

Children's Workforce Development Council
A company limited by guarantee
Annual report and accounts
Year ended 31 March 2010

Children's Workforce Development Council

Annual report and accounts 2009-10

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Chair's introduction and statement



I am delighted to introduce you to the fourth annual report of the Children's Workforce Development Council (CWDC).

Our work programme set by the previous administration was challenging. It asked us to encourage more highly skilled candidates to enter the profession, to raise the standards of a wide and diverse workforce, and to enable millions of people to work better together to meet the needs of children and families.

Our ability to deliver this ambition owes much to the commitment and continued passion of the workforce, volunteers and employers.

Their involvement in our events, their contributions at our national conference and their feedback during our consultations have helped shape our work.

Be the Difference, our national campaign to recruit and retain high quality social workers for children and families and actively reduce the number of vacancies, generated phenomenal interest. The take-up of training as part of our young people's workforce reform programme has been equally impressive, and numbers have also soared for training as an early years professional.

We have also brought real change to other sectors of the workforce. Thousands of playworkers have signed up to complete Level 3 qualifications, we have developed a pioneering training programme for outreach workers, and for the first time training and development standards are available for short break carers.

The next 12 months will present new challenges for those who work with children and families. The new government is clear that a stronger society is supported by stronger families, and that a fairer more equal society will help children achieve more. Our programmes help to deliver this ambition and we will work with government, employers and the children's, young people and families workforce to build fairer, better local children's services.

Sir Paul Ennals

Chief Executive's statement

The last 12 months have been an exceptional time for CWDC.

It is a year in which we have responded effectively to the challenges set for us by the previous government. It has also been a time in which the importance of the workforce has been recognised thanks to the exceptional response to our social work recruitment activity and our work with many other sectors. We have also invested in new activities including the development of a programme of work to support parents and families.

Our workforce planning framework has helped local employers develop a clear plan of what they can achieve and how they are going to achieve it. It has been embraced by all children's services and is driving high quality workforce planning across the country.

We have invested £109m in the children's, young people and families workforce across a wide range of activities and we have ensured that our investment supports those working at the front line. We have also demonstrated increased efficiencies with a reduction in our administration costs whilst our budgets grew. In 2009-10 CWDC achieved £983k savings against an agreed target of £663k.

We are rightly proud of our role in leading reform for everyone who works with children, young people and families so they can do the very best job they can. We make the difference for them so they can make sure every child and young person achieves the very best they can.



Mrs Jane Haywood MBE

Annual report

The directors present their Annual report and accounts for the year ended 31 March 2010.

Directors' report

Brief history and statutory background

The Children's Workforce Development Council (CWDC) was set up in 2005 to support employers in developing a skilled and effective workforce working with children, young people and families. CWDC became an Executive Non-Departmental Public Body (NDPB) sponsored by the Department for Children, Schools and Families (DCSF) on 1 April 2008.

Objectives and strategies to achieve them

CWDC exists to:

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

The Company's key programmes in 2009-10 were:

- Integrated working.
- Social work.
- Early years.
- Vulnerable children.
- Play workforce.
- Young people's workforce.
- Parents and families.
- Qualifications.
- Research.

The sponsor department, Department for Children, Schools and Families, changed its name after the election in May 2010 to the Department for Education. For clarity we have used the Department throughout the rest of this report.

Corporate Governance

Overview

The Statement of Corporate Governance explains CWDC's commitment to the principles of good governance and how it is applied, as well as a summary of the role of the Board and the Membership of the Company.

The Board

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

CWDC Members Group

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

The Audit Committee

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

The role of the Board

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

The role of the Chair

The Chair has particular responsibility for providing effective leadership in:

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

The role of the Chief Executive

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

The role of the Executive Management Team

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

Public Service Values

As a public body, CWDC must at all times:

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

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

The Company aims to consult its users on a wide range of issues by means of questionnaires, public meetings, or other forms of consultation. CWDC adheres to the Government's original seven principles of public delivery.

Principal activities and review of the business

CWDC leads workforce reform across the wider children and young people's workforce and continues to work with more than 7.6m people working and volunteering in a range of sectors, including early years and childcare, children's social workers and foster carers, education welfare and social care for children and young people. CWDC is one of six bodies forming the UK Skills for Care and Development Sector Skills Council.

Review of 2009-10

For the year ended 31 March 2010, CWDC received Grant-in-Aid funding in respect of all its activities. All grant and Grant-in-Aid from the Department is treated as financing rather than income as it is a contribution from controlling parties giving rise to a financial interest in the Company. It is recorded as financing in the cash flow statement and credited to reserves. Of the available Grant-in-Aid funding for the year, £9m was not drawn down before 31 March due to the required compliance with HM Treasury policy which requires CWDC to maintain minimum cash balances. Grant-in-Aid funding of £9m was added to available funding for 2010-11 and paid to CWDC on 1 April 2010. Despite net liabilities of £7,615k going concern is still appropriate.

There has been a significant increase in CWDC's activities during the year ended 31 March 2010, primarily due to the continued growth in funding to support social work, integrated working and young people's workforce programmes.

On 20 March CWDC took over responsibility for the delivery of the Parenting Practitioners Programme from the National Academy of Parenting Practitioners Limited (NAPP) at the end of that organisations 3 year funding arrangement with the Department. This transfer of activity involved a TUPE undertaking and CWDC was pleased to welcome a small number of NAPP staff as permanent CWDC employees. By changing delivery agent the Department were able through efficiency savings to reduce the funding requirement of this activity by £2m (20%).

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

Key achievements

- 55,000+ people have registered their interest in becoming a social worker.
- 4,600+ new early years professionals have been trained, with another 4,000 in training.
- 24,000+ school and non-school staff have enrolled for our online safer recruitment training.
- 25,000 tailor-made training opportunities have been taken up by the voluntary sector.
- Over £5m went directly to social care employers and their workforce.
- Over £4.4m went directly to voluntary organisations.
- We have supported employers in all parts of England to work better together to help children and young people be the best they can.

Significant successes 2009-10

In **social work**, the success of Be the Difference, our campaign to recruit and retain high quality children and family social workers, led to more than 55,000 people registering their interest in becoming a social worker and a 41 % rise in applications for social work degrees. This campaign was in direct response to the concerns expressed by 72 % of employers responding to the 2009 Local Government Workforce Survey who reported difficulty in recruiting children's social workers.

In **early years**, we are training more graduate practitioners as the cornerstone of better services for young children and their families. This has produced over 4,600 new early years professionals, with another 4,000 in training. In an independent survey of over 1,000 graduates, more than 80 % reported they were now more confident frontline practitioners.

We have supported **local employers** to work better together. Thanks to our workforce framework, every local authority in the country has redesigned their strategy for running services differently, based on the needs of their children, young people and families. This means families can get help they need earlier and more effectively. This should reduce costs, better utilise skills and raise productivity.

We invested over £5m directly with **social care**, employers and their workforce through the Increasing Skills in Social Care Fund to raise the historically low qualifications of many workers. Feedback showed our simple, efficient funding system gave employers freer choice of training provider and was much less labour intensive than comparable systems.

In 2009-10 over £4.4m of our funds went **direct to voluntary** organisations. Our work includes offering 25,000 tailor-made training opportunities to voluntary sector young people's workers, helping them play a more central role in society.

In **young people's services** we have improved cooperation between public and voluntary/private sectors. Through the joint training of over 3,000 frontline managers, 85% of the last cohort of managers rated this training as "excellent" or "very good".

Three months ahead of schedule we launched online **safer recruitment** training and guidance to help employers and managers recruit more safely. Over 24,000 school and non-school staff have enrolled for the training and more than 11,000 have successfully completed it, with over 46,000 unique site visitors.

Risks and uncertainties

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

Political and financial risk

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

Delivery risk

Although there is no current indication of this happening, our programmes may not work coherently to deliver our vision of one children's workforce or may not improve the quality of services for young people. This risk is mitigated by the systematic engagement of employers in the Company's reform agenda through the active involvement of the Board and the CWDC Members group.

Risks relating to financial instruments are set out in note 1.11 to the accounts.

Main trends and factors underlying development and performance this year and beyond

The Children's Plan 2007 and the 2020 Children and Young People's Workforce Strategy have set the main direction for CWDC in 2009-10. Over the past five years CWDC has seen a period of growth in both staff and workload as CWDC has responded to employer and government priorities for the development of the children and young people's workforce. CWDC has developed and implemented national programmes across early years, integrated working, social work and the young people's workforce.

In 2009-10 CWDC developed a performance management framework by establishing Programme Boards and a balanced scorecard of key performance indicators. These enabled the Company to monitor performance more critically and helped to ensure outcomes and products were made available on time.

The key priorities for 2009-10 were:

- Social work.
- Parents and families.
- Social care.
- Young people's workforce.
- Early learning and childcare.
- Play workforce.
- Workforce reform and integrated working.
- Increasing the focus on poverty, disadvantage, disability and families.

Our funding for 2010/11 is around £130million. This includes significant increases for key areas of work such as our social work and new families and parents programmes. The policies of the coalition government may bring change and CWDC is working closely with the Department to respond appropriately and to support delivery in changed financial circumstances.

Environmental, social and community issues

CWDC has developed and implemented a sustainability action plan to support its commitment to the environment. The CWDC offices are entirely equipped with energy efficient lighting, heating and insulation systems. Where possible CWDC sources its materials locally to support the local economy while also minimising its environmental impact.

Employee policy and achievements

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

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

During the year CWDC staff were balloted in respect of union recognition in CWDC. As a result of this process CWDC now formally recognises The Public and Commercial Services Union (PCS).

Equality and diversity

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

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

Health and safety

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

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

The average number of sick days per full time equivalent employee during the year ended 31 March 2010 was eight days (2008/09: seven days). The average for the year ended 31 March 2010 has been adversely impacted by incidents of long-term sickness.

Payment of creditors

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

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

From 1 April 2008 CWDC has supported the Better Payment Practice Code which sets a target payment within 30 days and monitors performance against this target. 86% of creditors were paid within 30 days of receipt of invoice in the year ended 31 March 2010 (2008-09: 78%).

There were no interest charges arising and payable by CWDC during the year (2008-09: £nil).

The aggregate amount owed to trade creditors at 31 March 2010 compared with the aggregate amount invoiced by suppliers during the year, expressed as number of days in the same proportion to the total number of days in the financial year is equal to 2.5 days.

Data incidents

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

Directors

Sir P Ennals (from 1 August 2009)
Mr M Leadbetter (to 8 April 2009)
Dr D Braun
Mr H Cooper
Mrs J Haywood (Chief Executive)
Ms J Held
Mr N Pursey
Mr J Richard
Mr J Vickers

The register of interest is available upon request from the Director of Finance.

Pension liabilities

The accounts incorporate pension liabilities and the basis of the treatment of these liabilities is set out in the Remuneration report and in note 1.7 to the accounts.

Disclosure of information to the auditor

At the date of approval of this report:

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

Auditor

The Comptroller and Auditor General is the appointed auditor under the Government Resources and Accounts Act 2000 (Audit of Non-profit-making Companies) Order 2009. The auditor has not received any remuneration for non-audit work.

This report was approved by the Board on 8 July 2010.



Sir Paul Ennals
Chair and Director
8 July 2010



Mrs Jane Haywood MBE
Chief Executive and Accounting Officer
8 July 2010

Remuneration report

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

Part 1 – Unaudited

Remuneration Committee

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

Chair

Sir Paul Ennals

Members

Dr D Braun

Mr H Cooper

Mrs J Haywood (Chief Executive)

Ms J Held

Mr N Pursey

Mr J Richards

Mr J Vickers

Service contracts of senior management

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

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

Early termination for directors and senior managers, other than for misconduct or inefficiency, would result in compensation in line with the Civil Service Compensation Scheme. There have been no compensation payments in 2009-10 (2008-09: Nil).

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

Directors	Date of the contract	Term of the contract
Sir Paul Ennals	01 August 2009	3 Years
Mr M Leadbetter	01 April 2007	17 April 2009 (deceased)
Dr D Braun	18 March 2008	3 Years
Mr H Cooper	18 March 2008	3 Years
Ms J Held	18 March 2008	3 Years
Mr N Pursey	18 March 2008	3 Years
Mr J Richards	18 March 2008	3 Years
Mr J Vickers	18 March 2008	3 Years
Mrs J Haywood	1 July 2005	No fixed term
Senior Managers		
Mr S Crisp	4 November 2005	No fixed term
Mr B Tytherleigh	1 June 2008	No fixed term
Ms D Quill	1 December 2005	No fixed term
Mr K Brumfitt	2 January 2006	No fixed term
Mr D Poulson	12 June 2006	No fixed term

Remuneration of senior management

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

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

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

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

Part 2 – Audited

Salary and pension entitlements

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

The salary and pension entitlements of the members of the Board and Executive Management Team for the year ended 31 March 2010 are as follows (this table has been subject to audit):

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Remuneration report**

	Salary as defined below (note 1)	Prior year salary as defined below (note 1)	Real increase in pension at age 60	Total accrued pension at age 60 as at 31 March 2010	CETV at 31 March 2010	CETV at 31 March 2009	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Mrs J Haywood – Chief Executive	105-110	105-110	-	50-55	961	867	42
Mr M Leadbetter – Chair	-	40-45	-	-	-	-	-
Dr D Braun (note 3) – Director	15-20	5-10	-	-	-	-	-
Ms J Held – Director	5-10	5-10	-	-	-	-	-
Mr N Pursey Director & Chair of Audit Committee	10-15	10-15	-	-	-	-	-
Mr J Vickers – Director	5-10	5-10	-	-	-	-	-
Mr S Crisp (note 4) Director of Stakeholder Engagement	85-90	80-85	0-5	5-10	147	109	31
Mr B Tytherleigh Director of National Programmes	80-85	65-70	0-5	25-30	469	395	37
Ms D Quill (note 4) Director of Workforce Reform & Regions	85-90	80-85	0-5	15-20	303	251	33
Mr K Brumfitt (note 2) – Director of Strategy	95-100	95-100	5-10	45-50	784	660	38
Mr D Poulson (note 4) Director of Finance and Company Secretary	85-90	80-85	5-10	15-20	193	104	22

Notes to the table above:

(1) Salary comprises gross salary; performance pay or bonuses; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation. Salary does not include amounts which are a reimbursement of expenses directly incurred in the performance of an individual's duties.

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

(3) Dr D Braun was paid as Acting Chair from 9 April 2009 until 31 July 2009.

(4) The CETV's for 2008-09 differ to those in the published accounts due to processing delays of transfer to The Principal Civil Service Pension Scheme.

The amounts payable to external parties were as follows:

£33,950 was made payable to National Children's Bureau for the services of Sir P Ennals, who was appointed Chair of CWDC on 1 August 2009. The full year equivalent is £51,000.

£7,650 was made payable to Wirral MBC for the services of H Cooper (2008-09 £7,650).

£7,650 was made payable to UNISON for the services of J Richards. For 2008-09 Mr J Richards waived his right to remuneration and this was paid in 2009-10.

The monetary value of benefits in kind covers the benefits provided by the employer and treated by HM Revenue and Customs as a taxable emolument. No member of the Board or Executive Management Team received any benefits in kind during the year ended 31 March 2010 (2008-09: £nil).

The pension of all the Executive Management Team is through the Principal Civil Service Pension Scheme (PCSPS) – see note 5a in the accounts.

Cash Equivalent Transfer Values (CETV)

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

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

The figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional pension benefits at their own cost. CETVs are worked out within the guidelines and framework prescribed by the Institute and Faculty of Actuaries and do not take account

of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are drawn.

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

Real Increase in CETV

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



Mrs J Haywood MBE

Chief Executive
Accounting Officer of CWDC
8 July 2010

Statement of the Directors' and Accounting Officer's responsibilities

The directors are responsible for preparing the annual report and accounts in accordance with applicable law, International Financial Reporting Standards as adopted by the European Union and the requirements of the Government Financial Reporting Manual.

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

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

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Accounting Officer for the Department has designated the senior full-time official, the Chief Executive, as the Accounting Officer for CWDC. 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 the CWDC's assets, are set out in chapter three of Managing Public Money, which is available on the Treasury website.

Statement on Internal Control

Scope of responsibility

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

CWDC's management statement and financial memorandum define the respective roles of the Accounting Officer, the Chair and the non-executive Board; it also defines the reporting requirements placed on CWDC. Appropriate communication channels are in place to ensure the Department is informed of the business of the CWDC and that we in turn are informed of its requirements. The CWDC Board consists of seven non-executives and myself as the single executive member, none of the members of the Board is appointed by the Secretary of State.

A review of the Board effectiveness was undertaken in 2009-10, one result of which influenced the Board to appoint an additional Board member on 8 July 2010, in order to complement the existing Board perspective and skill set.

The Board meets regularly with me and my executive team to provide strategic guidance to the executive. The Board acts as the Risk Management Committee and is informed of the risks facing CWDC and the its response for dealing with risks. The Audit Committee has, as part of its responsibilities, a role in challenging the effective identification and management of risks, including personal and other sensitive information risk.

The purpose of the system of internal control

The system of internal control is designed to promote high standards of corporate governance and manage risk to a reasonable level rather than to eliminate risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness. The CWDC system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of it's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been operating effectively at CWDC for the year ended 31 March 2010 and up to the date of the annual report and accounts, and accords with Treasury guidance.

Internal control assurance

The CWDC Audit Committee is required to give the Board an opinion of the adequacy and effectiveness of the CWDC internal control systems, and its arrangements for risk management, control and governance processes and securing economy, efficiency and effectiveness. Based upon matters reported to and considered by the Committee, the Committee has concluded that the internal control mechanisms, its arrangements for risk management, control and governance processes and securing economy, efficiency and effectiveness are adequate and effective and can be relied upon by the Board. The Committee is also of the view that the Board responsibilities, as described in the annual financial statements, have been satisfactorily discharged.

The system of internal control

CWDC's system of internal control comprises a number of elements. The Company has defined management structures with clear roles and responsibilities and an established system of supervision and appraisal. The management structure has been subject to review during 2009-10 and a new more flexible and responsive structure was implemented on 1 April 2010. The new structure allows the executive team greater opportunity to focus on strategic and delivery issues across the organisation's workstreams.

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

Information assurance

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

The effective and easy sharing of information is essential in order to enable CWDC to deliver against our objectives of leading workforce reform to improve chances for children and young people throughout the country. However, the need for safe and secure handling of information (especially that containing personal data) is seen as paramount (an overriding principle), as the unauthorised disclosure of sensitive or personal information could result in citizens being adversely

affected and/or CWDC's reputation being damaged. Overall, therefore, the Information Risk Appetite for non-personal data is "Cautious" and for personal data is "Minimalist".

During the year a review of the physical and logical security of CWDC's information systems was undertaken, this review resulted in an infrastructure accreditation to Impact Level 3 (IL3). Under this accreditation CWDC's infrastructure is assessed as sufficiently secure to electronically store documents with a protective marking up to IL3 as defined in the HMG Security Policy Framework which is available on the Cabinet Office website.

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

Single equality scheme

CWDC values diversity in all that it does, and wants everyone who works for and with CWDC to realise their potential. This will make sure effective services and support are provided to the children and young people's workforce, and the people they work with and care for.

We are in the process of introducing a Single Equality Scheme (SES) to reflect our strong commitment to equality and diversity. Our SES covers a wide range of equality and diversity areas and it goes beyond simply meeting legal, public and regulatory requirements. It is our vision of a fully integrated approach to working.

As an essential feature of our three year strategy our SES will be shaped by consultation with our staff, stakeholders, children, young people and families and it will provide a strategic framework to demonstrate our commitment to promoting equality and diversity.

Our SES action plan is being developed in two phases. Phase one will look at how we can have a positive effect on equality and diversity within CWDC. Phase two will focus on actions that will make a positive difference across the children and young people's workforce.

Our draft SES action plan focuses on three areas:

- Encouraging the diversity of the children and young people's workforce to better reflect the diversity of service users.
- Ensuring appropriate and accessible services are provided for children and young people.
- Valuing the diversity of our own workforce and demonstrating we are an exemplary employer.

Capacity to handle risk

The Board and the executive recognise the importance of leadership to create an environment where risk management is effective, with programme and project managers reviewing risks to improve their situation. The Audit Committee reviews and reports annually on CWDC's risk management policy and practice, in order to assess the progress made over the year regarding the improvement of CWDC risk management capacity and capability. These reviews found that CWDC continues to make sound progress regarding the way in which risk is managed.

The risk and control framework

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

The Risk Management Policy of CWDC is to adopt best practice in the identification, evaluation and cost-effective control of risks to ensure that they are either eliminated or reduced to an acceptable level.

Risk is a factor of ever-day life and can never be eliminated completely. All employees must understand the nature of risk and accept responsibility for risks associated with their area of authority. The necessary support, assistance and commitment of senior management will be provided.

The processes in place for reporting risks to Ministers is through correspondence from myself as Accounting Officer with the Sponsor Department's Accounting Officer made through the Department's Sponsor team. A protocol is also in place for the Chair of the CWDC Audit Committee to refer risks to the Departmental risk register through the department Head of Internal Audit. No risks have been referred during the year.

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

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

CWDC's preparedness for dealing effectively with emergencies is based on our Business Continuity Plan. The aims of the strategy are that: CWDC will deal quickly and efficiently with emergencies; CWDC is able to deliver critical business activities in the face of serious disruption and recover quickly from such disruption; CWDC regularly tests and updates all plans using risk analysis, lessons from previous experience and regular exercises, in so far as appropriate. Testing during the year has identified some small areas for improvement in practical arrangements for managing continuity. Further testing is planned during 2010-2011.

Review of effectiveness

As Accounting Officer I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive managers within CWDC, who have responsibility for the development and maintenance of the internal control framework, and comments made by the auditors in their management letter and other reports. There have been no significant issues identified by audit in respect of the internal control environment of CWDC. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Board, the Audit Committee, Internal Audit and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Audit Committee

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

Committee may convene additional meetings when he or she considers it necessary or at the request of other members.

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

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

During the year the following areas were subject to review by internal audit, Information Technology, Health and Safety, Nominal Ledger Controls, Operating Fixed Assets, Bank and Treasury Management, Fraud and Whistleblowing, Management Information, Risk Management, P2 and SAGE Project Management and Accounting Systems, Corporate Governance, Freedom of information, and New Programme Areas. No significant control weaknesses were identified by internal audit and of these twelve audits undertaken during the year nine reported a "good" level of assurance that risks material to the achievement of the system's objectives are adequately managed and 3 reported a "satisfactory" level of assurance that risks material to the achievement of the system's objectives are adequately managed.

Of the total 36 actions identified by internal audit work undertaken during the year seven actions were classified as requiring action needing to be implemented within the next three months to avoid exposure to significant risks; and 29 actions were classified as requiring action needing to be implemented within three to six months to improve control or to add value to the business. The Audit Committee monitors progress in completion of actions identified by the internal audit process. All recommendations have been appropriately addressed, and none were rejected.

By building on this work undertaken by Internal Audit, we have been able to, in particular strengthen the control environment in respect of the preparation of our management information and project management system.

The Head of Internal Audit's opinion on the assessment of internal control for the year ended 31 March 2010 is that CWDC has adequate and effective risk management, control and governance processes in place that provide good assurance regarding the achievement of the organisation's objectives and for securing economy, efficiency and effectiveness.

Conclusion

As Accounting Officer I am satisfied with CWDC's governance, risk management and internal control arrangements and that the weaknesses identified by internal audit, which are being acted on, do not in any event represent a material threat to CWDC's operational effectiveness.



Mrs Jane Haywood MBE
Chief Executive and Accounting Officer
8 July 2010

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

I certify that I have audited the financial statements of the Children's Workforce Development Council for the year ended 31 March 2010 under the Government Resources and Accounts Act 2000. These comprise the Net Expenditure Account and the Statement of Financial Position, the Statement of Cash Flows, the Statement of Taxpayers' Equity and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards as adopted by the European Union. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

**Respective responsibilities of the
directors and auditor**

As explained more fully in the Directors' and Accounting Officer's Responsibilities Statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit the financial statements in accordance with applicable law and 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 company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements.

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

Opinion on Regularity

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

Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of the company's affairs as at 31 March 2010, and of its net expenditure for the period then ended;
- the financial statements have been properly prepared in accordance with the International Financial Reporting Standards as adopted by the European Union; and
- the financial statements have been prepared in accordance with the Companies Act 2006.

Opinion on other matters

In my opinion:

- the part of the Remuneration Report to be audited has been properly prepared in accordance with the Government Financial Reporting Manual; and
- the information given in the Directors' Report 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 are not in agreement with the accounting records or returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- I have not received all of the information and explanations I require for my audit; or
- the Statement on Internal Control does not reflect compliance with HM Treasury's guidance.

Report

I have no observations to make on these financial statements.

Amyas C E Morse

Comptroller and Auditor General
National Audit Office
157-197 Buckingham Palace Road
Victoria, London, SW1W 9SP

14 July 2010

Children's Workforce Development Council
Company limited by guarantee
Net Expenditure Account
For the year ended 31 March 2010

Net Expenditure Account

	Notes	2009-10	2008-09
		£'000	£'000
			Restated
Income			
Operating Income	4	4,279	3,669
Expenditure			
Staff costs	5(a)	(9,789)	(7,196)
Direct programme expenditure	6(a)	(100,465)	(65,173)
Depreciation and amortisation	8/9	(343)	(315)
Other administrative expenses	6(b)	(2,396)	(2,864)
Total expenditure		(112,993)	(75,548)
Net Operating Expenditure		(108,714)	(71,879)
Interest receivable		1	167
Notional cost of capital		538	529
Net Operating Expenditure before Tax		(108,175)	(71,183)
Corporation tax expense	7	-	(35)
Net Operating Expenditure after Tax		(108,175)	(71,218)
Reversal of notional cost of capital charge		(538)	(529)
Net Expenditure for the Year		(108,713)	(71,747)
Continuing operations			
None of the Company's activities were acquired or discontinued during the above two financial years:			

The notes on pages 38 to 61 form part of these accounts.

Children's Workforce Development Council
 Company limited by guarantee
 Statement of Financial Position
 As at 31 March 2010

Statement of Financial Position

	Note	31 March 2010	31 March 2009	01 April 2008
		£'000	£'000	£'000
Restated				
Non-current assets				
Property, plant & equipment	8	712	884	940
Intangible assets	9	292	103	48
Total non-current assets		1,004	987	988
Current assets				
Trade and other receivables	10	3,679	478	15,488
Cash and cash equivalents	11	1,384	23,475	14,286
Total current assets		5,063	23,953	29,774
Total assets		6,067	24,940	30,762
Current liabilities				
Trade and other payables	12	(772)	(7,497)	(3,716)
Current corporation tax liabilities	12	-	(35)	(44)
Other liabilities	12	(12,311)	(15,531)	(25,842)
Total current liabilities		(13,083)	(23,063)	(29,602)
Non-current assets plus net current assets		(7,016)	1,877	1,160
Non-current liabilities				
Other liabilities	12	(599)	(620)	-
Total non-current liabilities		(599)	(620)	-
Assets less liabilities		(7,615)	1,257	1,160
Reserves				
General Reserves		(7,615)	1,257	1,160
Taxpayers' Equity		(7,615)	1,257	1,160

The financial statements on pages 34 to 61 were approved by the Board on 8 July 2010 and were signed on its behalf by:



Mrs J Haywood MBE
 Chief Executive
 Accounting Officer of CWDC
 8 July 2010



Sir Paul Ennals
 Chair
 8 July 2010

The notes on pages 38 to 61 form part of these accounts.

Children's Workforce Development Council
Company limited by guarantee
Statement of Cash Flows
For the year ended 31 March 2010

Statement of Cash Flows

	Note	2009-10	2008-09
		£'000	£'000
			Restated
Cash flows from operating activities			
Net expenditure after cost of capital and interest		(108,175)	(71,183)
Adjustment for cost of capital charge		(538)	(529)
Adjustment for depreciation and amortisation	8/9	343	315
Adjustment for loss on sale of non-current assets		-	-
(Increase) in trade receivables and other current assets	10	(3,201)	15,010
(Decrease) in trade payables and other liabilities	12	(9,955)	(5,901)
Tax paid		(46)	(53)
Net cash outflow from operating activities		(121,572)	(62,341)
Cash flows from investing activities			
Purchase of property, plant and equipment	8	(108)	(234)
Purchase of intangible assets	9	(252)	(80)
Net cash (outflow) from investing activities		(360)	(314)
Cash flows from financing activities			
Grant Income	16	99,841	71,844
Net cash inflow from financing activities		99,841	71,844
Net (decrease)/increase in cash and cash equivalents in the period	11	(22,091)	9,189
Cash and cash equivalents at the beginning of the period	11	23,475	14,286
Cash and cash equivalents at the end of the period	11	1,384	23,475

The notes on pages 38 to 61 form part of these accounts.

Statement of Taxpayers' Equity

	Note	General Reserve 2009-10 £'000	General Reserve 2008-09 £'000
			Restated
Balance at 1 April			1,160
Change in accounting policy for Grant-in-Aid at 1 April		-	-
Restated Balance at 1 April		1,257	1,160
Changes in Taxpayers' Equity			
Net expenditure for the Year		(108,713)	(71,747)
Total recognised income and expense		(108,713)	(71,747)
Grants and Grant-in-Aid funding	16	99,841	71,844
Balance as at 31 March		(7,615)	1,257

Note:

During the year, in accordance with Treasury guidance and with full support of the Department, CWDC restricted the claiming of Grant-in-Aid to an amount equivalent to cash paid out during the year. A resulting £9m reduction in cash holding was achieved at the year end. Thus allowing these funds to be effectively applied elsewhere by HM Treasury. On 1 April 2010 the Department paid these funds to CWDC.

The notes on pages 38 to 61 form part of these accounts.

Notes to the accounts

1 Statement of accounting policies

The particular policies adopted by CWDC are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

1.1 Basis of preparation

This is the first year that the financial statements have been prepared in accordance with International Financial Reporting Standards as adopted by the European Union (IFRS), IFRIC Interpretations, the Companies Act 2006 applicable to companies reporting under IFRS and the 2009-10 Government Financial Reporting Manual (FReM) issued by HM Treasury. The date of transition is 1 April 2008 and the prior year accounts have been restated accordingly (see note 2). The FReM is only applied where it does not conflict with the Companies Act 2006. The accounting policies contained in the FReM apply IFRS as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Company for the purpose of giving a true and fair view has been selected.

1.2 Accounting convention

The accounts have been prepared under the historical cost convention.

1.3 Grants-in-Aid

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

1.4 Revenue recognition – Grants and other income

Grants are received from the Department of Health in respect of UK Commission for Employment and Skills funding. Revenue grant receipts are recognised in the period in which they are received. Capital grant for the purchase of specific non-current assets are initially recorded as deferred income and then recognised in the net expenditure account over the estimated lives of the assets acquired.

Funding received from local authorities to fund Educational Psychology training is recorded as deferred income on receipt and recognised in the net expenditure account in the period in which the training is delivered and when the training costs are incurred.

Other income is received from goods and services supplied and provided by CWDC. The primary source of other income is receipts in respect of Apprenticeship Certificates issued. The issuing of Apprenticeship Certificates was outsourced in August 2009 with gross income generated by the Certificates being retained by the sub-contractor. Other income is recognised when the Company is legally entitled to receive the income and the amounts can be quantified with reasonable accuracy. Other income is recorded net of VAT.

1.5 Funding provided to other bodies

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

At 31 March 2008 under the terms of the contracts with the training providers delivering the training courses, CWDC had a constructive obligation to provide training for students enrolled on courses commencing in September 2008 or earlier. Thus, the company was required to recognise the full cost of this training, together with the related income in 2007-08. Accordingly, the net expenditure account for 2008-09 does not include any income or expenditure relating to Educational Psychology training.

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

1.6 Leases

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the net expenditure account on a straight line basis over the period of the lease.

1.7 Pensions

Most past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS). The defined benefit scheme is unfunded and non-contributory except in respect of dependants' benefits. The Company recognises the expected cost of these elements on a systematic and rational basis over the period during which it benefits from the employees' services by payment of charges calculated on an accruals basis, as disclosed in Note 5a. Liability for payment of future benefits is a charge on the scheme.

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

1.8 Capital charge

As required by Treasury, a charge is made to the Net Expenditure Account for the notional capital charge. The notional capital charge, which reflects the cost of financing capital employed, is calculated at 3.5% (2008-09 3.5%) of average net assets employed during the year excluding balances held with Office of Paymaster General. In accordance with Treasury the notional charge is credited back to the Net Expenditure Account before determining the surplus or deficit for the year.

1.9 Property, plant and equipment and depreciation

The capitalisation threshold for property, plant and equipment is £2,500. Assets of the same type are grouped for capitalisation purposes. Property, plant and equipment is carried at depreciated cost as a proxy for fair value, given the low value of the assets.

Depreciation is charged in the month of acquisition, but not in the month of disposal. Depreciation is calculated using the straight-line method to write off the cost, less estimated residual value, of each asset evenly over its expected economic useful life, as follows:

Information Technology.

- straight line over 5 years.

Furniture and fittings.

- straight line over 3 - 5 years.

Software licences.

- straight line over 3 years.

Leasehold improvements.

- straight line over the period of the lease.

The depreciation period for Information Technology and Furniture and fittings was increased in December 2009 from three years to a maximum of five years. This change in estimation was to accurately reflect the useful economic life of assets.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

1.10 Intangible assets and amortisation

The costs of software licences and the development cost of bespoke software used in the delivery of the business plan have been capitalised. These are being amortised on a straight line basis over the expected useful life of the software, estimated to be 1 to 3 years. Given their low value intangible assets are carried at amortised cost as a proxy for fair value.

1.11 Financial instruments

As the cash requirements of CWDC are 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 relate to contracts to buy non-financial items in line with the Company's expected purchase and usage requirements and the Company is therefore exposed to little credit, liquidity or market risk.

1.12 Current and deferred corporation tax

CWDC's activities are outside the scope of corporation tax as the Company does not carry on a trade or any other business and its objects are not for profit. Corporation tax is, however, payable on interest receivable and this tax payable is recognised in the net expenditure account.

1.13 VAT

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

1.14 Significant accounting estimates

Accounting estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The only accounting estimate that has a significant risk of causing a material adjustment to the accounts within the next financial year is considered to be the estimation of the number of students dropping out of their Early Years Professional Status training courses in between census points straddling the financial year end. Training providers are paid according to the number of students at each pre-determined census point. At the end of the financial year, it is necessary to estimate how many students will reach the next census point on each course so that the related expense can be calculated and allocated to the correct period. The estimated drop-out rate used is calculated based on recent recorded drop out rates for each training provider and course.

1.15 New Accounting Standards

In line with the requirements of IAS 8, CWDC has identified the following IFRS which have not yet been issued, that may have an impact on the accounts but have not been applied as they are not yet effective.

IFRS 9 Financial Instruments

The classification of financial assets under IFRS 9 will be on the basis of the entity's business model for the management, and contractual cash flow characteristics. The effective date is 1 January 2013. CWDC intends to apply IFRS 9 in the year ending 31 March 2014. The impact of application is uncertain as additional instalments covering financial liabilities and impairment methodology have not yet been published.

IAS 24 Related Party Disclosures

The revised IAS 24 simplifies and clarifies the definition of a related party. There is a partial exemption from disclosure of transactions and outstanding balances. The effective date is 1 January 2011. CWDC intends to apply the revised IAS 24 in the financial year to 31 March 2012. The impact is not likely to be significant. Some transactions and outstanding balances may become exempt from disclosure.

IAS 7 Statement of Cash Flows

In the revised IAS 7, only expenditure that results in the recognition of an asset rather than simply to generate future income and cash flows can be classified as a cash flow from investing activities. The effective date is 1 January 2010. CWDC intends to apply the revised IAS 7 in the financial year ending 31 March 2011. The impact is not expected to be significant. In the financial year ending 31 March 2010 the cash flows from investing activities relates entirely to the recognition of non-current assets.

IAS 17 Leases

The revised IAS 17 explains that leases including both land and buildings should separately assessed with the land treated as a finance lease even if title is not expected to pass to the lessee. Unexpected leases should be reassessed and accounted for retrospectively. The effective date is 1 January 2010. CWDC intends to apply the revised IAS 17 in the financial year ending 31 March 2011. CWDC does not currently have any leases for land.

1.16 Going Concern

The balance sheet at 31 March 2010 shows net liabilities of £7,615,000. This reflects the inclusion of liabilities falling due in future years which, to the extent that they are not to be met from CWDC's other sources of income, may only be met by future grants or Grant-in-Aid from CWDC's sponsoring Department. This is because, under normal conventions applying to parliamentary control over income and expenditure, such grants may not be issued in advance of need.

Grant-in-Aid for 2010-11, taking into account the amounts required to meet CWDC's liabilities falling due in that year, has already been included in the Department's Estimates for that year, which have been approved by Parliament, and there is no reason to believe that the Department's future sponsorship and future parliamentary approval will not be forthcoming. It has accordingly been considered appropriate to adopt a going concern basis for the preparation of these financial statements.

1.17 Change of accounting policy

With effect from the 2009-10 reporting CWDC has changed its accounting policy to account for grants and Grants-in-Aid received for revenue purpose as financing, because they are regarded as contributions from a controlling party which gives rise to a financial interest in the residual interest of NDPBs. This is a change on the certified 2008-09 accounts and the impact of the change on the results of the current year is shown below. Note there is no impact on the net liability position of CWDC as a result of this change in accounting policy.

Prior to 2008-09 revenue Grant was treated as income and Grant used to purchase assets was taken to deferred income. An amount equal to depreciation was transferred out of deferred income and transferred to net expenditure account. The accounting policy for grants received prior to CWDC becoming an NDPB on 1 April 2008 has not been changed. All Grant-in-Aid is now treated as financing (see note 1.3 for more details).

	As at 31st March 2009 (as previously stated)	Impact of adopting the new policy	As at 31st March 2008 (restated)
	£'000	£'000	£'000
Net Expenditure for 2008-09	158	(71,589)	(71,747)
General Reserve	1,002	255	1,257
Deferred income - capital grants	806	(255)	551

Notes:

£71,589k is the Grant-in-Aid previously accounted for as Income (now within financing)

£255k is the reversal of Grant-in-Aid adjustment-transfer from deferred income

1.18 Segmental Reporting

CWDC complies with IFRS 8 which requires disclosure of the Company's operating segments. The segmental reporting information disclosed (see note 3) reflects the programme expenditure which represents CWDC structure in managing the business.

2 First-time adoption of IFRS

	General Reserve
	£'000
Reserves at 31 March 2009 under UK GAAP - restated	1,257
Reserves at 1 April 2009 under IFRS - restated	1,257
Net expenditure for 2008-09 under UK GAAP - restated	(71,747)
Net expenditure for 2008-09 under IFRS - restated	(71,747)

3 Analysis of Net Expenditure by Segment

IFRS 8 requires management to define the Company's operating segments in accordance with how its operations are managed in practice.

CWDC operations fall within the same geographical location and regulatory environment and under the term of its remit from the Department, the Company has effectively one overall budget for expenditure as movements between initial outline maximum funding allocations may be made on the basis of value for money and need and approval from the Department where required by the remit letter. The basic structure is to manage the direct cost of operations by reference to programmes. These programmes are not fixed and can change considerably over time.

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The costs are fully funded and there are no profit or loss making activities. Funding is allocated on a needs basis rather than performance on return. Internal services are managed across two directors by function – HR, IT, Finance and Procurement. In each year, various internal projects are established and closed as required for the purpose of monitoring expenditure. The assets and liabilities are not recorded or reviewed at programme level. The expenditure for the segments is set out below:

	2009-10	2008-09
	£000	£000
		Restated
Early Years	29,783	22,885
Integrated Working & Workforce Reform	17,031	15,514
Play	2,174	801
Research	1,523	1,539
Social Work	36,125	15,378
Stakeholder Engagement	4,268	3,718
Standards & Qualifications	788	861
Vulnerable Children	7,956	3,247
Youth	6,573	6,827
Parents & Families	391	-
Total	106,612	70,770

4 Operating income

	2009-10	2008-09
	£000	£000
Other Income	98	198
Social Work Education Partnership Programme	2,072	-
Qualifications & credit framework - transitional plan	257	950
Qualifications	-	15
Integrated working coherence project	87	-
Release of Deferred Income (note 12c)	1,765	2,506
	4,279	3,669

5(a) Staff numbers and related costs

	2009-10			2008-09		
	£'000	£'000	£'000	£'000	£'000	£'000
	Permanently Employed Staff	Other	Total	Permanently Employed Staff	Other	Total
Wages and salaries	6,621	1,357	7,978	4,849	962	5,811
Social security costs	577	-	577	410	-	410
Other pension costs	1,234	-	1,234	975	-	975
	8,432	1,357	9,789	6,234	962	7,196

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

	2009-10	2008-09
	Number	Number
Permanent	182	133
Other	28	18
	210	151

Pension benefits for seven staff are provided through a defined contribution Friends Provident pension scheme. Employer contributions are set at between 8% and 24% of pensionable earnings and employee contributions are set at a rate between 3% and 6% of pensionable earnings. For 2009-10, employers contributions of £15,531 were payable to Friends Provident (2008-09 £15,641).

From 1 April 2008, CWDC staff became public servants and pension benefits for most staff including all members of the Executive Management Team are provided through the Civil Service pension arrangements. The Principal Civil Service Pension Scheme (PCSPS) is an unfunded multi-employer defined benefit scheme but CWDC is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the scheme as at 31 March 2007. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation (www.civilservice-pensions.gov.uk).

For 2009-10, employers' contributions of £1,179,506 were payable to the PCSPS (2008-09 £937,117) at one of four rates in the range 16.7% to 24.3% of pensionable pay, based on salary bands. The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2009-10 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £16,959 (2008-09 £5,188) were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 3% to 12.5% of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay. In addition, employer contributions of £1,639 (2008-09 £881), 0.8% of pensionable pay, were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service or ill health retirement of these employees.

Contributions due to the partnership pension providers at the balance sheet date were £4,902. Contributions prepaid at that date were £nil.

5(b) Directors' emoluments

	2009-10	2008-09
	£'000	£'000
Salary	652	613
Company contributions to defined benefit pension schemes	134	134
	<u>786</u>	<u>747</u>
Highest paid director:		
Salary	109	108
Company contributions to defined benefit pension schemes	27	27
	<u>136</u>	<u>135</u>
Number of directors in Company pension schemes:	2009-10	2008-09
	Number	Number
Defined benefit pension schemes	6	6

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

	2009-10	2008-09
more than £135,000 but not more than £140,000	1	-
more than £130,000 but not more than £135,000	-	1
more than £120,000 but not more than £125,000	1	1
more than £105,000 but not more than £110,000	3	3
more than £100,000 but not more than £105,000	1	-
more than £85,000 but not more than £90,000	-	1
more than £40,000 but not more than £45,000	-	1
more than £30,000 but not more than £35,000	1	-
more than £15,000 but not more than £20,000	1	-
more than £10,000 but not more than £15,000	1	1
more than £5,000 but not more than £10,000	4	4

6(a) Analysis of direct programme expenditure

	2009-10	2008-09
	£'000	£'000
Project funding:		
Training Early Years Professionals	25,913	15,616
Developing Integrated Working Practice	10,694	11,997
Playwork - Level 3 training	1,868	367
Social Work Recruitment	13,754	7,850
Social Work - Early Professional Development	3,335	2,250
Social Work Reform	2,250	2,329
Other project funding activities	279	321
Social Care minimum Level 3	4,230	1,828
Initial Training of Educational Psychologists	2,259	-
Young people's workforce reform	983	3,241
Other direct programme expenditure:		
Short term resourcing	781	4,009
External Services	6,166	5,545
Interim specialist skills	4,881	3,291
Independent reviews and support	6,426	501
Other	758	1,788
Media	14,594	2,706
Consultation events	576	914
Travel and subsistence	718	620
	<u>100,465</u>	<u>65,173</u>

Early Years Foundation Degree Student Support and Early Years Professional Status Training expenditure is funded by Transformation Fund ring-fenced funding. Total Grant-in-Aid received relating to the ring-fenced funding was £24,800,000 (2008-2009 £25,310,000). Expenditure relating to Transformation Fund totalled £30,088,000, of which £25,913,000 is shown under project funding and the balance included in other direct programme expenditure, and was funded from the Main funding Grant-in-Aid.

6(b) Analysis of other administrative expenses

	2009-10	2008-09
	£'000	£'000
Employee costs:		
Recruitment costs	344	433
Travel and subsistence	144	236
Staff training & welfare	204	172
Health & life insurance	69	65
	<u>761</u>	<u>906</u>
Premises costs:		
Operating lease rentals - land & buildings	387	387
Operating lease rentals - plant and machinery	3	3
Other accommodation costs	539	396
	<u>929</u>	<u>786</u>
General administrative expenses:		
Office administration costs	178	362
Non capital IT costs	232	299
	<u>410</u>	<u>661</u>
Legal and professional costs:		
Advertising and PR	38	312
Internal audit services	163	61
Auditors' remuneration - audit services	53	48
Other professional services	42	90
	<u>296</u>	<u>511</u>
	<u>2,396</u>	<u>2,864</u>

7 Corporation tax expense

	2009-10	2008-09
	£'000	£'000
Analysis of corporation tax expense for the year		
Current tax:	-	35
UK corporation tax on deficit	-	35
Corporation tax expense	-	35
Factors affecting tax charge for year		
The difference between the tax assessed for the year and the standard rate of corporation tax are explained as follows:		
Deficit before corporation tax	(108,175)	(71,183)
Standard rate of corporation tax in the UK	21%	21%
Tax at the standard rate of corporation tax	(22,717)	(14,948)
Effects of:		
(Deficits)/Surpluses not subject to corporation tax	22,717	14,983
Current corporation tax expense for the year	-	35

8 Property, plant and equipment

	Leasehold improvements	Information Technology	Furniture & fittings	Total
	£'000	£'000	£'000	£'000
Cost				
At 1 April 2009	571	646	296	1,513
Additions	22	70	16	108
Reclassification	(105)	29	76	-
Disposals	-	(207)	(15)	(222)
At 31 March 2010	488	538	373	1,399
Depreciation				
At 1 April 2009	53	426	150	629
Charge for the year	46	144	90	280
Reclassification *	(9)	3	6	-
Disposals	-	(207)	(15)	(222)
At 31 March 2010	90	366	231	687
Net book value				
At 31 March 2010	398	172	142	712
At 31 March 2009	518	220	146	884

* Some Information Technology and Furniture & Fittings equipment was previously classified under leasehold improvements and is now reclassified.

8 Property, plant and equipment

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

9 Intangible assets

	Software £'000	Software licences £'000	Total £'000
Valuation			
At 1 April 2009	58	71	129
Additions	138	114	252
At 31 March 2010	196	185	381
Amortisation			
At 1 April 2009	8	18	26
Charge for the year	32	31	63
At 31 March 2010	40	49	89
Net book value			
At 31 March 2010	156	136	292
At 31 March 2009	50	53	103
Valuation			
At 1 April 2008	-	49	49
Additions	58	22	80
At 31 March 2009	58	71	129
Amortisation			
At 1 April 2008	-	1	1
Charge for the year	8	17	25
On disposals	-	-	-
At 31 March 2009	8	18	26
Net book value			
At 31 March 2009	50	53	103
At 1 April 2008	-	48	48

10 Trade receivables and other current assets

	31 March 2010	31 March 2009	01 April 2008
	£'000	£'000	£'000
10 (a) Analysis by type:			
Amounts falling due within one year:			
Trade receivables	245	316	15,476
Prepayments	3,434	162	12
	<u>3,679</u>	<u>478</u>	<u>15,488</u>
10 (b) Intra-government balances:			
Other central government bodies	53	-	14,406
Local authorities	3,130	86	863
Sub-total : intra-government balances	<u>3,183</u>	<u>86</u>	<u>15,269</u>
Balances with bodies external to government	496	392	219
	<u>3,679</u>	<u>478</u>	<u>15,488</u>

11 Cash and cash equivalents

	31 March 2010	31 March 2009	01 April 2008
	£'000	£'000	£'000
Balance at 1 April	23,475	14,286	6,329
Net change in cash and cash equivalent balances	(22,091)	9,189	7,957
Balance at 31 March	<u>1,384</u>	<u>23,475</u>	<u>14,286</u>
The following balances at 31 March were held at:			
Office of HM Paymaster General	1,226	23,187	9,232
Commercial banks and cash in hand	158	288	5,054
Balance at 31 March	<u>1,384</u>	<u>23,475</u>	<u>14,286</u>

12 Trade payables and other liabilities

	31 March 2010	31 March 2009	01 April 2008
	£'000	£'000	£'000
		Restated	
(a) Analysis by type:			
Amounts falling due within one year:			
VAT	10	11	9
Corporation tax	-	35	44
Trade payables	762	7,486	3,707
Accruals and deferred income	12,187	15,375	25,106
Capital grants	124	156	736
Sub-total	13,083	23,063	29,602
Amounts falling due after one year:			
Accruals and deferred income	328	225	-
Capital grants	271	395	-
Sub-total	599	620	-
	13,682	23,683	29,602

12 Trade payables and other liabilities

	31 March 2010	31 March 2009	01 April 2008
	£'000	£'000	£'000
		Restated	
(b) Intra-government balances:			
Amounts falling due within one year:			
Other central government bodies	405	597	878
Local authorities	900	7,193	8,763
NHS trusts	196	13	-
Public Corporation	68	-	-
Sub-total	1,569	7,803	9,641
Balances with bodies external to government	11,514	15,260	19,961
Sub-total	13,083	23,063	29,602
Amounts falling due after one year:			
Local authorities	328	225	-
Balances with bodies external to government	271	395	-
Sub-total	599	620	-
	13,682	23,683	29,602

12 Trade payables and other liabilities

	Capital grants	Programme grants	Local authority funding of Education Psychology training	Total
	£'000	£'000	£'000	£'000
(c) Deferred income and capital grants:				
At 1 April 2009	551	537	1,728	2,816
2009-10 Local Authority funding	-	-	1,721	1,721
2010-11 Local Authority funding	-	-	209	209
Credited to net expenditure account	(156)	(537)	(1,072)	(1,765)
At 31 March 2010	395	-	2,586	2,981

	Capital grants	Programme grants	Local authority funding of Education Psychology training	Total
	£'000	£'000	£'000	£'000
Restated				
At 1 April 2008	736	2,858	-	3,594
2008-09 Local Authority funding	-	-	1,728	1,728
Credited to net expenditure account	(185)	(2,321)	-	(2,506)
At 31 March 2009	551	537	1,728	2,816

The capital grants relate to the grants for the purchase of specific non-current assets. The receipts are initially recorded as deferred income and then recognised in the net expenditure account over the estimated useful lives of the assets acquired.

13 Capital Commitments

There were no contracted capital commitments as at 31 March 2010 (2008-09 £nil).

14 Company limited by guarantee

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

15 Commitments under operating leases

Total future minimum lease payments under non-cancellable operating leases are given in the table below for each of the following periods:

	Land and buildings 31 March 2010	Land and buildings 31 March 2010	Land and buildings 01 April 2008	Other 31 March 2010	Other 31 March 2010	Other 01 April 2008
	£'000	£'000	£'000	£'000	£'000	£'000
Not later than one year	432	432	324	3	3	3
Later than one year, not later than five years	974	1,406	1,838	-	3	6
Later than five years	-	-	-	-	-	-
	1,406	1,838	2,162	3	6	9

The lease commitment for Land and buildings relates to the Company's lease of its office in Leeds which extends to July 2018 with a break clause in July 2013. The commitments shown above are calculated up to the date of the break clause. The rent will be reviewed in July 2013 if the lease continues beyond that date.

16 Grant-In-Aid

	2009-10	2008-09
	£'000	£'000
Main funding Grant-in-Aid	75,041	52,155
Transformation funding Grant-in-Aid	24,800	23,784
Main funding grant	-	(87)
Transformation funding grant repaid in the year	-	(4,008)
	99,841	71,844

17 Contingent Liabilities

There are no contingent liabilities as at 31 March 2010 (2008-09 £nil)

18 Related parties

During the year CWDC entered into the following transactions with these related parties:

Directors	Third Party	Expenditure 2009-10 £'000	Creditors 2009-10 £'000	Debtors 2009-10 £'000	Expenditure 2008-09 £'000	Debtors 2008-09 £'000
Dorit Braun	Consultancy work - Open University	38	36	-	437	-
Howard Cooper	Director of Children's Services - Wirral MBC	435	33	27	458	15
	Governor - University of Chester	-	-	-	17	-
	Chair of Workforce Development Policy Committee - Association of Directors of Children's Services Ltd	7	-	-	3	-
Jane Held	Vice Chair - National Children's Bureau	43	17	-	35	-
	Trustee - Family Action	104	-	3	77	-
	Chair of Adoption Panel - Suffolk County Council	373	-	59	310	-
	Consultant - The Department	16	-	-	64	-
	Jane Held Consulting	1	-	-	1	-
Jon Richards	Senior National Officer - UNISON	15	8	-	0	-
Sir Paul Ennals	Chief Executive - National Children's Bureau	43	17	-	35	-
	Member of The Department - Care Matters Programme	16	-	-	64	-
Dave Poulson	Member of Audit Committee - National Childminding Association	7	-	-	117	-

The Children's Workforce Development Council is an NDPB and a company limited by guarantee. The Department is considered to be a related party as it has significant influence over the financial and operating policies of CWDC. For the year ended 31 March 2010, Grant-in-Aid funding receivable from the Department totalled £99,841,000 (2008-09: Grant-In-Aid funding of £71,844,000), expenditure relating to rent paid for office space at the Department totalled £15,795 (2008-09 £nil).

Children's Workforce Development Council requires staff to declare any potential conflict of interest where they may or do have a financial interest.

During the year none of the key management staff or other related parties has undertaken any material transactions with CWDC, other than those disclosed above.

19 Controlling party

The Department is considered to be a controlling party.

20 Events after the reporting period

The Department for Children Schools and Families changed its name on 12 May 2010 to the Department for Education.

Mrs J Haywood, Chief Executive, authorised the accounts for issue on 14 July 2010

The Children's Workforce Development Council leads change so that the thousands of people and volunteers working with children and young people across England are able to do the best job they possibly can.

We want England's children and young people's workforce to be respected by peers and valued for the positive difference it makes to children, young people and their families.

We advise and work in partnership with lots of different organisations and people who want the lives of all children and young people to be healthy, happy and fulfilling.

For more information please call **0113 244 6311**
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