have taken to make himself aware of any relevant audit information and to establish that Cafcass' auditors are aware of that information.

The Cafcass Statement of Financial Position as at 31st March 2014 shows net liabilities of £140.104 million, including the pension liability of £136.981 million. This reflects the inclusion of liabilities falling due in future years which, to the extent that they are not to be met from Cafcass' other sources of income, may only be met by future grants or grants-in-aid from Cafcass' sponsorship department. This is because, under the normal conventions applying to Parliamentary control over income and expenditure, such grants may not be issued in advance of need.

The aggregate amount owed to trade creditors at 31st March 2014 compared with the aggregate amount invoiced by suppliers during the year, expressed as a number of days in the same proportion to the total number of days in the financial year, is equal to 4.95 days (3.87 days in 2012-13).

Interest of £nil has been paid or claimed by creditors under the Late Payment of Commercial Debts Act (£nil in 2012-13).

# Performance against Key Performance Indicators 2013-14

## Key Performance Indicator 1: Public law

Cafcass will measure the proportion of open public law care workload allocated to an appointed Children's Guardian.

To avoid delay in public law proceedings of all types, we have set a standard that 97% of our workload should be allocated when taken as a snapshot.

### Targets

97% to 100% GREEN  
90% to 96% AMBER  
0% to 89% RED

### 2013-14 Performance

99.8% GREEN

Performance against this indicator has remained stable compared to last year (99.8%).

All of the 17 service areas exceeded the Green level in each individual month in 2013-14.

**Source:** All data is taken from the Cafcass Case Management System (CMS) which is a live national database.

**Calculation method:** Snapshot of total allocated public law cases divided by snapshot of total open public law workload (open and ongoing cases not concluded). For monthly reporting the snapshot is taken once a month at month end. Annual figures are an average of the 12 months.

**Assumptions:** Allocated includes cases allocated on substantive basis to a named practitioner.

**Changes:** This KPI was unchanged from 2012-13.

## Key Performance Indicator 2: Public law

Cafcass will measure the timeliness of allocation to an appointed Children's Guardian, for all care applications received.

This indicator is a measure of the ability to allocate, on a substantive basis, a Cafcass Family Court Adviser or self-employed contractor as a Children's Guardian to all public law care cases within three working days of receipt of the case.

### Targets

0-2.9 days GREEN  
3-4.9 days AMBER  
5+ days RED

### 2013-14 Performance

0.5 days GREEN

Performance against this indicator has improved compared to last year (0.8 days).

Nationally, performance exceeded the Green level in each individual month in 2013-14, with all 17 service areas exceeding the Green level in each individual month.

**Source:** All data is taken from the Cafcass Case Management System (CMS) which is a live national database.

**Calculation method:** Counts all care cases allocated in the year and the total working days taken from date the case was received to the date of the first substantive allocation is recorded (date case received counted as day 0). The total working days taken is then divided by the total number of cases to give an average working days figure.

**Assumptions:** Allocated includes cases allocated on substantive basis to a named practitioner.

**Changes:** This KPI was unchanged from 2012-13.

**Key Performance Indicator 3: Private law**

Cafcass will measure the proportion of open private law workload allocated to a Family Court Adviser:

To avoid delay in private law proceedings of all types, we have set a standard that 97% of our workload should be allocated when taken as a snapshot.

**Targets**

97% to 100% GREEN

90% to 96% AMBER

0% to 89% RED

**2013-14 Performance**

99.4% GREEN

Performance has increased slightly compared to last year (99.3%).

All of the 17 service areas exceeded the Green level in each individual month in 2013-14.

**Source:** All data is taken from the Cafcass Case Management System (CMS) which is a live national database.

**Calculation method:** Snapshot of total allocated private law cases divided by snapshot of total open private law workload (open and ongoing cases not concluded). For monthly reporting the snapshot is taken once a month at month end. Annual figures are an average of the 12 months.

**Assumptions:** Workload cases can have only two statuses within our CMS; allocated or unallocated. Allocated includes cases allocated on a duty or substantive basis to a named practitioner.

**Changes:** This KPI was unchanged from 2012-13.

**Key Performance Indicator 4: Private law**

Cafcass will measure the proportion of Section 7 reports that meet their agreed filing times.

This indicator is a measure of the ability to file the four categories of report, set out in schedule 1 of the President's Private Law Programme 2010, by the date agreed with the court.

**Targets**

97% to 100% GREEN

90% to 96% AMBER

0% to 89% RED

**2013-14**

98.5% GREEN

Performance has decreased slightly compared to last year (99.2%)

Nationally, performance exceeded the Green level in each individual month in 2013-14. 15 of the 17 service areas exceeded the Green level in 2013-14 year as a whole. The remaining 2 areas performed at amber level.

**Source:** All data is taken from the Cafcass Case Management System (CMS) which is a live national database.

**Calculation method:** The number of section 7 reports filed by the agreed date, divided by the total number of section 7 reports filed.

**Changes:** This KPI was unchanged from 2012-13.

**Key Performance Indicator 5: Public law**

Percentage of public law cases where Cafcass is cited as the main reason for an adjournment.

**New KPI for 2013-14\***

0.3% of all hearings were adjourned where Cafcass was cited as the main reason during 2013-14.

**Source:** Data to support KPI 5 will be drawn from the HMCTS Care Monitoring System (CMS)

\* Please note, this data is provisional management information drawn from the HM Courts and Tribunals Service family public law case tracker system. They are not official statistics and do not conform at present to the validation requirements of such statistics.

# Cafcass Head of Service and service area map



Table 10: Numbers of children on new cases per service area

Service Area	Number of children in new cases	Number of children in public law cases	Number of children in private law cases
A1	3,317	969	2,348
A2	3,119	774	2,345
A3	5,715	1,469	4,246
A4	4,380	1,087	3,293
A5	4,637	1,198	3,439
A6	3,102	726	2,376
A7	6,291	1,429	4,862
A8	4,891	1,173	3,718
A9	7,904	2,126	5,778
A10	3,761	915	2,846
A11	7,572	1,819	5,753
A12	4,806	1,279	3,527
A13	2,760	686	2,074
A14	7,428	1,650	5,778
A15	11,759	2,967	8,792
A16	3,237	642	2,595
A17	2,986	621	2,365
<b>National Total</b>	<b>88,146*</b>	<b>21,530</b>	<b>66,135</b>

\*481 children are included in the national total that were on cases held in the Cafcass Intake Team. These cases were yet to be transferred to the service areas at the time of data collection.

# Key Roles and Responsibilities

## The Cafcass Board

Cafcass Board members have corporate responsibilities relating to the governance of Cafcass as a non-departmental public body and for ensuring the organisation complies with any statutory or administrative requirements for the use of public funds.

The responsibilities of Cafcass Board members include:

- \* Ensuring that high standards of corporate governance, including risk management, financial, operational and compliance controls, are observed at all times.
- \* Establishing the overall strategic direction of Cafcass within the policy and resources framework agreed with the Department.
- \* Ensuring that Cafcass operates within the limits of its statutory authority and any delegated authority agreed with the Department and in accordance with any other conditions relating to the use of public funds.

The Chair and members of the Board are appointed under Schedule 2, paragraph 1 of the Act. The rules governing the appointment of Board members and co-opted members are

covered in regulations 4 to 7 of the Children and Family Court Advisory and Support Service (Membership, Committee and Procedure) Regulations 2005.

As at 31st March 2014 the Board members were:

- \* Baroness Claire Tyler, female, Cafcass Board Chair
- \* Mary MacLeod OBE, female, Cafcass Board Deputy Chair
- \* Professor Ian Butler, male, Cafcass Board Member
- \* Terence Connor, male, Cafcass Board member
- \* John Lakin, male, Cafcass Board Member
- \* Honor Rhodes OBE, female, Cafcass Board Member
- \* Kamaljit Singh, female, Cafcass Board Member
- \* Francis Plowden, male, Cafcass Board Member
- \* Fay Selvan, female, Cafcass Board Member
- \* Stuart Smith, male, Cafcass Board Member
- \* Geoffrey Bush CB DL, male, Cafcass Co-Opted Board Member.

Further information on the role structure of the Board can be found in the Governance Report.

## The Cafcass Corporate Management Team (CMT)

The membership of CMT, as at 31st March 2014, was as follows:

- \* Anthony Douglas CBE, male, Chief Executive
- \* Christine Banim, female, National Service Director
- \* Julie Brown, female, Director of Finance
- \* Jabbar Sardar, male, Director of Human Resources and Organisational Development



Anthony Douglas CBE  
Chief Executive and Accounting Officer

Date: 20th June 2014

# Remuneration Report

## Section 2

# Part A: unaudited information

## Remuneration policy

Cafcass staff members are subject to levels of remuneration and terms and conditions of service (including superannuation) within the general pay structure approved by the Department for Education, the sponsor Department for this reporting period.

## Remuneration Panel

A Remuneration Panel identifies appropriate remuneration packages for Cafcass' senior executives. The Panel is made up of three Board members, the Chair, the Deputy Chair and the Chair of the Audit and Risk Assurance Committee.

## Governance

The Remuneration Panel recommends proposals for the remuneration of the Chief Executive to the Department and approves proposals from the Chief

Executive about the remuneration of senior executive staff. The Department approves annual pay reviews and performance-related payments for the Chief Executive. The Department appoints Cafcass Board members and determines their remuneration. Board members are statutory office holders and as such do not hold a contract of employment.

## Service contracts

Cafcass appointments are made in accordance with the Cafcass Recruitment Code of Practice. The Code recognises that in order to provide a high-quality service to the children and families that we serve it is vital that we recruit and retain people who share our aims and values, and who have the skills and abilities to perform effectively at all levels through fair and open competition. Unless otherwise stated, those covered by this Report hold appointments that are open-ended until they reach the normal retiring age of 65. Early termination, other than for misconduct, would result in the

individual receiving compensation as set out in the individual contract of employment. Members of the Corporate Management Team are required to provide four or six months' notice to terminate their contract.

\* Anthony Douglas CBE, the Chief Executive, was appointed initially on a three-year contract commencing on 1st September 2004. This contract was renewed in September 2007 for a further three years. In November 2010 Anthony Douglas became a permanent staff member.

\* Cafcass Board Members are appointed on one, two or three-year terms.

# Part B:

## audited information

**Table 11: Board members' remuneration (salary, benefits in kind and pensions)**

Board Members	Salary (£000)		Bonus payments (£000)		Benefits in kind (to nearest £100)		Pension benefits (£000) <sup>15</sup>		Total (£000)	
	2012-13	2013-14	2012-13	2013-14	2012-13	2013-14	1012-13	2013-14	2012-13	2013-14
Baroness Claire Tyler of Enfield	44	44	-	-	-	-	26	70	70	114
Mary MacLeod OBE (Deputy Chair)	20	20	-	-	-	-	-	-	20	20
Professor Ian Butler AcSS	10	10	-	-	-	-	-	-	10	10
Terence Connor	10	10	-	-	-	-	-	-	10	10
Kamaljit Kaur Singh	10	10	-	-	-	-	-	-	10	10
Honor Rhodes OBE (from 15th June 2012)	8 (10 full-year equivalent)	10	-	-	-	-	-	-	8	10
John Lakin	10	10	-	-	-	-	-	42	10	52
Francis Plowden	10	10	-	-	-	-	-	-	10	10
Fay Selvan	10	10	-	-	-	-	-	-	10	10
Stuart Smith	10	10	-	-	-	-	-	-	10	10
Geoffrey Bush CB DL (from 1st September 2012)	4 (10 full-year equivalent)	10	-	-	-	-	-	-	4	10
Professor June Thoburn CBE (member until 30th April 2012)	2 (10 full-year equivalent)	-	-	-	-	-	-	-	2	-
Baroness Ritchie of Brompton (until 24th April 2012)	1	-	-	-	-	-	-	-	1	-

**Table 11a: The Board pension benefits**

	2	3	4	5	6
	Real increase in pension and related lump sum at age 60 (£2,500 bands) (£000)	Total accrued pension at age 60 at 31st March 2013 and related lump sum (£2,500 bands) (£000)	CETV at 31st March 2014 (£000)	CETV at 31st March 2013 (£000)	Real increase in CETV after adjustment for inflation and changes in market investment factors (nearest £000)
Baroness Claire Tyler	2.5-5.0 plus 0.0-2.5	5-10 plus 0.5 lump sum	76	22	53
John Lakin	0.0-2.5 plus 0.0-2.5	0.5 plus 0.5 lump sum	31	-	31

<sup>15</sup> The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.

## Salary and pension entitlements

The remuneration for Cafcass Board members is shown on page 36 and the remuneration for the Corporate Management Team is shown on page 38. Remuneration includes gross salary, allowances and ordinarily, for the Corporate Management Team, up to 10% performance-related pay (PRP) and employer's contributions to the West Yorkshire Pension Scheme. In 2013-14 PRP has been paid for the first time since its suspension in 2010.

Cafcass salary ranges are established by considering factors such as relevant external comparator pay levels, internal relativities, affordability, recruitment and retention risks and political sensitivity. Further information on the Cafcass pension schemes can be found in notes 1(f), 5 and 23 to the Accounts.

## Performance related pay

Performance Related Pay (PRP) is based on performance in the year. Targets are set annually and based on overall performance towards the achievements of the Business Plan objectives (stated below). The pay-out levels are determined by the Remuneration Committee and the Chief Executive for the Corporate Management Team. For the Chief Executive it is the Remuneration Committee and the sponsor department.

The Business Plan objectives which are relevant for this purpose are:

- \* Making further improvements to the quality of work.
- \* Implementing Cafcass' part of the family justice reform programme and actively supporting the overall reform programme.
- \* Enhancing understanding of diversity in casework.
- \* Becoming more resilient by handling higher volumes of work whilst making further savings in our budget.
- \* Using our influence positively as the voice of the child and the eyes and ears of family courts.

Threshold performance would result in a PRP payment of no more than 10% of basic salary. Performance below threshold would result in no payment being paid.

## Benefits in kind

None of the Cafcass Board members or the Corporate Management Team received benefits in kind.

## Pension benefits

Columns four and five of the tables on pages 36 and 38 show the members' cash equivalent transfer value (CETV) accrued at the end and at the beginning of the reporting period. Column six reflects the increase in CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation

and 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 the end of the period.

## Cash equivalent transfer values

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 benefits accrued in their former scheme. The pension figure shown relates 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 CETV figure and, from 2004-05, the other pension details include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the pension provider and for which the pension provider 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 of additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

**Table 12: Single total figure of remuneration**

Directors	Salary (£000)		Bonus payments (£000)		Benefits in kind (to nearest (£100))		Pension benefits (£000) <sup>16</sup>		Total (£000)	
	2012-13	2013-14	2012-13	2013-14	2012-13	2013-14	2012-13	2013-14	2012-13	2013-14
Anthony Douglas CBE, Chief Executive	160-165	160-165	-	-	-	-	9	0	165-170	160-165
Jabbar Sardar, Director of HR & OD	120-125	125-130	-	10-15	-	-	82	14	200-205	145-150
Julie Brown, Director of Finance	115-120	120-125	-	10-15	-	-	29	43	140-145	170-175
Christine Banim, National Service Director	140-145	105-110	-	10-15	-	-	160	-	300-305	115-120
Bruce Clark, Director of Policy (left on 31st May 2013)	115-120	15-20	-	-	-	-	21	-	135-140	15-20

**Table 13: Core Corporate Management Team remuneration 2013-14**

		1	2	3	4	5	6
	Salary 2012-13 (performance pay) (£5,000 bands) (£000)	Salary 2013-14 (performance pay) (£5,000 bands) (£000)	Real increase in pension and related lump sum at age 60 (£2,500 bands) (£000)	Total accrued pension at age 60 at 31st March 2014 and related lump sum (£2,500 bands)	CETV at 31st March 2014 (£000)	CETV at 31st March 2013 (£000)	Real increase in CETV after adjustment for inflation and changes in market investment factors (nearest £000)
Anthony Douglas CBE, Chief Executive	160-165 (0)	160-165 (0)	0.0-2.5 plus 5.0-7.5 decrease	75-80 plus 190-195 lump sum	1,656	1,654	(43)
Jabbar Sardar, Director of Human Resources & Organisational Development	120-125 (0)	125-130 (10-15)	0.0-2.5 plus 0.0-2.5 decrease	40-45 plus 80-85 lump sum	531	496	21
Julie Brown, Director of Finance	115-120 (0)	120-125 (10-15)	2.5-5.0 plus 0.0-2.5	10-15 plus 0.5 lump sum	127	94	31
Christine Banim, National Services Director	140-145 (0)	135-140 <sup>17</sup> (10-15)	2.5-5.0 plus 5.0-7.5 decrease	40-45 plus 100-105 lump sum	946	997	(78)
Bruce Clark, Director of Policy (left on 31st May 2013)	115-120 (0)	115-120 <sup>18</sup> (0)	0.0-2.5 plus 0.0-2.5 decrease	65-70 plus 0.5 lump sum	981	950	6

**Table 14: Top to median staff pay multiples ratio**

	2013-14		2012-13
Highest earner's total remuneration	160-165	Highest earner's total remuneration	160-165
Median total remuneration	40.316	Median total remuneration	40.316
Ratio	1:3.99	Ratio	1:3.99

16 The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases due to inflation or any increase or decreases due to a transfer of pension rights.

17 This is the full-time equivalent salary. Actual salary is £105,000 to £110,000.

18 This is the full-time equivalent salary. Actual salary is £15,000 to £20,000.

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce.

The banded remuneration of the highest paid director in Cafcass in the financial year 2013-14 (on a full year-equivalent) was £160,000 to £165,000 (2012-13, £160,000 to £165,000). This was 3.99 times (2012-13, 3.9 times) the median remuneration of the workforce, which was £40,000 to £45,000 (2012-13, £40,000 to £45,000).

In 2013-14, nil (2012-13, nil) employees received remuneration in excess of the highest-paid director. Remuneration ranged from £10,000 to £165,000 (2012-13 £10,000 to £165,000).

Total remuneration includes salary, non-consolidated performance-related pay, benefits-in-kind as well as severance payments. It does not include employer pension contributions and cash equivalent transfer value of pensions.



Anthony Douglas CBE  
Chief Executive and Accounting  
Officer

Date: 20th June 2014

# Statement of Cafcass' and Accounting Officer's Responsibilities

## Section 3

Under the Criminal Justice and Court Services Act 2000, the Secretary of State has directed Cafcass to prepare for each financial year a Statement of Accounts in the form and on the basis set out in the Accounts Direction. The Accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of Cafcass and of its income and expenditure, recognised gains and losses and cash flows for the financial year.

In preparing the Accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- \* observe the Accounts Direction issued by the Secretary of State, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis
- \* make judgements and estimates on a reasonable basis
- \* state whether applicable accounting standards as set out in the Government Financial Reporting Manual (FReM) have been followed, and disclose and explain any material departures in the Financial Statements

- \* prepare the Financial Statements on a going-concern basis.

The Principal Accounting Officer of the sponsoring Department has designated the Chief Executive as Accounting Officer of Cafcass. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding Cafcass' assets, are set out in the Accounting Officers' Memorandum issued by Her Majesty's Treasury and published in Managing Public Money.

# Governance Statement

## Section 4

# The Governance Framework

Cafcass is an executive non-departmental public body (NDPB) for which I am the Chief Executive and the Accounting Officer. I am personally responsible and accountable to Parliament for the organisation and quality of the work carried out by Cafcass, including its use of public money and the stewardship of its assets. In 2013-14, regular meetings have been held between Cafcass and the Department for Education where performance against the requirements set out in our annual remit letter has been scrutinised.

For the last ten years our sponsorship arrangements have been with the Department of Education. From the 1st April 2014, following a recommendation from the Family Justice Review (published in 2011), our sponsorship transferred to the Ministry of Justice. Both departments have worked extensively together in assessing the impact of the transfer and ensuring it is carried out in way that brings minimal disruption to Cafcass' frontline services. The new sponsorship arrangements will

further strengthen our Governance Framework as all court-based agencies will be contained within one government department.

The Chair of the Cafcass Board is Baroness Tyler. The Cafcass Board is made up of non-executive members appointed in accordance with the Membership, Committee and Procedure Regulations 2005. Their work is supported by three main committees: the Audit and Risk Assurance Committee (ARAC), the Performance Committee, and the Quality Committee. The Cafcass Board use their expertise and experience to establish the organisation's strategic aims and objectives. The Board met seven times in the year and the Committees met quarterly. There is also a Remuneration Committee which is convened as and when needed. The Remuneration Committee met twice during 2013-14.

Table 15 shows Board member attendance figures and the number of meetings they were eligible to attend for the year.

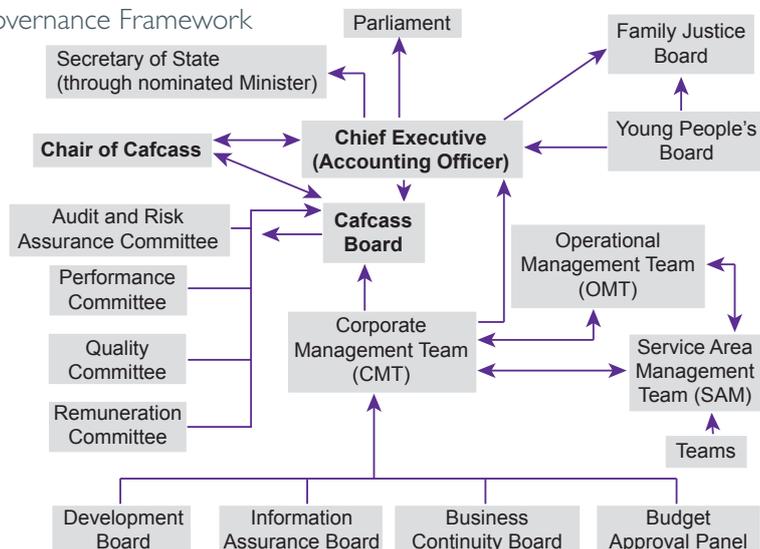
**Table 15: Board members attendance**

Board member	Board	ARAC	Quality	Performance
Baroness Claire Tyler (Chair)	6/7	n/a	n/a	3/4
Mary MacLeod OBE (Deputy Chair)	7/7	5/5	4/4	n/a
Professor Ian Butler	5/7	n/a	4/4	n/a
Terence Connor	6/7	n/a	4/4	n/a
Kamaljit Singh	7/7	2/5	n/a	1/4
John Lakin	5/7	4/5	n/a	4/4
Fay Selvan	6/7	n/a	4/4	n/a
Stuart Smith	5/7	n/a	n/a	4/4
Francis Plowden	7/7	5/5	n/a	n/a
Honor Rhodes OBE	7/7	4/5	2/4	n/a
Geoffrey Bush CB DL (Co-opted member)	6/7	5/5	n/a	n/a

The Family Justice Young People's Board (FJYPB), previously known as the Cafcass Young People's Board, acts across the whole of the Family Justice System, and is integral to the family justice reform process. Two representatives of the FJYPB attend Cafcass Board meetings and now provide an update about their work at every Board meeting. I am supported by three Directors, who make up the Corporate Management Team (CMT). We lead and manage the organisation, including scrutiny of performance. CMT meets weekly, and each quarter extends into a Management Board to include the Cafcass Assistant Directors in a formal stocktake of performance and achievement. The Operational Management Team (OMT) is led by the National Service Director who is also a member of CMT. Its membership is made up of the operational Heads of Service, Assistant Directors, and includes staff from Finance, Human Resources, and Management Information who directly support operational services. OMT meets monthly to manage performance across the country. Service Area Meetings (SAMs) are delivered locally every month in each service area to translate the corporate and operational agenda into local actions. Local team meetings complete this cascade structure and process.

There are internally in place and managed by members of CMT: an Innovation Board; an Information Assurance Programme Board; a Business Continuity Steering Group; and a Budget Approval Panel, all of which ensure that we

Figure 8: The Cafcass Governance Framework



keep a abreast of regulations and requirements in line with good governance principles.

Figure 8 provides information on how each element of our Governance Framework interrelates.

## The Board's Performance

The membership of the Board changed towards the end of 2011-12 when several Board members' terms expired. During 2013-14, the Board has governed and performed well, and their leadership contributed to an overall finding that the leadership and governance of Cafcass is 'outstanding' (Ofsted inspection, April 2014). I commissioned an independently delivered Effectiveness Review of the Board in April 2013 in line with the HM

Treasury Corporate Governance in Central Government Departments: Code of Good Practice (July 2011). The review identified that "Overall there is a strong degree of confidence within the Board and the senior management team, that the Board is a good one, that working relationships are good and that the organisation is currently delivering well." Specific areas identified for an action plan were on the further embedding of our Strategic Plan as a basis for the Board to measure their performance, and the need to look at succession planning within the Board and the senior management team to ensure that Cafcass is well-placed to face future challenges; all of these were taken forward over the course of the year.

Further activities during the year which have supported the Board's performance are outlined as follows:

- \* An ongoing programme of Board seminars about key strategies. These have included a briefing on our sponsorship transfer to the Ministry of Justice in the context of the wider family justice reform agenda, and a presentation on strategic developments in the private law programme and out of court dispute resolution services.

- \* A Board members' skills evaluation exercise to ensure that each member's unique skills-set is targeted to specific areas of the business to ensure maximum value. This also supported the annual schedule of visits by Board members to Cafcass local offices where members engage with staff who are responsible for frontline service delivery.

- \* A review to rationalise the cycle of the Board and its respective Committee meetings, so that the timing of agenda items is aligned to ensure that the information flow between the Board and its Committees is timely and effective and supports sound decision making. The Board and Committee Chairs have a pre-scheduled call every few weeks to review each of their agendas and forward planners.

- \* The appointment of a dedicated Board Administrator providing a single point of contact for all Board queries and oversight of Board paper productions. We have also implemented a secure email system for Board members which

enables papers and information to be passed back and forth electronically and safely.

\* This year we implemented a quarterly summary of information to the Board which focuses on wider developments within the family justice system and supports members in keeping abreast of topical issues.

I am confident that the quality of the data used by the Board is robust. Prior to submission to the Board, all reports are subject to stringent quality assurance processes by senior managers. The effectiveness of the systems that generate the financial and performance data contained within the reports is evidenced through positive internal and external audit and inspection results. None of these results this year, or in the previous year, were of a low or inadequate opinion. We aim to keep reports clear, concise, and focused on the purpose of the Board's reviewing. An example of this is our Performance Dashboard, which provides an overall high level position and assessment of our performance against our strategic objectives and risks and is aligned with the corporate work programme which drives the actions needed to meet our objectives.

## The Audit and Risk Assurance Committee

The Audit and Risk Assurance Committee (ARAC) has oversight of the organisation's governance, risk, and internal control frameworks. It receives reports on matters of assurance and oversees the preparation and publication of the resource accounts each year.

In January 2014 the Chair of the ARAC, a Cafcass Board member, commissioned an ARAC self-assessment exercise which was independently delivered by the National Audit Office. The exercise identified that the role of the Committee was clearly defined and aligned appropriately with the two other main sub-Committees of the Board (Performance and Quality) and that information about risks is received early. The Committee was seen to have a good range of experience and knowledge of Cafcass and its operating environment. Areas for development were around how risk is scrutinised and for members to further focus on processes rather than the principles of risk. This was taken forward at the May 2014 meeting of the ARAC, with members advising on and providing

input to the strategic risk profile and the Risk Register for 2014-15.

The ARAC oversees the internal audit programme work and delivery arrangements. The Internal Audit service is delivered through a joint provision model. The Head of Internal Audit role and reviews of a specialist nature are provided by an outsourced provider (PricewaterhouseCoopers) with an in-house service (Business Assurance) delivering a number of reviews with oversight from the Head of Internal Audit. Key areas covered by Internal Audit in the year included IT development projects, Commissioning & Partnerships, complaints handling, and strategic workforce planning. All reports delivered received no less than a 'moderate assurance' opinion.

## The Organisation's Risk Profile

Our risk management policy sets out our approach to risk management and clearly outlines our responsibilities in the management of risk throughout the organisational structure, including how risk is escalated. To strengthen how we evaluate risk the Head of Internal Audit undertook an

exercise with members of the CMT and the ARAC to define levels of risk tolerance and to inform the matrix for assurance ratings in internal audit reports. This exercise identified that the organisation's risk appetite provided a level of tolerance for individuals' failure but not for systemic failure.

Our strategic risks are captured in a Risk Register which is reviewed at every meeting of the ARAC and quarterly by the Board. Our Register identifies the risks to the achievement of our strategic priorities and objectives, and the mitigations are categorised using a three-line of defence model: operational controls; management monitoring; and independent assurance. This approach, implemented this year, has added clarity to the Register and has been useful in identifying any risk mitigation gaps.

During the year, we identified a number of areas within our strategic risk profile:

- \* Our grant funding for 2014-15 was unknown at the start of the year but was confirmed later in the year, in line with our minimum resource requirements.
- \* Ensuring that the quality of our casework did not fall short of required standards and mitigating this through the continuous strengthening of our performance and quality assurance systems.
- \* Being prepared for the implementation during the year of the revised Public Law Outline and mitigating this by preparing in advance and working to the new arrangements prior to the new legislation.
- \* Fluctuations in demand in both public and private law and ensuring that our monitoring systems are robust and that we are able to make adjustments early enough.
- \* Ensuring that we keep our stakeholders engaged in a meaningful way that consistently captures their input and allows us to use that information to shape future delivery models accordingly. This has largely been seen through our work with the PHSO and improvements to our complaints handling policy and procedure.
- \* Ensuring that we remain a key player in family justice reforms seen through our active participation in Local Family Justice Boards and the Private Law Working Group (from April 2014, the Private Law Steering Group). Our contribution over the course of the year in the due diligence process to support our transfer to the Ministry of Justice has been extensive in ensuring that the new framework was firmly in place from 1st April 2014.
- \* Working with Fujitsu, the provider of our ICT networks, to improve performance following disruptions to services earlier in the contract period.

\* Ensuring that we keep our workforce engaged and implementing a new strategy to ensure that we are taking the right approach so that we have the right skills, experience, qualifications and capacity.

## Information Assurance

Position statement on Cafcass' Information Assurance (IA) arrangements:

In 2013-14, the National Child Care Policy Manager was given the responsibility of Senior Information Risk Owner (SIRO) and has been supported by the Information Assurance Manager and IT Operational Manager.

The quarterly Information Assurance Programme Board (IAPB) meetings are attended by the organisation's business area Information Asset Owners. The Board regularly assess any information management associated risks.

Cafcass reports annually its position in relation to the Security Policy Framework and planned future work to the Cabinet Office via the Department for Education. Cafcass continues to self-assess at a high level of assurance.

In 2013-14, Cafcass has continued to promote good IA through the mandatory completion of

**Table 16: Categories of Data Breaches in 2013-14**

Incidents deemed by the Data Controller not to fall within the criteria for reporting to the Information Commissioner's Office, but recorded centrally, are set out in the table below.

Category	Nature of incident	Total
I	Loss of inadequately protected electronic equipment, devices or paper documents from secured Government premises	4
II	Loss of inadequately protected electronic equipment, devices or paper documents from outside secured Cafcass premises	5
III	Insecure disposal of inadequately protected electronic equipment, devices or paper documents	1
IV	Unauthorised disclosure	63
V	Other	2

information security training for both new starters and existing staff. The implementation of Egress Switch allows data to be sent securely via email to service users and external agencies, which is of importance to us as Cafcass case files have become increasingly electronic. Staff have been made aware of the Government's security classification scheme which came into effect from 2nd April 2014.

A summary of personal data related breaches is available in table 16.

No protected personal data related breaches were formally reported to the Information Commissioner's office in 2013-14.

Cafcass has noted that over the last four years, the number of reported breaches has risen steadily. This increase reflects increased staff awareness of the need to report data breaches and of the reporting process itself.

The majority of data breaches in 2013-14 (84%) were classified as unauthorised disclosures; this is a very broad category, which encompasses a wide range of circumstances. The most common examples of unauthorised disclosure are incidents where information is posted (41), or emailed (11) to an incorrect address and viewed by an unintended recipient.

Cafcass handles the data of over 140,000 children annually therefore 75 reported data breaches is a relatively low number.



Anthony Douglas CBE  
Chief Executive and Accounting  
Officer

Date: 20th June 2014

# Accounts

## Section 5

# The Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament

I certify that I have audited the financial statements of the Children and Family Court Advisory and Support Service (Cafcass) for the year ended 31st March 2014 under the Criminal Justice and Court Service Act 2000. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; 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 Cafcass, the Accounting Officer and auditor

As explained more fully in the Statement of Cafcass' and Accounting Officer's Responsibilities, the Children and Family Court Advisory and Support Service Board and the Accounting Officer are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit, certify and report on the financial statements in accordance with the Criminal Justice and Court Service Act 2000. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require

me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

## Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Children and Family Court Advisory and Support Service's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Children and Family Court Advisory and Support Service; and the overall presentation of the financial statements. In addition I read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate.

I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

## Opinion on regularity

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

## Opinion on financial statements

In my opinion:

- \* the financial statements give a true and fair view of the state of the Children and Family Court Advisory and Support Service's affairs as at 31st March 2014 and of the net expenditure for the year then ended; and
- \* the financial statements have been properly prepared in accordance with the Criminal Justice and Court Service Act 2000 and Secretary of State directions issued thereunder.

## Opinion on other matters

In my opinion:

- \* the part of the Remuneration Report to be audited has been properly prepared in accordance with Secretary of State directions made under the Criminal Justice and Court Service Act 2000; and

- \* the information given in the Management Commentary for the financial year for which the financial statements are prepared is consistent with the financial statements.

## Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- \* adequate accounting records have not been kept; or

- \* the financial statements and the part of the Remuneration Report to be audited are not in agreement with the accounting records and returns; or

- \* I have not received all of the information and explanations I require for my audit; or

- \* the Governance Statement does not reflect compliance with HM Treasury's guidance.

## Report

I have no observations to make on these financial statements.

Sir Amyas C E Morse  
Comptroller and Auditor General  
National Audit Office  
157-197 Buckingham Palace Road  
Victoria  
London  
SW1W 9SP

Date: 30th June 2014

# Financial Statements

## Statement of Comprehensive Net Expenditure for the year ended 31st March 2014

	Note	2013-14		2012-13 restated	
		£000	£000	£000	£000
<b>Expenditure</b>					
Staff costs		84,975		81,883	
Past pension service cost	4	245		49	
Total staff costs	4	<b>85,220</b>		<b>81,932</b>	
Self-employed contractors & agency staff	21	10,192		11,059	
Depreciation	8/9	234		605	
Partnerships	22	2,851		3,040	
Other expenditure	6	27,508		31,912	
			<b>126,005</b>		<b>128,548</b>
<b>Income</b>					
Income from activities	3/7	74		59	
			74		59
Net expenditure			<b>(125,931)</b>		<b>(128,489)</b>
Interest payable	23		(7,071)		(6,606)
Net expenditure after interest			<b>(133,002)</b>		<b>(135,095)</b>
<b>Other comprehensive expenditure</b>					
Net gain on revaluation of property, plant & equipment	8		10		404
Net gain on revaluation of intangibles	9		0		96
Pension fund actuarial gain/(loss)	23		41,559		(16,957)
<b>Total comprehensive expenditure for the year ended 31st March 2014</b>			<b>(91,433)</b>		<b>(151,552)</b>

The notes on pages 55 to 77 form part of these Accounts.

## Statement of Financial Position as at 31st March 2014

	Note	31st March 2014		31st March 2013	
		£000	£000	£000	£000
<b>Non-current assets</b>					
Property, plant & equipment	8	794		990	
Intangible assets	9	1,908		22	
<b>Total non-current assets</b>	3		<b>2,702</b>		<b>1,012</b>
<b>Current assets</b>					
Assets classified as held for sale	8.1	0		56	
Trade & other receivables	12	1,954		2,480	
<b>Other current assets</b>					
Cash & cash equivalents	13	5,397		1,305	
<b>Total current assets</b>			<b>7,351</b>		<b>3,841</b>
<b>Total assets</b>			<b>10,053</b>		<b>4,853</b>
<b>Current liabilities</b>					
Trade & other payables	14	(9,777)		(15,864)	
<b>Total current liabilities</b>			<b>(9,777)</b>		<b>(15,864)</b>
<b>Non-current assets less net current liabilities</b>			<b>276</b>		<b>(11,011)</b>
<b>Non-current liabilities</b>					
Provisions	15	(3,399)		(4,106)	
Pension liabilities	23	(136,981)		(170,768)	
<b>Total non-current liabilities</b>			<b>(140,380)</b>		<b>(174,874)</b>
<b>Assets less liabilities</b>			<b>(140,104)</b>		<b>(185,885)</b>
<b>Taxpayers' equity</b>					
General reserve			(141,234)		(187,020)
Revaluation reserve			1,130		1,135
			<b>(140,104)</b>		<b>(185,885)</b>

The Financial Statements on pages 51 to 77 were approved by the Board on 20th June 2014 and signed on its behalf by:



Anthony Douglas CBE  
Chief Executive and Accounting Officer  
Date: 20th June 2014

# Statement of Cash Flows for the year ended 31st March 2014

	Note	2013-14 £000	2012-13 restated £000
<b>Cash flows from operating activities</b>			
Net expenditure after interest	3	(133,002)	(135,095)
Depreciation	8/9	234	605
Loss on disposal of assets	8	2	0
Decrease in trade & other receivables	12	526	1,272
(Decrease)/increase in trade payables	14	(6,087)	1,179
Increase in payables not passing through the Statement of Comprehensive Net Expenditure		(9)	(80)
Cost of sales on disposal of assets		0	(41)
In year additional pension cost	23	7,772	5,844
Decrease in provisions	15	(707)	(149)
Impairments	11	5	113
<b>Net cash outflow from operating activities</b>		<b>(131,266)</b>	<b>(126,352)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant & equipment	8	(13)	(2)
Purchase of intangible assets	9	(1,908)	0
Proceeds of disposal of property, plant & equipment		65	1,309
<b>Net cash (outflow)/inflow from investing activities</b>		<b>(1,856)</b>	<b>1,307</b>
<b>Cash flows from financing activities</b>			
Grant-in-Aid from parent department for resource expenditure		132,893	122,256
Grant-in-Aid from parent department for capital expenditure	8/9	1,921	2
Other grant funding received		2,400	2,540
<b>Net cash inflow from financing activities</b>		<b>137,214</b>	<b>124,798</b>
<b>Net increase/(decrease) in cash and cash equivalents in the period</b>			
Cash & cash equivalents at the beginning of the period	13	1,305	1,552
Cash & cash equivalents at the end of the period	13	<b>5,397</b>	<b>1,305</b>

## Statement of Changes in Taxpayers' Equity as at 31st March 2014

		General reserve	Revaluation reserve	Total
	Note	£000	£000	£000
<b>Balance at 31st March 2012</b>		<b>(160,344)</b>	<b>1,213</b>	<b>(159,131)</b>
<b>Changes in taxpayers' equity</b>				
Net gain on revaluation of property, plant & equipment	8	0	404	<b>404</b>
Net gain on revaluation of intangible assets	9	0	96	<b>96</b>
Release of revaluation reserve to general reserve due to impairments		63	(63)	<b>0</b>
Release of revaluation reserve to general reserve due to disposals		515	(515)	<b>0</b>
Restated net expenditure after interest	3	(135,095)	0	<b>(135,095)</b>
Restated pension fund actuarial losses	23	(16,957)	0	<b>(16,957)</b>
<b>Total comprehensive expenditure</b>		<b>(151,474)</b>	<b>(78)</b>	<b>(151,552)</b>
Grant-in-Aid from parent department for resource expenditure		122,256	0	<b>122,256</b>
Grant-in-Aid from parent department for capital expenditure	8/9	2	0	<b>2</b>
Other grant funding received		2,540	0	<b>2,540</b>
<b>Balance at 31st March 2013</b>		<b>(187,020)</b>	<b>1,135</b>	<b>(185,885)</b>
<b>Changes in taxpayers' equity</b>				
Net gain on revaluation of property, plant & equipment	8	0	10	<b>10</b>
Net gain on revaluation of intangible assets	9	0	0	<b>0</b>
Release of revaluation reserve to general reserve due to impairments		5	(5)	<b>0</b>
Release of revaluation reserve to general reserve due to disposals		10	(10)	<b>0</b>
Net expenditure after interest	3	(133,002)	0	<b>(133,002)</b>
Pension fund actuarial gains	23	41,559	0	<b>41,559</b>
<b>Total comprehensive expenditure</b>		<b>(91,428)</b>	<b>(5)</b>	<b>(91,433)</b>
Grant-in-Aid from parent department for resource expenditure		132,893	0	<b>132,893</b>
Grant-in-Aid from parent department for capital expenditure	8/9	1,921	0	<b>1,921</b>
Other grant funding received		2,400	0	<b>2,400</b>
<b>Balance at 31st March 2014</b>		<b>(141,234)</b>	<b>1,130</b>	<b>(140,104)</b>

# Notes to the Accounts for the year ended 31st March 2014

## 1A Accounting policies

These Financial Statements have been prepared in accordance with the 2013-14 Government Financial Reporting Manual (FRoM) issued by HM Treasury. The accounting policies contained in the FRoM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context.

Where the FRoM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of Cafcass for the purpose of giving a true and fair view has been selected.

The particular policies adopted by Cafcass for the 2013-14 financial year are described below. They have been applied consistently in dealing with items that are considered material to the Accounts.

### a) Accounting convention

The Accounts are prepared under the historical cost convention, modified to include assets at their value to the business by reference to current costs. Without limiting the information given, the Accounts meet the accounting and disclosure requirements of the Companies Act 2006 and accounting standards issued or adopted by the Accounting Standards Board insofar as those requirements are relevant. The Accounts are also fully consistent with International Financial Reporting Standards (IFRS).

### b) Going concern

Parliament has voted Grant-in-Aid to Cafcass for the 12 months following the Statement of Financial Position date. Therefore, despite the Statement of Financial Position of net liabilities, Cafcass operates as a going concern.

On the 1st April 2014, our sponsorship transferred from the Department for Education to the Ministry of Justice. We remain a non-departmental public body.

It is therefore considered appropriate to adopt the going-concern basis for preparation of the Financial Statements, as Cafcass will continue to operate as a separate organisation for the foreseeable future.

### c) Property, plant and equipment

Freehold land and buildings were revalued in the 2013-14 financial year by reference to current cost indices as specified by the Valuation Office Agency (VOA). Freehold land and buildings were last externally valued by the VOA as at 31st March 2012 in accordance with the RICS Appraisal and Valuation Manual, published by the Royal Institution of Chartered Surveyors, insofar as this is consistent with current Treasury accounting guidance.

Freehold properties are subject to physical revaluation by the VOA at least every three years and by indexation using current cost indices during intervening years. Leasehold land and buildings and associated improvements are not subject to revaluation or indexation.

Freehold land and buildings that are available for immediate sale (and are expected to sell within one year from date of classification), have been reclassified in the Accounts as 'Assets classified as held for sale', in accordance with IFRS 5 and are presented separately under current assets in the Statement of Financial Position.

Other property, plant and equipment, except for leasehold property, have been stated at their value to the business using appropriate indices published by the Office for National Statistics (ONS).

Revaluations above the depreciated historic cost of these assets are credited to a revaluation reserve. Any downward revaluation of property, plant and equipment below the asset's depreciated historic cost is recognised when it occurs through the Statement of Comprehensive Net Expenditure.

Property, plant and equipment include those assets costing £2,500 or more. Individual items valued at less than the threshold are capitalised if they constitute integral parts of a composite asset that is in total valued at more than the threshold. Furniture and fittings are not capitalised but fully expensed in the year of acquisition.

### d) Intangible fixed assets

Intangible assets consist of software, software licenses and website and intranet costs. These have been stated at their value to the business using appropriate indices published by the ONS.

Revaluations above the depreciated historic cost of these assets are credited to a revaluation reserve. Any downward revaluation of intangible assets below the asset's depreciated historic cost is recognised when it occurs through the Statement of Comprehensive Net Expenditure.

Intangible assets include those assets costing £2,500 or more. Individual items valued at less than the threshold are capitalised if they constitute integral parts of

a composite asset that is in total valued at more than the threshold.

Intangible assets are periodically reviewed to ensure that they have been accurately stated at their value to the business.

#### e) Depreciation

Freehold land is not depreciated.

Depreciation is provided to write-off property, plant and equipment and intangible assets by instalments, on a straight line basis, over their

expected useful lives or for leased assets, over the life of the lease.

Due to the Flex contract initiating laptop replacements, additional depreciation has been applied in the Accounts consistent with the reduction in life of existing Flexed laptops from five years to the estimated replacement date. Non-Flexed laptops continue to be depreciated over five years.

Expected useful lives are shown as follows:

Expected useful lives	
Freehold buildings	Up to 60 years
Leasehold land and buildings	Up to 50 years, or over the term of the lease
Leasehold improvements	Over the term of the lease
Office equipment	Seven years
Information technology	Five years
Laptops under Flex	Estimated replacement date
Laptops (non-Flex)	Five years

#### f) Pensions

Employees of Cafcass are members of the West Yorkshire Pension Fund (WYPF), which is funded on a pay-as-you-go basis. A small number of Cafcass staff retained membership of the Principal Civil Service Pension Scheme (PCSPS) by virtue of their earlier employment with one of Cafcass' predecessor organisations.

The amount charged to the staff costs for the PCSPS represents the contributions payable to the scheme in respect of current employees in the accounting period. Contributions are charged on a year-by-year basis in accordance with the requirements of the scheme administrators.

The assets of the WYPF, which is a defined benefit scheme, are held separately from those of Cafcass.

The scheme assets are measured at realisable value. Scheme liabilities are measured using a projected unit method and discounted at the current rate of return on a high-quality corporate bond of equivalent term and currency to the liability.

The pension scheme surplus (to the extent that it is considered recoverable) or deficit is recognised in full on the face of the Statement of Financial Position. The movement in the scheme surplus/deficit is split between operating charges (within staff costs) and reserves in the case of actuarial gains and losses.

Net interest receivable on pension scheme assets is shown in operating cash flows.

#### g) Grant-in-Aid

Grant-in-Aid, used to finance activities and expenditure that supports the statutory and other objectives of Cafcass, is treated as financing and credited to the general reserve, because it is regarded as contributions from a controlling party.

Other grant funding (Contact Services funding) is used to provide grants to Child Contact Centres and is also treated as financing and credited to the general reserve.

#### h) Income from activities

Income from activities is generated from training, student placements and one-off receipts in the year. Income is recognised on the issuing of an invoice. All income is stated net of VAT.

#### i) Insurance

With the exception of comprehensive insurance on contract lease and hire vehicles, Cafcass does not insure but carries its own risks for fire, accidental damage and similar accidents and claims at common law.

#### j) Operating leases

Rentals under operating leases are charged to the Statement of Comprehensive Net Expenditure on a straight-line basis over the lease term. Amounts receivable are recognised to reduce the operating lease costs over the same period as the corresponding lease.

#### k) Accounting for Value Added Tax

Cafcass is registered for VAT. It is unable to recover most of the VAT incurred on expenditure, although a small amount of VAT can be recovered where it is related to the costs recovered in court cases. Expenditure is therefore stated inclusive of any irrecoverable VAT.

#### l) Financial instruments

Cafcass does not hold any complex financial instruments. The only financial instruments included in the Accounts are receivables and payables (notes 12 and 14).

Financial assets comprise of trade receivable and other receivables. Receivables are recognised at carrying value, reduced by appropriate allowances for estimated irrecoverable amounts.

Trade creditors are short term and are stated at carrying value in recognition that these liabilities fall due within one year.

#### m) Provisions

A provision is recognised in the Statement of Financial Position when Cafcass has a present legal or constructive obligation arising from past events, and it is probable that an outflow of economic benefits will be required to settle the obligation.

## 1B Critical accounting judgements and key sources of estimation uncertainty

In the application of Cafcass' accounting policies, which are described in note 1A, the Corporate Management Team (CMT) are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Critical judgements in applying Cafcass' accounting policies

The following are the critical judgements, apart from those involving estimations (which are dealt with separately below), that CMT have made in the process of applying Cafcass' accounting policies and that have the most significant effect on the amounts recognised in the Financial Statements.

Provision for dilapidation liabilities on leasehold premises

Cafcass operates from a number of leasehold properties which include provision for the payment of dilapidations on exit from the premises.

Cafcass considers it appropriate to recognise these liabilities through the creation of a provision whilst premises are in active use, and to accrue for these liabilities once settlement has been agreed.

In making its judgement, CMT considers dilapidations as an obligation arising from the execution of a lease and so recognises this liability until such a time as the leasehold agreement has expired, the property vacated and settlement of the dilapidation claim agreed and made with the landlord.

Provision for liabilities arising through legal proceedings

Cafcass keeps under review the level of risk presented through the bringing of formal action against it, typically through Employment Tribunal claims. In making its judgement, Cafcass considers the cost and risk profile of individual known cases and recognises these as a liability where there is reasonable assurance of a claim being accepted by a tribunal for hearing, which may or may not result in court attendance. A small number of claims are settled prior to the start of the tribunal.

Provision for liabilities arising through contract changes

Increases in Flex contractual payments are likely due to third party departures from shared services resulting in the loss of volume discounts.

Cafcass considers it appropriate to recognise this increase in payments over the duration of the Flex contract as a whole.

Key sources of estimation uncertainty

The key assumptions concerning the future, and other key sources of estimation uncertainty at the Statement of Financial Position date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

Provisions for liabilities and charges

Provision estimates occur through an internal review process and in accordance with IAS37. Where a provision is deemed to exist, the amount created is estimated with reference to suitable expert opinion (e.g. Legal provisions after reference to legal representation, estates

provisions after reference to suitably qualified estates personnel).

Pension costs and valuations

Pension assets are estimated at realisable value. Scheme liabilities are estimated using a projected unit method and discounted at the current rate of return on a high-quality corporate bond of equivalent term and currency to the liability. All estimates are performed by actuaries and in accordance with IAS19.

## 2 Change of accounting policy

There has been one significant change to the accounting policies, as described in Cafcass' 2012-13 Annual Report and Accounts.

2a) Accounting standards and other FReM changes issued and effective in 2013-14 for the first time

Standard (amendment/new)	Effective date	Summary	FReM Impact
IAS 1 – Presentation of financial statements (Other Comprehensive Income)	1st June 2012	Requiring items of Other Comprehensive Income (OCI) to be grouped on the basis of whether they might at some point be reclassified ('recycled') from OCI to profit (e.g. cash flow hedges) or where they will not (e.g. gains on property revaluation).  Impact: Minimal.	2013-14 IAS1 in full
IAS 19 – Employee Benefits	1st January 2013	The principal changes are as follows: <ul style="list-style-type: none"> <li>• The expected return on assets is calculated at the discount rate, instead of as currently at an expected return based on actual assets held in the Fund.</li> <li>• The interest on the service cost is included in the service cost itself.</li> <li>• Administration expenses continue to be charged through the Statement of Comprehensive Net Expenditure. The above changes are likely to lead to higher charges to the Surplus or Deficit on the Provision of Services in future years.</li> </ul> Details of the impact of revisions to IAS19, which are effective for the 2013-14 Accounts, are set out in Note 27.  Impact: High.	2013-14 IAS19 in full

2b) New standards not yet effective

The sections below set out new IFRSs and other accounting changes that have been issued but

are not yet effective, and include an assessment of their impact when applied, where this can be reasonably estimated.

Details of the impact of revisions to IAS 19, which are effective for the 2014-15 Accounts, are set out in Note 23.

Accounting standards issued but not yet effective

Standard (amendment/new)	Effective date	Summary	FReM Impact
IFRS 9 – Financial Instruments	1st January 2015 (as per exposure draft issued 4th August 2011 – not yet EU adopted)	The project has three phases: Phase 1 addresses classification and measurement issues. Phase 2 addresses impairments. Phase 3 addresses hedge accounting.  Impact: Minimal	Subject to consultation
IFRS 13 – Fair Value Measurement	1st January 2013 (not yet EU adopted)	IFRS 13 has been prepared to provide consistent guidance on fair value measurement for all relevant balances and transactions covered by IFRS (except where IFRS 13 explicitly states otherwise).  Impact: Minimal.	Subject to consultation
IPSAS 32 – Service Concession Arrangement	1st January 2014	IPSAS 32 provides a financial reporting standard for the grantor in accounting for service concession arrangements.  IFRIC 12 is interpreted for the public sector context. In accordance with the financial reporting hierarchy, the FReM allows reference to IPSAS in the absence of guidance from IFRS.  Impact: Minimal.	Subject to consultation

Financial reporting – future developments

Standard (amendment/new)	Effective date	Summary	FReM Impact
IAS 17 replacement – leases	Ongoing review	The proposals will be re-exposed, but are expected to include the abolition of the current operating-finance lease categorisation. Instead, assets and liabilities will be recognised on a 'right of use' basis.  Impact: Minimal.	Subject to consultation when IFRS issued
IAS 18 replacement – Revenue Recognition and Liabilities Recognition	Effective no earlier than 1st January 2015 (as per ED)	Re-issued in November 2011, the Exposure Draft seeks to develop a single conceptual model, and general principles, for determining when revenue should be recognised in the financial statements – replacing IAS 18 and IAS 11.  Impact: Minimal.	Subject to consultation when IFRS issued
Emissions trading	Ongoing IASB and IPSAS review	Emissions trading schemes are designed to achieve a reduction of greenhouse gases through the use of tradable emission permits.  Impact: Minimal.	Subject to consultation
IASB Practice Statement – Narrative reporting	Not mandatory	The proposals draw upon international best practice in the preparation and presentation of management commentary.  Impact: Minimal.	

The above listing is not intended to be exhaustive, but rather to illustrate where a future impact on Cafcass' Annual Report and Accounts may occur.

### 3 Analysis of net expenditure by segment

	<b>Operational service areas</b>	<b>Other</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>2013-14</b>			
Gross expenditure	85,592	47,484	<b>133,076</b>
Income	(69)	(5)	<b>(74)</b>
<b>Net expenditure</b>	<b>85,523</b>	<b>47,479</b>	<b>133,002</b>
<b>Non-current assets</b>	<b>726</b>	<b>1,976</b>	<b>2,702</b>
<b>2012-13 restated</b>			
Gross expenditure	85,022	50,132	<b>135,154</b>
Income	(58)	(1)	<b>(59)</b>
<b>Net expenditure</b>	<b>84,964</b>	<b>50,131</b>	<b>135,095</b>
<b>Non-current assets</b>	<b>726</b>	<b>286</b>	<b>1,012</b>

The segments above reflect the structure of the standard monthly management information provided to the chief operating decision makers.

2013-14 capital expenditure of £1.921m has been included in the standard monthly management information provided to the chief operating decision makers, but is

excluded from above for Statutory Accounting purposes.

## 4 Staff numbers and related costs

	<b>Cafcass Board members</b>	<b>Corporate National Office staff</b>	<b>Regional staff</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>2013-14</b>				
Salaries & wages	154	5,598	59,189	<b>64,941</b>
Social security costs	8	484	4,987	<b>5,479</b>
Other pension costs	8	4,616	8,183	<b>12,807</b>
Past pension service cost	0	22	223	<b>245</b>
<b>Total payroll costs</b>	<b>170</b>	<b>10,720</b>	<b>72,582</b>	<b>83,472</b>
Temporary staff costs	0	44	1,714	<b>1,758</b>
Seconded costs	0	(10)	0	<b>(10)</b>
<b>Total staff costs</b>	<b>170</b>	<b>10,754</b>	<b>74,296</b>	<b>85,220</b>

### Average number of persons employed

The average number of whole-time equivalent persons employed during the year was as follows:

Average whole time equivalent numbers employed	<b>2</b>	<b>132</b>	<b>1,559</b>	<b>1,693</b>
Average number of temporary staff	<b>0</b>	<b>3</b>	<b>76</b>	<b>79</b>

### 2012-13 restated

Salaries & wages	149	5,592	57,521	<b>63,262</b>
Social security costs	8	519	4,975	<b>5,502</b>
Other pension costs	8	3,610	7,423	<b>11,041</b>
Past pension service cost	0	4	45	<b>49</b>
<b>Total payroll costs</b>	<b>165</b>	<b>9,725</b>	<b>69,964</b>	<b>79,854</b>
Temporary staff costs	0	515	1,575	<b>2,090</b>
Seconded costs	0	(10)	(2)	<b>(12)</b>
<b>Total staff costs</b>	<b>165</b>	<b>10,230</b>	<b>71,537</b>	<b>81,932</b>

### Average number of persons employed

The average number of whole-time equivalent persons employed during the year was as follows:

Average whole time equivalent numbers employed	<b>2</b>	<b>128</b>	<b>1,527</b>	<b>1,657</b>
Average number of temporary staff	<b>0</b>	<b>4</b>	<b>91</b>	<b>95</b>

The total staff cost includes a cost of £0.013m relating to severance/voluntary early redundancy in 2013-14. In total two employees were involved. In 2012-13 there were severance/voluntary early redundancy costs of £0.185m involving 22 employees.

The average number of persons employed is shown as full-time equivalents for National Office and regional staff members on permanent or fixed-term contracts who are paid through payroll.

## 4.1 Reporting of Civil Service and other compensation schemes – exit packages

Exit package cost band	Number of compulsory redundancies	Number of other departures agreed	Total number of exit packages by cost band
	2013-14 (2012-13)	2013-14 (2012-13)	2013-14 (2012-13)
Less than £10,000	2 (11)	1 (9)	3 (20)
£10,000-£25,000	0 (3)	1 (3)	1 (6)
£25,000-£50,000	0 (0)	0 (4)	0 (4)
£50,000-£100,000	0 (0)	1 (1)	1 (1)
£100,000-£150,000	0 (0)	0 (0)	0 (0)
£150,000-£200,000	0 (0)	0 (0)	0 (0)
<b>Total number of exit packages by type</b>	<b>2 (14)</b>	<b>3 (17)</b>	<b>5 (31)</b>
<b>Total resource cost/£000</b>	<b>9 (78)</b>	<b>88 (280)</b>	<b>97 (358)</b>

Redundancy and other departure costs have been paid under the terms of the Local Government Pension Scheme and in accordance with the Cafcass Redundancy Policy. Exit costs are accounted for in full in the year of departure.

### 5 Pension costs (and see note 23)

Cafcass participates in the WYPF scheme and the PCSPS. The WYPF scheme is a multi-employer defined benefit scheme in which Cafcass' share of the underlying assets and liabilities are identified.

The current contribution rate was previously determined by the independent fund actuaries at the time of the 2010 revaluation, being Mercer Human Resource Consulting, is 15.2% for 2013-14. Aon Hewitt Limited is the currently appointed fund actuaries. The contribution rate is based on service to Cafcass and ill health retirements. Employer's contributions to the Scheme for the year to date amounted to £12.533m (excluding costs of £0.083m relating to the voluntary early retirement programme) with 1,826 employees participating in the scheme during 2013-14 (2012-

13: £11.873m excluding costs of £0.173m relating to voluntary early retirement/1,679 employees).

The last independent actuarial valuation of the WYPF scheme was on 31st March 2013 and revealed that the scheme was 96% funded in relation to past service. The valuation is based on assets and liabilities at 31st March 2013. Following the actuarial valuation, the revised employer contribution rates for Cafcass have been set as follows:

Year	Contribution rate %	Additional cash contribution
2014-15	15.8%	£3.451m
2015-16	15.8%	£3.564m
2016-17	15.8%	£3.584m

The PCSPS is an unfunded multi-employer defined benefit scheme for which Cafcass is unable to identify its share of the underlying assets and liabilities. The scheme's actuary reviews employer contributions every four years following a full scheme valuation. A full actuarial valuation was carried out as at 31st March 2007 and revised contribution

rates applied from 1st April 2013. Full details can be found at [www.civilservice.gov.uk/pensions](http://www.civilservice.gov.uk/pensions).

For 2013-14, employer's contributions of £0.065m (2012-13: £0.070m) were payable to the PCSPS at one of three rates in the range of 18.80% to 21.80% of pensionable pay, based on salary bands.

The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred and reflect past experience of the scheme.

Seven employees participated in the PCSPS during 2013-14 (2012-13: 7), and none of these individuals were in a partnership pension account or a stakeholder pension.

## 6 Other expenditure

		2013-14	2012-13
	Note	£000	£000
Outsourced finance & ITC services		10,406	14,404
Accommodation costs		7,687	8,465
Travel & subsistence		3,225	2,911
Telecommunications & postage		2,136	1,796
Office supplies, printing & stationery		1,022	1,007
Legal costs		963	975
Training costs		434	399
Contract changes	15	425	0
Interpreters & translators		280	210
Staff related costs		269	426
Fuel & utilities		211	350
Vehicle costs		194	230
Internal audit costs		185	20
Recruitment costs		116	129
External audit costs		52	52
Impairments	11	5	113
Loss on disposal of property, plant & equipment	8	2	0
Movement in bad debt provisions		0	17
System support costs		0	2
Other provisions no longer required	15	(854)	(466)
Other		750	872
<b>Total</b>		<b>27,508</b>	<b>31,912</b>

## 7 Income

	2013-14	2012-13
	£000	£000
Training	69	58
Other income	5	1
<b>Total income from activities</b>	<b>74</b>	<b>59</b>

## 8 Property, plant and equipment

		Land & buildings excluding dwellings	Leasehold land, buildings & improvements	Information technology & telecoms	Office equipment	Total
	Note	£000	£000	£000	£000	£000
<b>2013-14</b>						
<b>Cost or valuation</b>						
@ 01/04/13		820	521	3,283	22	<b>4,646</b>
Additions		0	0	13	0	<b>13</b>
Transfers from assets classified as held for sale	8.1	0	0	0	0	<b>0</b>
Transfers to assets classified as held for sale	8.1	0	0	0	0	<b>0</b>
Disposals		0	0	(49)	0	<b>(49)</b>
Revaluations		10	0	0	0	<b>10</b>
Impairments	11	0	0	(14)	0	<b>(14)</b>
@ 31/03/14		<b>830</b>	<b>521</b>	<b>3,233</b>	<b>22</b>	<b>4,606</b>
<b>Depreciation</b>						
@ 01/04/13		96	519	3,023	18	<b>3,656</b>
Charged in year		10	1	197	4	<b>212</b>
Transfers from assets classified as held for sale	8.1	0	0	0	0	<b>0</b>
Transfers to assets classified as held for sale	8.1	0	0	0	0	<b>0</b>
Disposals		0	0	(47)	0	<b>(47)</b>
Revaluations		0	0	0	0	<b>0</b>
Impairments	11	0	0	(9)	0	<b>(9)</b>
@ 31/03/14		<b>106</b>	<b>520</b>	<b>3,164</b>	<b>22</b>	<b>3,812</b>
<b>NBV @ 31/03/14</b>		<b>724</b>	<b>1</b>	<b>69</b>	<b>0</b>	<b>794</b>
<b>NBV @ 31/03/13</b>		<b>724</b>	<b>2</b>	<b>260</b>	<b>4</b>	<b>990</b>
<b>Asset financing</b>						
Owned		724	1	69	0	<b>794</b>
NBV @ 31/03/14		<b>724</b>	<b>1</b>	<b>69</b>	<b>0</b>	<b>794</b>

## 8 Property, plant and equipment continued...

		Land & buildings excluding dwellings	Leasehold land, buildings & improvements	Information technology & telecoms	Office equipment	Total
	Note	£000	£000	£000	£000	£000
<b>2012-13</b>						
<b>Cost or valuation</b>						
@ 01/04/12		1,025	521	3,210	44	<b>4,800</b>
Additions		0	0	2	0	<b>2</b>
Transfers from assets classified as held for sale	8.1	125	0	0	0	<b>125</b>
Transfers to assets classified as held for sale	8.1	(65)	0	0	0	<b>(65)</b>
Disposals		(140)	0	(327)	(23)	<b>(490)</b>
Revaluations		5	0	398	1	<b>404</b>
Impairments	11	(130)	0	0	0	<b>(130)</b>
@ 31/03/13		<b>820</b>	<b>521</b>	<b>3,283</b>	<b>22</b>	<b>4,646</b>
<b>Depreciation</b>						
@ 01/04/12		111	519	2,881	35	<b>3,546</b>
Charged in year		13	0	465	5	<b>483</b>
Transfers from assets classified as held for sale	8.1	15	0	0	0	<b>15</b>
Transfers to assets classified as held for sale	8.1	(9)	0	0	0	<b>(9)</b>
Disposals		(17)	0	(323)	(22)	<b>(362)</b>
Revaluations		0	0	0	0	<b>0</b>
Impairments	11	(17)	0	0	0	<b>(17)</b>
@ 31/03/13		<b>96</b>	<b>519</b>	<b>3,023</b>	<b>18</b>	<b>3,656</b>
<b>NBV @ 31/03/13</b>		<b>724</b>	<b>2</b>	<b>260</b>	<b>4</b>	<b>990</b>
<b>NBV @ 31/03/12</b>		<b>914</b>	<b>2</b>	<b>329</b>	<b>9</b>	<b>1,254</b>
<b>Asset financing</b>						
Owned		724	2	260	4	<b>990</b>
NBV @ 31/03/13		<b>724</b>	<b>2</b>	<b>260</b>	<b>4</b>	<b>990</b>

The cost of additions to property, plant and equipment is funded through (capital) Grant-in-Aid.

Freehold land as at 31st March 2014 was valued at £0.280m (2012-13: £0.277m).

Property assets were independently revalued by the VOA as at 1st April 2012 in accordance with the RICS Appraisal and Valuation Manual, published by the Royal Institution

of Chartered Surveyors, insofar as this is consistent with current Treasury accounting guidance. A desktop valuation of all property assets was undertaken by the VOA as at 31st March 2014.

The property values have been provided on the basis of Existing Use Value (EUV), apportioned between the land and the buildings with an assessment of the remaining life of the latter (Practice Statement 4.3).

Property valuations do not include any notional directly attributable acquisition costs and have not been reduced for any expected selling costs, as they are not considered material to the valuations.

One Cafcass freehold land and building site was classified as a current asset held for sale in the 2012-13 Accounts. This was sold as at 31st March 2014.

Appropriate ONS indices have been applied to other property, plant and equipment for the 2013-14 financial year-end.

## 8.1 Assets classified as held for sale

The classes of assets classified as held for sale are as follows:

	<b>Cost</b>	<b>Depreciation</b>	<b>NBV</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>2013-14</b>			
Property, plant & equipment – land & buildings	65	9	<b>56</b>
Disposals	(65)	(9)	<b>(56)</b>
	<b>0</b>	<b>0</b>	<b>0</b>
Transfers to fixed assets for depreciation & revaluation	0	0	<b>0</b>
Transfers from fixed assets after depreciation & revaluation	0	0	<b>0</b>
<b>Total assets classified as held for sale 31/03/14</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2012-13</b>			
Property, plant & equipment – land & buildings	1,308	138	<b>1,170</b>
Disposals	(1,183)	(123)	<b>(1,060)</b>
	<b>125</b>	<b>15</b>	<b>110</b>
Transfers to fixed assets for depreciation & revaluation	(125)	(15)	<b>(110)</b>
Transfers from fixed assets after depreciation & revaluation	65	9	<b>56</b>
<b>Total assets classified as held for sale 31/03/13</b>	<b>65</b>	<b>9</b>	<b>56</b>

## 9 Intangible assets

Intangible assets comprise software, software licenses, and website and intranet costs.

	Information technology	Software licenses	Websites that deliver services	*Assets under construction	Total
Note	£000	£000	£000	£000	£000
<b>2013-14</b>					
<b>Cost or valuation</b>					
@ 01/04/13	518	159	89	0	<b>766</b>
Additions	0	52	0	1,856	<b>1,908</b>
Disposals	0	0	0	0	<b>0</b>
Revaluations	0	0	0	0	<b>0</b>
Impairments	11	(3)	(1)	0	<b>(4)</b>
@ 31/03/14	<b>515</b>	<b>210</b>	<b>89</b>	<b>1,856</b>	<b>2,670</b>
<b>Depreciation</b>					
@ 01/04/13	504	151	89	0	<b>744</b>
Charged in year	9	13	0	0	<b>22</b>
Disposals	0	0	0	0	<b>0</b>
Revaluations	0	0	0	0	<b>0</b>
Impairments	11	(3)	(1)	0	<b>(4)</b>
@ 31/03/14	<b>510</b>	<b>163</b>	<b>89</b>	<b>0</b>	<b>762</b>
<b>NBV @ 31/03/14</b>	<b>5</b>	<b>47</b>	<b>0</b>	<b>1,856</b>	<b>1,908</b>
<b>NBV @ 31/03/13</b>	<b>14</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>22</b>
<b>2012-13</b>					
<b>Cost or valuation</b>					
@ 01/04/12	585	309	78	0	<b>972</b>
Additions	0	0	0	0	<b>0</b>
Disposals	(132)	(170)	0	0	<b>(302)</b>
Revaluations	65	20	11	0	<b>96</b>
Impairments	11	0	0	0	<b>0</b>
@ 31/03/13	<b>518</b>	<b>159</b>	<b>89</b>	<b>0</b>	<b>766</b>
<b>Depreciation</b>					
@ 01/04/12	561	285	78	0	<b>924</b>
Charged in year	75	36	11	0	<b>122</b>
Disposals	(132)	(170)	0	0	<b>(302)</b>
Revaluations	0	0	0	0	<b>0</b>
Impairments	11	0	0	0	<b>0</b>
@ 31/03/13	<b>504</b>	<b>151</b>	<b>89</b>	<b>0</b>	<b>744</b>
<b>NBV @ 31/03/13</b>	<b>14</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>22</b>
<b>NBV @ 31/03/12</b>	<b>24</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>48</b>

The cost of additions to intangible assets is funded through (capital) Grant-in-Aid.

\* Assets under construction as at 31st March 2014 relate to Cafcass' Electronic Case Management System, in particular to its core design and build, but also to its enhancements and integration costs with other software and systems on the ICT network. The current estimated capitalisation cost for the project is £1.935m (of which £1.856m has been incurred), and the expected completion date for the project is circa May 2014.

## 10 Financial instruments

As the cash requirements of Cafcass is met through Grant-in-Aid provided by the Department, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The majority of financial instruments relates to contracts to buy non-financial items in line with expected purchase and usage requirements, and is therefore exposed to limited liquidity or market risk.

Cafcass has very limited powers to borrow or invest surplus funds, and consequently financial assets and liabilities are generated by day-to-day operational activities and are

not held to change the risks facing Cafcass in undertaking its activities.

### Fair values

There is no significant difference between the book value and fair value of any of Cafcass' financial assets and liabilities as at 31st March 2014.

### Liquidity risk

Cafcass' net revenue resource requirements are financed by resources voted annually by Parliament, just as its capital expenditure largely is. Cafcass is therefore not exposed to significant liquidity risks.

### Interest rate risk

Cafcass is not exposed to significant interest rate risk.

### Credit risk

The financial assets held by Cafcass are cash and cash equivalents, and other receivables. Cafcass' credit risk is primarily attributable to its other receivables. An allowance for impairment is made where there is evidence that the debt may not be received under the original terms of the debt concerned.

### Foreign currency risk

Cafcass is not exposed to any significant foreign currency risk.

## 11 Impairments

	Cost charged to Comprehensive Net Expenditure	Depreciation credited to Comprehensive Net Expenditure	Net impact of impairments in Comprehensive Net Expenditure
	£000	£000	£000
<b>2013-14</b>			
Land & buildings	0	0	0
IT & telecoms	14	9	5
Intangible assets	4	4	0
	<b>18</b>	<b>13</b>	<b>5</b>
<b>2012-13</b>			
Land & buildings	130	17	113
IT & telecoms	0	0	0
Intangible assets	0	0	0
	<b>130</b>	<b>17</b>	<b>113</b>

## 12 Trade receivables and other current assets

	2013-14	2012-13
	£000	£000
<b>Amounts falling due within one year</b>		
Other receivables	511	842
Provision for bad debts	(2)	(78)
Prepayments	1,430	1,701
Travel advances	3	3
	<b>1,942</b>	<b>2,468</b>
<b>Amounts falling due after more than one year</b>		
Deposits and advances	12	12
	<b>12</b>	<b>12</b>
<b>Analysis of balances by counterparty</b>		
Balances with Central Government bodies	437	688
Balances with Local Authorities	674	777
Balances with bodies external to Government	843	1,015
	<b>1,954</b>	<b>2,480</b>

## 13 Cash and cash equivalents

	Cash	Bank	Total
	£000	£000	£000
<b>2013-14</b>			
Balance at 1st April 2013	13	1,292	<b>1,305</b>
Net change in cash & cash equivalent balance	(4)	4,096	<b>4,092</b>
Balance at 31st March 2014	<b>9</b>	<b>5,388</b>	<b>5,397</b>
The following balances at 31st March 2014 were held at:			
Government Banking Service & cash in hand	9	5,388	<b>5,397</b>
Balance at 31st March 2014	<b>9</b>	<b>5,388</b>	<b>5,397</b>
<b>2012-13</b>			
Balance at 1st April 2012	15	1,537	<b>1,552</b>
Net change in cash & cash equivalent balance	(2)	(245)	<b>(247)</b>
Balance at 31st March 2013	<b>13</b>	<b>1,292</b>	<b>1,305</b>
The following balances at 31st March 2013 were held at:			
Government Banking Service & cash in hand	13	1,292	<b>1,305</b>
Balance at 31st March 2013	<b>13</b>	<b>1,292</b>	<b>1,305</b>

## 14 Trade payables and other current liabilities

	<b>2013-14</b>	<b>2012-13</b>
	<b>£000</b>	<b>£000</b>
<b>Amounts falling due within one year</b>		
Taxation & social security	1,648	1,756
Trade payables	1,014	2,724
Other payables	22	37
Accruals & deferred income	6,677	11,021
Annual leave accrual	416	326
	<b>9,777</b>	<b>15,864</b>
<b>Analysis of balances by counterparty</b>		
Balances with Central Government bodies	2,445	2,448
Balances with Local Authorities	70	96
Balances with Public Corporations	26	167
Balances with bodies external to Government	7,236	13,153
	<b>9,777</b>	<b>15,864</b>

## 15 Provisions for liabilities and charges

	Employment claims	Other claims	Contract changes	Dilapidations	Total
	£000	£000	£000	£000	£000
<b>2013-14</b>					
Balance at 1st April 2013	438	139	0	3,529	<b>4,106</b>
Provided in the year	192	0	425	215	<b>832</b>
Provisions not required written back	(215)	(19)	0	(620)	<b>(854)</b>
Provisions reclassified as accruals	0	0	0	(70)	<b>(70)</b>
Provisions utilised in the year	(199)	(86)	0	(330)	<b>(615)</b>
Balance at 31st March 2014	<b>216</b>	<b>34</b>	<b>425</b>	<b>2,724</b>	<b>3,399</b>

### Analysis of expected timing of discounted flows

Not later than one year	216	34	0	2,040	<b>2,290</b>
Later than one year & not later than five years	0	0	425	674	<b>1,099</b>
Later than five years	0	0	0	10	<b>10</b>
	<b>216</b>	<b>34</b>	<b>425</b>	<b>2,724</b>	<b>3,399</b>

### 2012-13

Balance at 1st April 2012	412	0	0	3,843	<b>4,255</b>
Provided in the year	425	139	0	213	<b>777</b>
Provisions not required written back	(189)	0	0	(277)	<b>(466)</b>
Provisions reclassified as accruals	0	0	0	(38)	<b>(38)</b>
Provisions utilised in the year	(210)	0	0	(212)	<b>(422)</b>
Balance at 31st March 2013	<b>438</b>	<b>139</b>	<b>0</b>	<b>3,529</b>	<b>4,106</b>

### Analysis of expected timing of discounted flows

Not later than one year	438	139	0	2,149	<b>2,726</b>
Later than one year & not later than five years	0	0	0	1,167	<b>1,167</b>
Later than five years	0	0	0	213	<b>213</b>
	<b>438</b>	<b>139</b>	<b>0</b>	<b>3,529</b>	<b>4,106</b>

IAS37 requires the recognition of a provision (a liability that is of uncertain timing or amount) when it exists at the Statement of Financial Position date. It must therefore fulfil the criteria of being a present obligation arising from a previous event, where it is probable there will be a transfer of economic benefits to settle the obligation and where a reliable estimate can be made of the amount of the obligation.

Cafcass makes provisions for legal or constructive obligations (liabilities), which are of uncertain timing or amount at the Statement of Financial Position date, on the basis of the best estimate of the expenditure required to settle the obligation.

#### Employment claims

Employment claims relate to employment tribunal cases that are likely to be brought against

Cafcass, which may or may not result in court attendance.

#### Other claims

Other claims relate to legal and/or contractual obligations other than those identified separately as follows.

#### Contract changes

Increases in Flex contractual payments are likely due to third

party departures from shared services resulting in the loss of volume discounts.

#### Dilapidations

Cafcass operates from a number of leasehold properties which include provision for the payment of dilapidations on exit from the premises.

Cafcass considers it appropriate to recognise these liabilities through the creation of a provision while premises are in active use, and to accrue for these liabilities once settlement has been agreed.

Provisions have been maintained for these using actual information

and industry information on the most likely costs for dilapidations per square metre.

There is an ongoing programme of planned closures instigated as part of an overall efficiency programme, but further extended through the requirement of the Cabinet Office exercise lease-breaks and expiries. This has caused a rapid acceleration in realisation of dilapidation costs, in particular where a large number of lease agreements entered in to when Cafcass was formed coming – or have come – to their 10 year review/expiry terms.

## 16 Capital commitments

There were no material contracted capital commitments as at 31st March 2014.

## 17 Commitments under leases

### Operating leases commitments

Total future minimum lease payments under operating leases are given in the table below for each of the following periods.

	2013-14	2012-13
	£000	£000
Obligations under operating leases comprise:		
<b>Land</b>		
Not later than one year	0	0
Later than one year & not later than five years	0	0
Later than five years	0	0
	<b>0</b>	<b>0</b>
<b>Buildings</b>		
Not later than one year	3,491	3,199
Later than one year & not later than five years	6,397	4,420
Later than five years	2,089	327
	<b>11,977</b>	<b>7,946</b>
<b>Other</b>		
Not later than one year	132	145
Later than one year & not later than five years	80	113
Later than five years	0	0
	<b>212</b>	<b>258</b>
<b>Finance leases</b>		
There were no finance lease as at 31st March 2014		

## 18 Other financial commitments

	2013-14	2012-13
	£000	£000
Not later than one year	8,803	7,824
Later than one year & not later than five years	15,405	21,517
Later than five years	0	0
	<b>24,208</b>	<b>29,341</b>

Cafcass has signed a seven-year contract with Fujitsu to provide an integrated information and communication technology service across the organisation. The Flex shared service solution includes a refresh of hardware after four years.

## 19 Related party transactions

Cafcass is an executive non-departmental public body that is sponsored by the Department. The Department as such is regarded as a related party. During 2013-14, Cafcass had various material transactions with the Department, including the receipt of £137.214m grant funding from the Department (2012-13: £124.798m). Transactions with the Department not related to Grant-in-Aid or other funding totalled £0.524m (2012-13: £0.691m), which relates to rental charges as at 31st March 2014.

Cafcass does have occasional small transactions with other Central Government bodies and Local Authorities that are considered not to be material.

All payments made to senior managerial staff are disclosed in the Remuneration Report.

A register of interest is held for all Board Members and there

were no material related party transactions with Board Members or the Corporate Management Team during the year other than those associated with remuneration for normal duties.

## 20 Events after Statement of Financial Position date

The Financial Statements were authorised for issue on 30th June 2014 by Anthony Douglas CBE (Chief Executive and Accounting Officer).

## 21 Self-employed contractors

In 2013-14 we contracted the services of 139 self-employed contractors (2012-13: 162), of which amounts paid amounted to £2.653m in the year (2012-13: £3.444m).

As self-employed contractors, they are ordinarily responsible for meeting travel, office and all other expenses related to their work, as well as related tax and national insurance liabilities.

Further to this, agency staff costs amounted to £7.539m in the year (2012-13: £7.615m).

## 22 Partnership costs

Partnership costs of £2.851m (2012-13: £3.040m) represent the cost of services provided by Cafcass through third party organisations such as contact centres and mediation centres.

Expenditure on partnerships is shown net of income received from the Department within the Accounts, as actual expenditure is reflected within the Department's Accounts.

In addition to Cafcass' baseline partnership budget, in 2013-14 Cafcass received additional funding of £2.400m from the Department (2012-13: £2.540m).

## 23 Pension liabilities

WYPF's actuary, Aon Hewitt Limited, carried out an IAS19 valuation for Cafcass as at 31st March 2014, with retrospective IAS19 application in 2012-13.

The scheme provides funded defined benefits based on final pensionable salary. The assets of the scheme are held separately from those of Cafcass and are invested in managed funds. Employer contribution rates are determined

by a qualified actuary and on the basis of triennial valuations.

Cafcass accounts for scheme liabilities in accordance with

IAS19 – Employee benefits. The in year current service cost has been reflected in the Statement of Comprehensive Net Expenditure.

In addition to the disclosure contained in the Financial Statements, the following disclosures are in accordance with that standard.

**The amounts recognised in the Statement of Financial Position are as follows:**

	<b>2014</b>	<b>2013</b>
	<b>£000</b>	<b>£000</b>
Present value of funded obligations	(495,345)	(505,406)
Fair value of plan assets	358,364	334,638
Net liability	<b>(136,981)</b>	<b>(170,768)</b>

**The amounts recognised in the Statement of Comprehensive Net Expenditure are as follows:**

	<b>2014</b>	<b>2013 restated</b>
	<b>£000</b>	<b>£000</b>
Current service cost	13,229	11,062
Employer's contribution	(12,773)	(11,873)
Past service cost	245	49
Service cost	<b>701</b>	<b>(762)</b>
Interest on obligation	21,625	20,197
Interest income on plan assets	(14,554)	(13,591)
Finance cost	<b>7,071</b>	<b>6,606</b>
Expense/(gain) recognised in the Statement of Comprehensive Net Expenditure	<b>7,772</b>	<b>5,844</b>

**Changes in the present value of the defined benefit obligation are as follows:**

	<b>2014</b>	<b>2013 restated</b>
	<b>£000</b>	<b>£000</b>
Opening defined benefit obligation	505,406	435,173
Current service cost	13,229	11,062
Interest on obligation	21,625	20,197
Member contributions	3,882	3,651
Past service cost	245	49
Actuarial (gain)/loss	(39,932)	46,341
Benefits/transfers paid	(9,110)	(11,067)
Closing defined benefit obligation	<b>495,345</b>	<b>505,406</b>

**Changes in the fair value of plan assets are as follows:**

	<b>2014</b>	<b>2013 restated</b>
	<b>£000</b>	<b>£000</b>
Opening fair value of plan assets	334,638	287,206
Interest income on plan assets	14,554	13,591
Actuarial gain	1,627	29,384
Contributions by employer	12,773	11,873
Member contributions	3,882	3,651
Benefits/transfers paid	(9,110)	(11,067)
	<b>358,364</b>	<b>334,638</b>

**The major categories of plan assets as a percentage of total plan assets are as follows:**

	<b>2013-14</b>	<b>2012-13</b>
	<b>Asset split</b>	<b>Asset split</b>
Equities	75.6%	70.9%
Property	3.0%	3.3%
Government bonds	10.2%	12.4%
Corporate bonds	5.5%	6.0%
Cash	2.7%	2.9%
Other	3.0%	4.5%

## Scheme assets

Although the scheme assets are valued at 'fair value', the assets are not intended to be realised in the short term and may be subject to significant change before they are realised. The liabilities are valued based on the present value of the schemes liabilities, which are derived from cash flow projections over long periods and are thus inherently uncertain.

	<b>2013-14</b>	<b>2012-13</b>	<b>2011-12</b>	<b>2010-11</b>	<b>2009-10</b>
	<b>£000</b>	<b>restated</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Defined benefit obligation	(495,345)	(505,406)	(435,173)	(406,741)	(430,526)
Plan assets	358,364	334,638	287,206	276,192	227,611
Deficit	<b>(136,981)</b>	<b>(170,768)</b>	<b>(147,967)</b>	<b>(130,549)</b>	<b>(202,915)</b>
Experience (loss)/gain on liabilities	<b>(2,040)</b>	<b>395</b>	<b>(2,124)</b>	<b>(6,711)</b>	<b>1,276</b>
Experience gain/(loss) on assets	<b>1,627</b>	<b>29,384</b>	<b>(15,652)</b>	<b>20,673</b>	<b>45,884</b>

<b>Actual return on assets:</b>		
	<b>2013-14</b>	<b>2012-13 restated</b>
	<b>£000</b>	<b>£000</b>
Interest income on plan assets	14,554	13,591
Actuarial gain on assets	1,627	29,384
	<b>16,181</b>	<b>42,975</b>

<b>The major financial assumptions used in the valuation were:</b>		
	<b>2013-14</b>	<b>2012-13</b>
RPI inflation	3.30%	3.60%
CPI inflation	2.30%	2.70%
Rate of increase in salaries	3.30%	3.60%
Rate of increase in pensions	2.30%	2.70%
Nominal discount rate	4.30%	4.30%

The assumptions used by the actuary are chosen from a range of possible actuarial assumptions, which due to the timescales covered may not be borne out in practice.

<b>Analysis of amounts recognised in Other Comprehensive Expenditure:</b>					
	<b>2013-14</b>	<b>2012-13</b>	<b>2011-12</b>	<b>2010-11</b>	<b>2009-10</b>
	<b>£000</b>	<b>restated £000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Actuarial gain/(loss) on assets	1,627	29,384	(15,652)	20,673	45,884
Percentage of scheme assets	0%	9%	5%	7%	20%
Experience gains and (losses) on scheme liabilities	39,932	(46,341)	(2,649)	17,421	(128,483)
Percentage of present value of the scheme liabilities	8%	(9%)	1%	4%	(30%)
Changes in assumption	0	0	0	0	0
<b>Total amount recognised in Other Comprehensive Expenditure</b>	<b>41,559</b>	<b>(16,957)</b>	<b>(18,301)</b>	<b>38,094</b>	<b>(82,599)</b>
Percentage of present value of the scheme liabilities	8%	(3%)	(4%)	9%	(19%)

## 24 Contingent liabilities

There were no qualifying contingent liabilities as at 31st March 2014.

## 25 Contingent assets

There were no qualifying contingent assets as at 31st March 2014.

## 26 Losses and special payments

There were £0.097m of losses and special payments charged to the Accounts as at 31st March 2014 (2012-13: £0.174m). The actual cash amount paid in the period was £0.263m (2012-13: £0.237m). These payments were made in accordance with HM Treasury guidance.

## 27 Prior period adjustments

### IAS19 Employee Benefits (Revised 2011)

In the current year, Cafcass has applied the 2011 amendments to IAS19 Employee Benefits (revised 2011), which are mandatory for accounting periods beginning on or after 1st January 2013.

The standard requires retrospective application, which has resulted in a prior period adjustment. The prior

period comparatives have been restated accordingly.

The amendments relevant to Cafcass are:

The interest cost and expected return on plan assets are replaced with 'net interest', which is calculated by applying the same discount rate to the net defined benefit liability/(asset). Retrospective application has

had an impact on the amounts recognised in the Statement of Comprehensive Net Expenditure and other comprehensive income in 2012-13. The net assets and liabilities are unchanged.

Specific transitional provisions are applied to first time application of IAS19 (revised 2011). Cafcass has applied the relevant transitional provisions and restated the comparative figures.

#### Impact on total comprehensive expenditure for the year of application of IAS19

##### Extract from the Statement of Comprehensive Net Expenditure

	2012-13
	£000
Extract from the 2012-13 accounts before restatement:	
Net expenditure after interest	128,283
Other comprehensive expenditure	23,269
<b>Total comprehensive expenditure</b>	<b>151,552</b>
Restatement:	
Increase in net expenditure (interest)	6,812
Decrease in pension fund actuarial loss	(6,812)
<b>Total restatement</b>	<b>0</b>
Extract from the 2012-13 accounts after restatement:	
Net expenditure after interest	135,095
Other comprehensive expenditure	16,457
<b>Total comprehensive expenditure</b>	<b>151,552</b>

##### Extract from the Statement of Changes in Taxpayers' Equity (SoCTE)

	2012-13
	£000
Extract from the 2012-13 accounts before restatement:	
SoCTE balance as at 31st March 2013	185,885
Restatement:	
Increase in net operating expenditure (interest)	6,812
Decrease in pension fund actuarial loss	(6,812)
<b>SoCTE balance as at 31st March 2013 after restatement</b>	<b>185,885</b>

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