



Children and Family Court Advisory and Support Service

Annual Report and Accounts 2015-16

An executive non-departmental public body







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Glossary of terms, abbreviations and dates

A glossary of terms used in this report, and in the family justice sector more widely, is set out on page 71. This is based on the excellent glossary produced by the Family Justice Young People's Board (FJYPB) to help children and families going through the family courts understand the terms they may hear.

There are many abbreviations used in the family justice sector. We have used the following format of listing proper nouns in full the first time it is used, with the acronym or initialisation then set out in brackets. We then use the acronym or initialisation.

All months should be read as falling within the period this report covers (1st April 2015 to 31st March 2016) unless otherwise specified.



Introduction from the Chair



I am pleased to report that despite double digit demand increases for our services, we continued to manage demand within existing resources and we continued to improve the quality of our work. This is clearly evidenced in our robust and externally validated auditing process and through external feedback and recognition. However, pressures upon our frontline service are now considerable and we look forward to the next stage of family justice reform, so that our resources in future years can be focused on the work which makes the biggest difference to individual children and their families.

I am pleased that we are very much part of the process for developing the policies which will underpin future reforms, through our positive working relationship with the Ministry of Justice (MoJ) at many levels, through the networks we operate within and through our membership of those formal boards like the Family Justice Board which form the governance structure and delivery systems for day to day services in our sector.

Our work as the voice of the child in the family courts continues, in my view, to be an important protection for the most vulnerable children in England. Some of those children are presenting new challenges to ourselves and our partner agencies in terms of how we can best help them. I have in mind children who are being sexually exploited in the most appalling ways imaginable, and children who have witnessed events at home or outside which have traumatised them in ways which, if they do not receive the help they need, will lead to lasting lifelong damage. For some of those children, it is a race against time to be helped effectively. This is our continuous challenge, and one where we have taken further steps this year to ensure the greatest possible quality, consistency and reliability in our teams across the country.

I would like to thank all of our staff for their hard work this year and for their continued commitment under pressure to vulnerable children. I would like to thank our Executive for their leadership of the service and my Board for their leadership at board level, both as a check and balance on the organisation, ensuring accountability and contributing to the vision for the future of family justice. This year, my Board welcomed two new members, Paul Grant and Deep Sagar, and in December Sir Mark Hedley, a recently retired High Court judge, was co-opted onto the Board. These changes strengthen the socio-legal knowledge base and further broaden experience on the Cafcass Board.

Cafcass continues to sponsor the Family Justice Young People's Board (FJYPB). I would like to thank members of the FJYPB once again for the unique insight they offer. Not only does their input strengthen the work of the Board and of Cafcass, but they play a significant role in the wider improvement agenda across the family justice sector, through their inspections and other commissions.

In my own work this year, I promoted the importance of understanding and improving outcomes for children in our work and in the work of the wider family justice system. I did this through my work in Parliament, such as in various All Party Parliamentary Groups (APPGs), my chairing of a range of high profile seminars and round tables and my endeavours to bring a range of people and organisations together to develop policy and new services. Examples are my work on child and adult mental health, a strengthened child focus in relationship breakdown policy and services, and my support for our pioneering work in Cafcass on out of court services. I believe passionately that we need to do more in that area.

Next year will unquestionably bring the same challenges along with some new ones. I am confident that we will continue to improve to meet these challenges and to identify opportunities to work differently and better for children and their families.

Signed: Baroness Tyler of Enfield. Chair of Cafcass Board.

Section 1

Performance report

Performance summary

Received **37,649** private law cases,
10.3% higher than the same period
last year

Received **12,741** care applications,
14.2% higher than the same period
last year



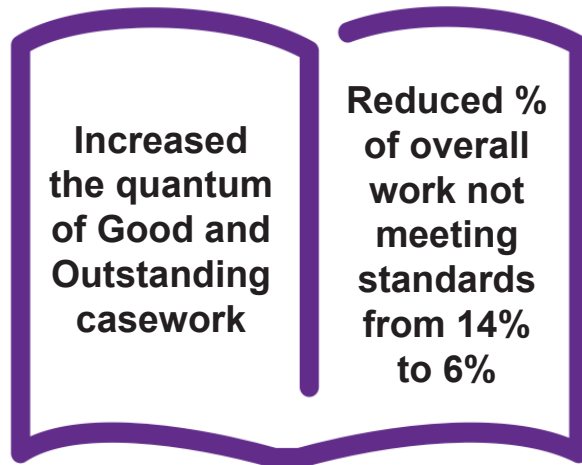
19,000 parents attended
a Separated Parents
Information Programme

We worked
with **116,104**
children and
young people
across
England

Most children were
under 10 years old

Met our Key
Performance
Indicator targets





Over **200** staff on our Talent Management programme



4.5%


more efficient in terms of throughput

9%

more efficient in terms of cost



15% decrease in sickness rates, remaining one of the lowest in the sector



Received over 500 compliments (one compliment for every two complaints)

24% reduction in complaints



Statement from the Chief Executive on the performance of Cafcass over the year



The purpose and activities of the organisation

Cafcass is a non-departmental public body, sponsored by MoJ. Our Minister is Caroline Dinenage and our Permanent Secretary is Richard Heaton. We work on a day-to-day basis with our sponsorship team in the MoJ and the various policy teams and other specialist teams with varying responsibilities for public and private law strategy and policy. We also work closely with the Department for Education (DfE), especially on public law policy. Operationally, our main professional links are with the family court

judiciary, local authorities, court-based organisations and agencies like the courts service (HMCTS) and the Legal Aid Agency (LAA), plus a range of specialist providers including both individuals and organisations who provide direct services to children and families whose cases come before the family court. We also forge and maintain constructive links with a wide range of individuals and organisations who work in our sector or related sectors, such as children's social care, focusing on policy development.

Our purpose and activities are clearly set out in statute, plus court based frameworks such as the Public Law Outline (PLO) for public law and the Child Arrangements Programme (CAP) for private law.

In public law (mostly with children subject to care or supervision applications by local authorities), we provide those children with their own guardian, who is then responsible for understanding the needs wishes and feelings of the child sufficiently to be able to represent their interests before the court. In practice, this involves an intensive scrutiny of the local authority assessments and plans for the child, to make sure that the decisions the court takes are in the child's best interest. Many of the children subject to these applications have experienced abuse, neglect and trauma, and they will need a framework for the future which can include their future safety and wellbeing, including recovery from any trauma. This work currently forms just over 50% of the total Cafcass workload.

In private law, court applications are invariably made by one parent or relative in relation to who the child should live with or spend time with, or some aspect of one of these. We have a tiered involvement in these applications. Tier 1 is an advisory role to parents, using a dispute resolution skill-set. Tier 2 is a safeguarding letter made available at the first court hearing (known as the FHDRA¹), advising the court of whether there are any child protection or serious welfare concerns about the child. This is based upon carrying out background checks and through a telephone interview with each parent. Tier 3 is a casework service after the FHDRA, usually based upon writing what is known as a section 7 report, which is in the form of a child impact assessment, plus other relevant assessment criteria in the specific case. Tier 4 is a group of some 1,600 cases, where a Children's Guardian is appointed to represent the child through what is known as a Rule 16.4 appointment. This tiered involvement correlates with case complexity and the potential risk and harm the child in question is either experiencing or is at future risk of experiencing. Private law cases constitute just under 50% of the total Cafcass workload.

1 First Hearing Dispute Resolution Appointment.

Common to both our public and private law roles is a focus on the voice of the child. In many of the cases we deal with, the voice of the child is scarcely audible, either through the child not being properly seen or heard, or because the voices of the adults around the child are too loud for the child's voice to be heard. We act as a microphone for the child, or an amplifier, so that those around the child can be helped to gain a greater understanding of what needs to happen for the child. Much of our work is direct work with the child with this end in mind, plus direct work with those around the child or with responsibility for the child, to change the way they think about the child and to change their behaviour to better reflect the needs of the child. The court reporting side of our work is significant, but not as significant as the direct work which can make a difference in these often charged and challenging family situations.

We also provide a specialist service in cases heard in the High Court. These often feature an international element, such as child abduction. In a small number of cases we help the court transfer parental responsibility to parents who have started a family through surrogacy, where we are appointed to act as a Parental Order Reporter.

Managing resources and demand

A major issue for us throughout the last financial year was increases in demand. We saw a 10.3% (from 2014-15) increase in private law cases and a 14.2% increase in the number of public law care applications compared with the previous year. Work is underway with the MoJ on our future operating models across private and public law, an important part of which is assessing which measures may help stem demand, while ensuring those in need still receive a service.

This was a year in which my role as Accounting Officer was never more to the fore. Government departments were asked to identify an additional 5% in-year savings for 2015-16. We were able to identify £2million (m) that we could relinquish as a result of a review of commitments in-year, without any service detriment. We subsequently withheld a further £2.2m of spending where we thought it was safe to do so, again to support our sponsor in managing their in-year budget pressures. We also settled on a reduction of £0.7m to deliver commissioned services. This was in consultation with the MoJ and represents a 10.8% reduction based on current assumptions for full year spending during the year. Staying within these reduced spending targets has been very challenging in the context of rising demand and the expectation of continued innovation and piloting new practice models. I am very proud of the efforts of all of my staff and our contractors in delivering this stretched savings target.

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

I am pleased that we have been given a manageable budget for 2016-17, though this is still very much a stretch target given the level of projected demand increases this year. We will have to continue to sharpen our working practices and to innovate to stand still. A great deal of my time will continue to be spent on assessing the impact of budget changes, the cost of proposed reform, calculating and identifying potential savings, and factoring in any additional costs from reforms. I will also be paying particular attention to whether any of our teams are approaching a tipping point in terms of pressure, which is a known factor to watch out for in child protection work when pressures are high over a long period of time. My challenge is to continue to deliver efficiencies and be part of future sector transformation, while managing a demand led service and ensuring we maintain safe standards with incoming cases. Our staff have responded with the professional approach we expect in Cafcass at all times.

I have been in discussion with the President of the Family Division, senior judges, the LAA and other delivery partners about the potential for bringing cash limited budgeting principles into the family justice system, by defining a fixed budget for Cafcass services in each local court area and a pricing schedule (for example, for a section 7 report; for a contact monitoring order). This could be a significant development for the years ahead and we will continue to pursue realistic policy options for this.

In January, we formally consulted with trade unions and our staff on proposals to reshape our business support services. This follows detailed exploration with teams to determine the most efficient model for business support to the frontline, taking into account the introduction of standardised processes seen across the organisation. We have continued to bring about further reductions on agency social work staff levels where possible, accepting that workforce patterns mean that some service areas will require an injection of temporary support from time to time.

Driving up quality

Our focus is on continuous improvement, while managing demand effectively and making financial savings when and where we can (see diagram below).



Diagram 1: Driving up quality

Our level of performance and quality was externally assessed by Ofsted in 2014 as being ‘Good’ with ‘Outstanding’ leadership and governance. Our auditing and benchmarking programmes show clearly that we have made further improvements in 2015-16. For example, we have increased the quantum of Good and Outstanding casework (including 8% of casework being judged as Outstanding) and reduced the percentage of overall work not meeting our exacting and tougher standards (compared with the 2014 benchmarks) from 14% to 6%. We will continue with our internal audit and quality assurance programme throughout 2016-17 to ensure that our standards of service continue to improve year on year.

The first Area² Quality Review (AQR) within Cafcass using a refreshed methodology took place in early October with good overall findings and strong learning points. This methodology focuses as much on the outcomes of our work and its quality as it does on procedural and policy compliance.

2 'Area' refers to service area – Cafcass has 17 service areas.

In February we launched our new Quality Assurance framework. This is a ground-breaking way of providing feedback on a case-by-case basis, allowing learning to be collated and fed into the quarterly individual performance and learning review (PLR) process for individual staff. Under this framework we are already seeing a significant amount of work graded as 'Outstanding'. Our Principal Social Worker has led the implementation of the Evidence Informed Practice Tools matrix, which audits indicate has contributed to the improvement in analytical reporting.

To support our practitioners to increase their confidence and expertise, especially in risk assessments where profound psychological issues for a child or parent are present, our National Psychology Pilot programme provided an accredited clinical psychologist for 1:1 case consultations with Cafcass Family Court Advisers (FCAs). The pilot evaluation in March found that 100% of FCAs who had used the service said it had improved the quality of their recommendations and that they would recommend it to another FCA. An audit of 29 pilot cases showed that in 28 cases consultations improved case analysis and the management of risk, and that learning was transferable. The service will now be embedded to improve the quality of Cafcass' intervention and the management of risk in complex cases, as well as to support continuing professional development under the Professional Capabilities Framework.

Our workforce development programmes continue to support all of our staff to improve their knowledge bases and how these are applied. Our Talent Management strategy is in its third year and the Emerging Talent programme provides a source of talent both for future roles and for driving forward improvement and innovation in the services we deliver. Over 200 staff are on this programme, supported by individual development portfolios. The programme has contributed positively to the retention of staff and 'growing our talent': there is an overall promotion rate of 16.4% among participants compared with the national figure of 4.7%. We continue to offer development for leaders and managers to ensure that the impact they make on their teams is a positive one. We know that staff tend to join organisations and leave managers, so the skillset of our managers is not just relevant for them as individuals, but for all those they come into contact with.

A national child exploitation strategy was designed and implemented within Cafcass in 2015. The strategy's purpose is to strengthen practice and to generate and disseminate learning in the three areas of child sexual exploitation, radicalisation and child trafficking through a broad range of methods including ambassador roles and training.

Finally in this section, an example of a small but significant quality improvement programme. We accepted an offer from the Royal Literary Fund for them to fund a writer in residence, Yvonne Coppard, to deliver a programme which complements existing initiatives to improve the writing of our staff. Yvonne has delivered a series of workshops and reading groups, and has contributed a monthly column in our internal staff newsletter.

Helping parents to communicate more effectively

Our National Commissioning Team manages a number of services provided by the voluntary sector that are focused on helping parents to communicate better and resolve their disputes in the best interests of their children. Separated Parent Information Programmes (SPIPs) are short group programmes aimed at helping separated parents. Both parents attend separate groups and are enabled to focus on the needs and wishes of their children, think about managing their own emotions and about alternative points of view. The sessions also highlight the value of better communication and encourage parents to engage with specific online programmes. Feedback from parents is consistently positive. This year we introduced new video material and refreshed the programme. Parents attend SPIP groups as a court ordered activity and in 2015-16 more than 19,000 parents attended.

We made significant improvements to the Cafcass Parenting Plan during this year, with a new section on listening to children. This was in conjunction with initiatives led by the MoJ across the services for dispute resolution out of court. The work aims to help parents to listen to the voice of the child and to respond in ways which better meet their needs. The Parenting Plan has continued to be in high demand, with 42,000 copies being ordered over the year and more than 10,000 copies being downloaded.

The Parenting Plan pages on the Cafcass website had 67,000 views and 6,867 individuals used the online version of the plan³. Almost two thirds of those using the online plan said that they found it helpful. The Parenting Plan offers a good way in to dispute resolution away from court for many parents. We are encouraging people who have used the Parenting Plan to send their feedback to a dedicated email address.

Supporting the next stage of family justice reform

The majority of Cafcass' work is carried out in the family courts, providing advice for judges and magistrates to help them to make a safe decision about a child's future. We have been working with MoJ to help build a picture of current practice in private law cases, and to map out a landscape that continues to promote out-of-court services wherever suitable for children and families. However, over the past year Cafcass has in addition delivered services for families who need assistance in working out arrangements for children after separation, but do not require the specialist intervention of the family court. We have delivered a Supporting Separating Parents in Dispute (SSPID) pilot in five service areas, signposting families to services to assist with the fall-out of separation. We are also piloting meetings before proceedings in Durham, Teesside, North Yorkshire, York and Greater Manchester based on use of the Parenting Plan. This pilot involves using our dispute resolution skills with parents where there are no safeguarding issues but there is an enduring conflict to be worked through, empowering parents to construct their own solutions to their dispute.

As part of promoting the out-of-court agenda our Portsmouth team is participating in a documentary commissioned by the BBC, highlighting the experiences of families going through separation, including those who access out of court services like mediation and those who pursue resolution in court. We also supported a therapeutic pilot for couples entrenched in high conflict cases, run by the Tavistock Centre for Couple Relationships, which showed a significant success rate.

Following a successful pilot in November, Cafcass introduced a free national DNA testing service for parents with a child arrangements dispute in the family courts. Being certain about a child's paternity is a vital factor in resolving a small number of cases in the family court, and this service offers a quick resolution to this issue. The service is funded by Cafcass and is delivered through an innovative collaboration with a DNA testing laboratory which offers a high standard of tests with low cost collection of samples. Another pilot, whereby we arrange and administer drug and alcohol testing in the Bristol and Taunton family courts, continues to be provided pending a decision about whether a national roll out of the testing regime is affordable, and whether such tests constitute a useful evidential tool.

We have continued to provide a safe service for children and young people who are the subject of care proceedings due to their situation at home. We completed our management of Birmingham City Council's Independent Reviewing Officer (IRO) service, returning the service to their direct management after having made considerable improvements to the service. At the end of our involvement, all Looked After Children (LAC) in Birmingham had an IRO (250 did not have an IRO at the start of the pilot) and caseloads for IROs have dropped from an average of 95 cases to 78. Discussions are now ongoing to determine the model's potential in other local authorities, including the potential for regional services.

Cafcass has issued two joint practice notes with the Association of Directors of Children's Services (ADCS): one on the assessment process for special guardians; the other on practice in section 20 (Children Act 1989) cases. The notes, containing guidance for all practitioners involved in such cases, were produced out of concern that there were cases where special guardianship orders (SGOs) were being made without sufficient consideration for the placement's long-term viability. The section 20 guidance was produced to clarify the position around the use of this form of care, following some high profile court judgements, and to set out best practice. The SGO note preceded the Government's reviews of special guardianship which culminated in positive changes to the governing regulations.

We have explored settlement conferences in Devon and Liverpool, used across public and private law, which can take place pre-court or in-court, with the aim of negotiating a child-centred way forward to avoid

³ The online version is hosted by One Plus One under the heading 'Splitting up – Putting Kids First'.

a trial or adversarial court process. Where this cannot be achieved, a trial or court hearing will be scheduled with a different judge presiding. So far 40 settlement conferences have been held in Liverpool by the Designated Family Judge (DFJ) and a District Judge (DJ), and a smaller number (10-15) in Devon, also with the local DFJ and a DJ. Settlements have been reached in the vast majority of cases. We are also piloting faster models of practice in private law cases.

Recognition of our work

In 2015-16, we received the following awards:

January: FJYPB was awarded the **Diana Active Campaigner Award**, recognising its campaigns and work with children and young people in their communities.

May: Cafcass was awarded **Best Healthcare Strategy** at the Very Important Benefit Awards for embracing health and wellbeing right across the organisation.

June: Cafcass won **Best Flexible Working** award at the Working Families Awards for our approach to incorporating technology, giving our practitioners more time to focus on frontline work with children and families.

September: Our former Director of Human Resources and Organisational Development, Jabbar Sardar⁴, was ranked **7th Most Influential HR Practitioner** in the HR Most Influential list. The award recognises his innovative work while making continuous savings for Cafcass.

October: Cafcass and Egress joint project won **Security Project of the Year – Public Sector** at the Computing Security Awards 2015. The award acknowledges Cafcass' work to incorporate a secure email system that means we can share sensitive and personal information within Cafcass, as well as with courts, local authorities and families we work with.

November: Cafcass won **Innovation in Flexible Working** award and **Overall Top Employer** award at the 2015 Working Mums Top Employers Awards. The awards recognise our flexible working practices to help accommodate staff, particularly working parents who want to combine successful careers with being a parent.

Library Assistant Shauna Harris won **Research in Practice Link Officer of the Year** for her efforts to ensure that practitioners can get the most out of the free resources and training available.

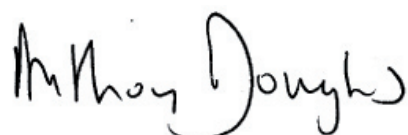
Cafcass took three awards at the Social Worker of the Year Awards 2015:

- Joy Manley, Family Court Adviser, wins **Children's Social Worker of the Year**
- Tonia Dubidat, student at Birmingham University and Student Social Worker at Cafcass, was awarded **Student Children's Social Worker of the Year**
- Cafcass wins **Best Social Work Employer**.

Our London Private Law Team was also awarded **Silver** for **Team of the Year, Children's Services**.

Kessar Kalim, HR Business Partner, awarded **HR Business Partner of the Year** as well as **Personnel Today 2015 Overall Winner**, recognising his hard work in supporting over 400 staff. This was the first time the **Overall Winner** accolade has been awarded to an individual.

As evidence of outstanding staff engagement, this year our national fundraising effort for Children in Need, the 'Caf-Ion', saw 360 staff (almost a fifth of our workforce) taking part in 36 events across 15 different service areas. We raised £6,288 for BBC Children in Need (including Gift Aid) which placed Cafcass in the top 1% of fundraisers using JustGiving.



Signed: Anthony Douglas CBE. Cafcass Chief Executive.

Performance analysis

During 2015-16, we worked with 116,104 children and young people across England. Of these, 82,925 children were referred to us in new cases. The remaining 33,179 were children whose cases were referred to us prior to the reporting period and on whose cases we continued to work during part, or occasionally all of the year, and those whose cases were closed during the year.

Of the children referred to us in new cases where the gender and date of birth were known, 42,393 were boys or young men (51%); and 40,362 were girls or young women (49%). As the figures below show, and in keeping with trends from previous years, the majority of the children and young people we work with are aged 10 years and under.

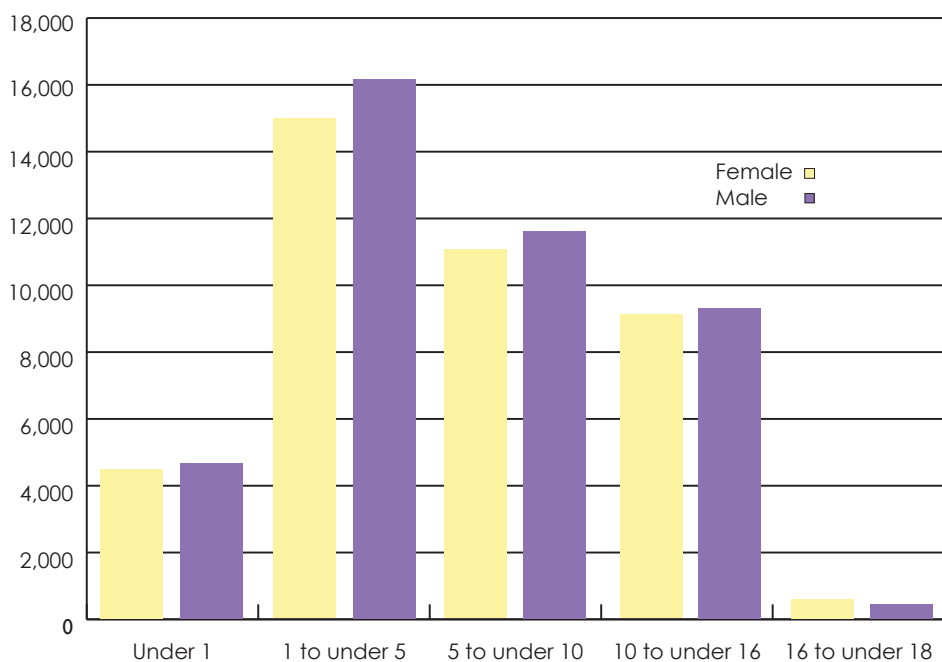


Figure 1: Children in new cases; age and gender profile 2015-16

Public law

Between April 2015 and March 2016, Cafcass received 12,741 care applications. This figure is 14.2% (1,582 applications) higher than the same period the previous year and 20% (2,121 applications) higher when compared with the same period in 2013. On average Cafcass has received in excess of 1,000 new care applications per month during 2015-16.

As a result of the increase the overall number of open public law care cases rose from 8,144 in March 2015 to 9,071 in March 2016, an increase of 11.4%. The number of open 'non-care'⁵ public law cases was 1,900 at the end of March 2016, compared with 1,857 at the end of March 2015, an increase of 2.3%.

5 Public law non-care cases are cases applied for by local authorities which do not involve care proceedings (e.g. adoption, placement and standalone supervision applications).

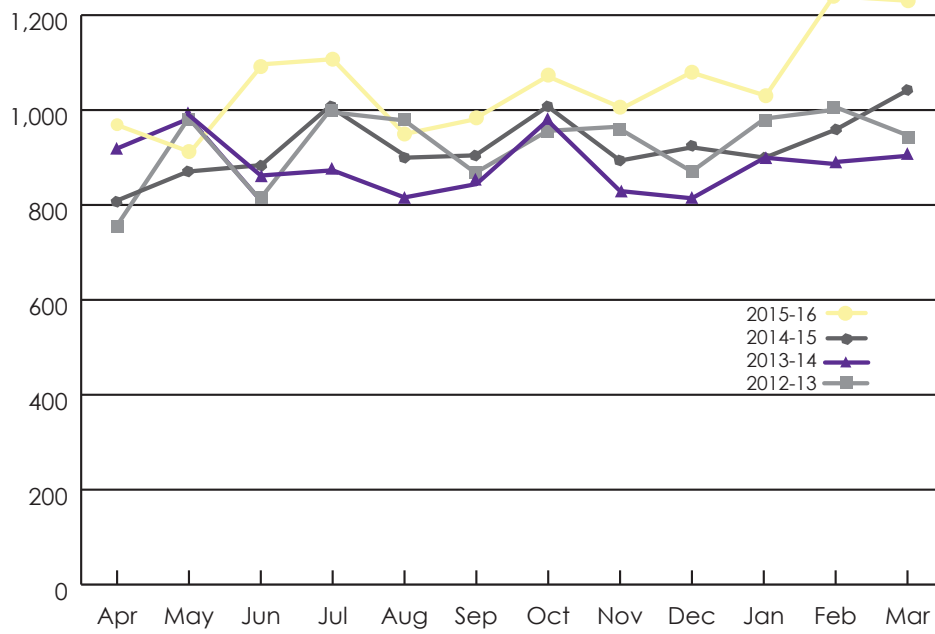


Figure 2: Public law care demand

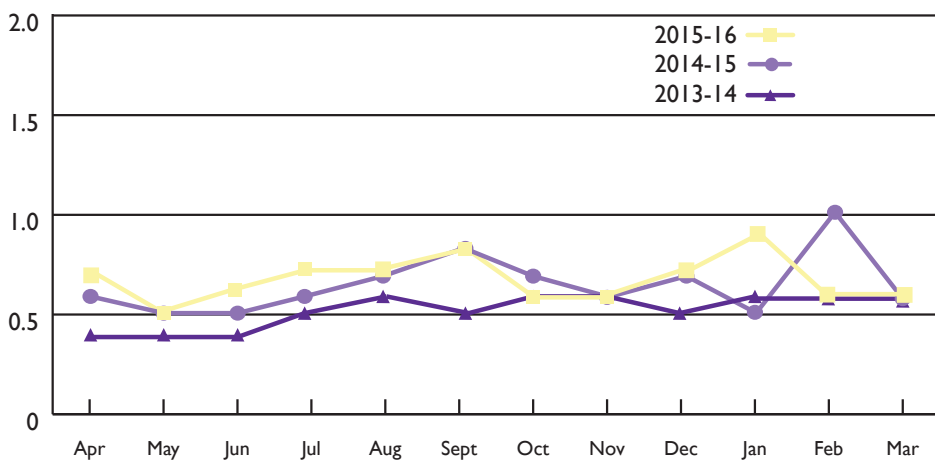


Figure 3: Average days to allocate care cases to a Children's Guardian (Key Performance Indicator 2) (KPI)

Private law

Cafcass received a total of 37,649 private law cases between April and March. This figure is 10.3% higher (3,530 cases) than 2014-15. On average Cafcass received in excess of 3,100 new private law cases per month during 2015-16.

Despite the increase in demand our number of open private law cases has decreased by 10.4% from 16,781 in March 2015 to 15,033 in March 2016.

The average duration of our involvement in private law cases has reduced from 27 weeks in 2014-15 to 22 weeks during 2015-16.

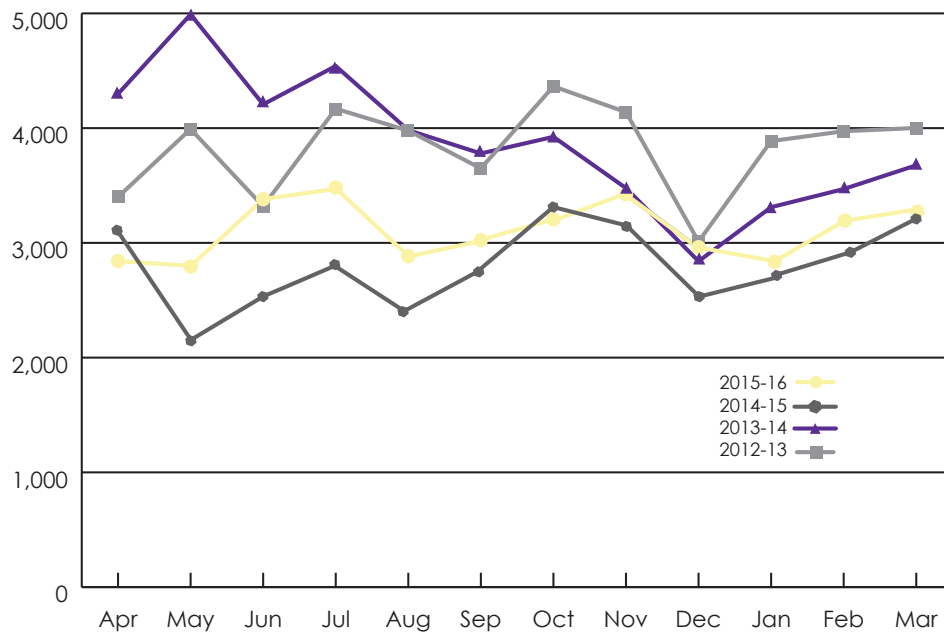


Figure 4: Private law case demand

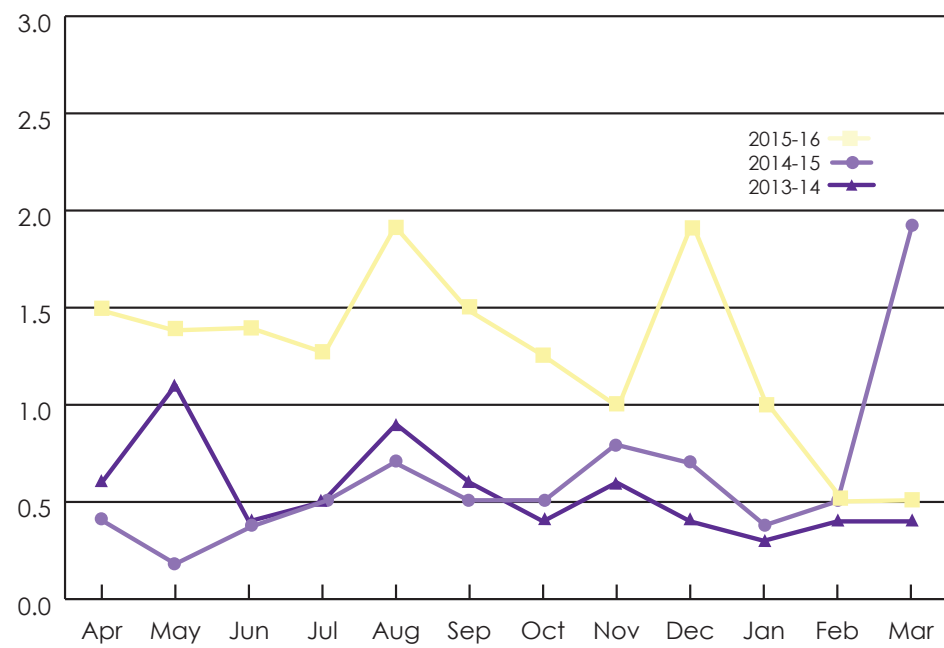


Figure 5: Percentage of private law workload not allocated as a 'snapshot' at each month (KPI 3)

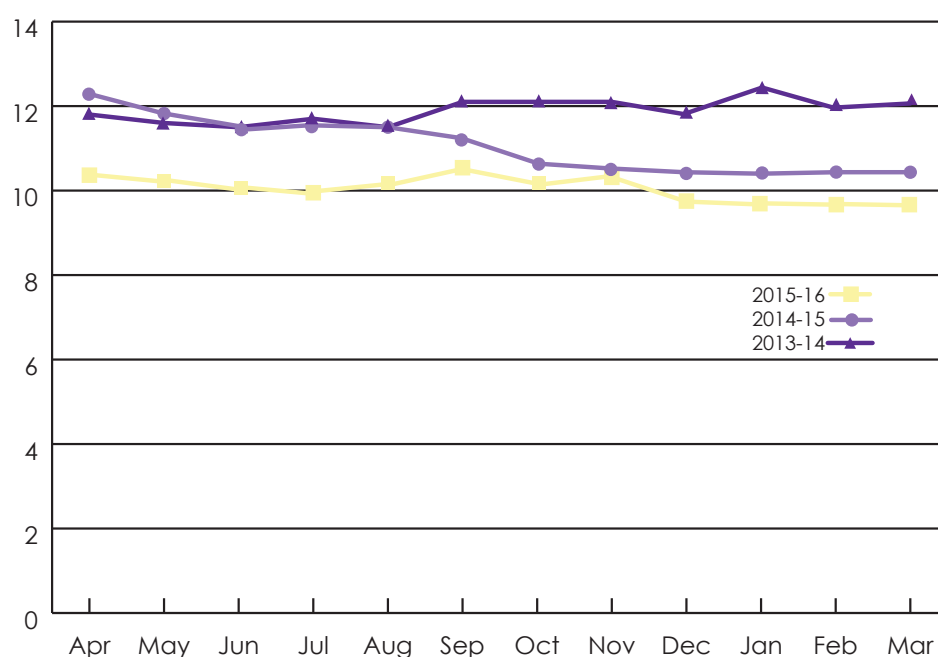


Figure 6: Filing times of section 7 reports (weeks)

Number of 16.4 appointments

The number of rule 16.4 appointments, in which children are separately represented by a Children's Guardian working alongside a solicitor, has decreased by 2.6%, from 1,667 appointments during 2014-15 to 1,623 new appointments during 2015-16. Such appointments are only reserved for the exceptional cases where there are circumstances of significant difficulty for an individual child or young person. Rule 16.4 appointments are only made after consultation by the court with the local Cafcass manager, in line with the prevailing national protocol.

Cafcass also works with other children and young people via the following court orders:

- Placement order applications increased by 7.7% (from 2,134 in 2014-15 to 2,299 in 2015-16).
- Special guardianship applications increased by 33% (from 678 in 2014-15 to 902 in 2015-16).
- Adoption applications involving Cafcass increased by 17.8% (from 942 in 2014-15 to 1,110 in 2015-16).
- The instances of Cafcass witnessing consent in respect of relinquished babies and children decreased by 20.5% (from 102 in 2014-15 to 81 in 2015-16).
- Family assistance orders decreased by 6.7% (from 491 in 2014-15 to 458 in 2015-16).

Performance against Key Performance Indicators 2015-16

The following performance indicators are set by our sponsor department.

Key Performance Indicator 1: Public law

<p>Cafcass will measure the proportion of open public law care workload allocated to an appointed Children’s Guardian.</p> <p>To avoid delay in public law proceedings of all types, our sponsor department set a standard that 97% of our workload should be allocated when taken as a snapshot.</p> <p>Targets 97% to 100% GREEN 90% to 96% AMBER 0% to 89% RED</p>	<p>2015-16 Performance</p> <p>99.7% GREEN</p>	<p>Performance against this indicator has remained stable compared with the same period in 2014-15 (99.7%) but remains well within the 97% to 100% target.</p> <p>All of the 17 service areas exceeded the ‘Green’ level in each individual month in 2015-16.</p>
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Source: All data is taken from the Cafcass Electronic Case Managing System (ECMS) which is a live national database.

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

Assumptions: Allocated includes cases allocated on substantive basis to a named Cafcass practitioner. There have been no changes to this KPI from 2014-15.

Key Performance Indicator 2: Public law

<p>Cafcass will measure the timeliness of allocation to an appointed Children’s Guardian, for all care applications received.</p> <p>This indicator is a measure of the ability to allocate, on a substantive basis, a Cafcass Family Court Adviser or self-employed contractor (SEC) as a Children’s Guardian to all public law care cases within three working days of receipt of the case.</p> <p>Targets 0- 2.9 days GREEN 3 - 4.9 days AMBER 5+ days RED</p>	<p>2015-16 Performance</p> <p>0.7 days GREEN</p>	<p>Performance against this indicator has decreased slightly compared with 2014-15 (an increase from 0.5 days to 0.7 days) but remains well within the 3 working day target.</p> <p>Performance exceeded the ‘Green’ level in each individual month in 2015-16, with 15 of the 17 service areas exceeding the ‘Green’ level in each individual month.</p>
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Source: All data is taken from the Cafcass Electronic Case Managing System (ECMS) which is a live national database.

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

Assumptions: Allocated only includes cases allocated on substantive basis to a named Cafcass practitioner. There have been no changes to this KPI from 2014-15.

Key Performance Indicator 3: Private law

<p>Cafcass will measure the proportion of open private law workload allocated to a Family Court Adviser. To avoid delay in private law proceedings of all types, our sponsor department set a standard that 97% of our workload should be allocated when taken as a snapshot.</p> <p>Targets 97% to 100% GREEN 90% to 96% AMBER 0% to 89% RED</p>	<p>2015-16 Performance 98.7% GREEN</p>	<p>Performance against this indicator has decreased slightly compared with 2014-15 (99.4%) and remains well within the 97% to 100% target.</p> <p>16 of the 17 service areas exceeded the 'Green' level in 2015-16 as a whole.</p> <p>The remaining one area performed at 'Amber' and 'Green' level for 11 of the 12 months during the year.</p>
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Source: All data is taken from the Cafcass Electronic Case Managing System (ECMS) which is a live national database.

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

Assumptions: Allocated includes cases allocated on a duty or substantive basis to a named practitioner. There have been no changes to this KPI from 2014-15.

Key Performance Indicator 4: Public law

<p>Cafcass will measure the proportion of section 7 reports that meet their agreed filing times. This indicator is a measure of the ability to file the section 7 reports by the date agreed with the court.</p> <p>Targets 97% to 100% GREEN 90% to 96% AMBER 0% to 89% RED</p>	<p>2015-16 Performance 98.8% GREEN</p>	<p>Performance has increased compared with 2014-15 (97.8%) 16 of the 17 service areas exceeded the 'Green' level in 2015-16 as a whole.</p> <p>The remaining one area performed at 'Amber' and 'Green' level for 11 of the 12 months during the year.</p>
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Source: All data is taken from the Cafcass Electronic Case Managing System (ECMS) which is a live national database.

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

There have been no changes to this KPI from 2014-15.

Numbers of children in new cases received per service area

Assistant Director or Head of Service responsible*	Service area	Areas covered	Number of children in new cases***	Number in public law cases	Number in private law cases
Carole Goodman	A1	Tyneside, Northumbria and Cumbria	3,459	1,356	2,103
Marie Gittins	A2	Durham, Teesside and North Yorkshire	3,433	1,226	2,207
Shabana Abasi	A3	Greater Manchester	4,705	1,669	3,036
Hilary Barrett	A4	South Yorkshire and Humberside	4,099	1,529	2,570
Hilary Barrett	A5	West Yorkshire	3,861	1,311	2,550
Steve Hunt	A6	Hampshire and the Isle of Wight and Dorset	3,777	1,171	2,606
Kevin Gibbs	A7	Avon, Gloucestershire, Wiltshire	5,649	1,800	3,849
Kevin Gibbs	A8	Cornwall, Devon and Somerset	3,570	1,185	2,385
Sandie Hayes	A9	Cheshire, Lancashire and Merseyside	7,243	2,731	4,512
Vera Boyes	A10	Shropshire, Staffordshire, Herefordshire and Worcestershire	3,403	1,045	2,358
Neville Hall	A11	Nottingham, Derbyshire, Leicestershire, Lincolnshire and Cambridgeshire	6,840	2,224	4,616
Neville Hall	A12	Birmingham and Black Country	4,486	1,393	3,093
Neville Hall	A13	National Business Centre, Coventry, Northamptonshire and Buckinghamshire	3,342	1,318	2,024
Sarah Parsons	A14	Norfolk, Suffolk, Essex, Hertfordshire and Bedfordshire	7,893	2,076	5,817
Richard Morris (public law) and Sarah Parsons (private law)	A15	Greater London	10,313	3,438	6,875
Richard Morris	A16	Sussex and Surrey	2,954	877	2,077
Steve Hunt	A17	Kent	2,980	901	2,079
National Total			82,007**	27,250	54,757

*As at 31st March 2016.

**1,895 children are included in the national totals that were on cases held in the Cafcass National Intake team. These cases were yet to be transferred to the service areas at the time of data collection.

***977 children appear on both public and private law cases within one or more service area and as such are counted individually for each instance.

Our role in commissioned services

Building on the work parents can do through creating a Parenting Plan and by attending a SPIP⁶, Cafcass also manages a network of independent providers who offer practical help to families with contact. The National Commissioning Team has developed the Child Contact Intervention (CCI) service provision during 2015-16 to include increased collaboration between Cafcass practitioners and CCI providers to identify dispute resolution work that helps parents to find common ground. It often takes more than facilitating contact to help parents recognise what is in their child's best interests.

6 See page 13, under heading 'Helping parents to communicate more effectively', for further information on Parenting Plans and SPIPs.

CCI providers now work increasingly with families on preparing adults and children for contact, as well as supporting parents to identify and work through programmes including the Parenting Plan and online programmes. 'Next Steps' meetings towards the end of CCI encourage parents to share the progress they have made and sign up to a future contact agreement. Agreements made by parents with the support of CCI providers and FCAs are more likely to be adhered to, and early evidence suggests this is proving to be a successful development.

Cafcass worked with 24 service providers across England and provided this service to more than 1,100 families during the year. Cafcass spent £1.37m on these CCIs in the last year. Cafcass also continued to offer grants to supported contact centres (those accredited by the National Association of Child Contact Centres) and made more than £450,000 available via grants to 195 centres during the year, slightly more than last year. These centres are often an early source of help for parents and offer a neutral venue that can help to sustain contact.

Our National Commissioning Team also commissions programmes to help challenge and change behaviour related to domestic violence and abuse. These Domestic Violence Perpetrator Programmes were used by more than 500 individuals during the year as part of an activity ordered by the court and aimed at establishing safe and beneficial contact where this is possible. Cafcass spent £790,000 on these programmes during the year.

Research to inform the sector

Cafcass carried out four key pieces of research this year. We conducted our third annual adult service user survey in November. Unlike the previous two surveys the 2015-16, questions focused on what happened in the months following the conclusion of private law proceedings. Specifically it looked at whether the arrangements made for the child were stable and considered by the survey participant to be in the child's best interests. The study has provided helpful information about child outcomes following private law proceedings, an area of crucial importance but where there is little existing research.

We repeated our annual research into Cafcass' contributions to Serious Case Reviews (SCRs), our fourth such study. We now have data pertaining to over 80 cases that have been subject to a SCR.

We explored our contribution at FHDRAs. This Tier 2 role in private law takes up a significant proportion of Cafcass resources and this research has explored what value Cafcass adds by attending these hearings in the context of the expectations of Cafcass as set out in the Child Arrangements Programme.

We also carried out a case file review into special guardianship which was used by the DfE as part of the evidence considered in their review into special guardianship. This was also influential in subsequent changes to the special guardianship regulations.

Improvements to performance through learning and development

Our National Improvement Service (NIS) focuses on supporting quality improvement in frontline casework to help Cafcass provide the best service possible to children and young people. It operates on a strengths-based approach, to offer support in addressing important issues for practice learning. NIS also reviews the impact and tests out the effectiveness of intervention and the evidence of improvement. In turn this identifies further learning to enhance practice and service delivery. The NIS is pivotal in shaping both policy and training development.

Cafcass uses a model of quality assurance and auditing which uses an outcomes-focused framework. The following improvements have been delivered in 2015-16 as a result of NIS intervention, working in partnership with local frontline teams:

- Information gathered by NIS about Early Intervention Team (EIT) inconsistencies led to the establishment of standard operating procedures.
- Advanced learning has been provided to 300 practitioners about attachment and parenting capacity.
- Training has enhanced the ability of practice staff to directly manage increased work demands within existing resources, through modules on resilience training, having courageous conversations with service users and other professionals, and managing remote teams.
- Learning from NIS audits regarding inconsistent application of section 16A risk assessment duty⁷ has clarified expectations in practice.
- Delivery of core induction training is delivered sooner and more locally, ensuring that all new staff are able to undertake the full role effectively, very quickly.
- Improved case planning following workshops.

Improved safeguarding (child protection assessment and interventions) has been seen in all audits. Audits have identified better quality, succinct and analytical reports and letters, and better covering of all options. This reduces the need for further intervention and, as a result, promotes swifter conclusions to cases which helps children more quickly than would have been the case otherwise. Audits have also shown improvement in the clarity of risk assessments⁸, with improved safeguarding and better awareness of Cafcass' role and legal remit to protect children.

The close work on learning and development between NIS and Human Resources (HR) continues to deliver significant impact through an internally delivered management development programme and the new Cafcass Coaching Skills accreditation. The Management Development programme is in its third year. Since its launch in May 2013 Cafcass has delivered 102 workshops to 855 participants. Evaluation data since April 2014 show a 98% 'Good' or 'Excellent' overall effectiveness rating. An impact survey, completed six months after participants attend a workshop, shows:

- 84% of respondents believe there has been a change to their management practice since attending.
- 78.3% of respondents felt that they used the learning from the workshop in their role.

Those who have had less opportunity to use the learning have commented that the workshops have been informative and provided a good overview and awareness of the topics covered.

Respondents indicated that they use the information provided from the session regularly in their work.

Cafcass' Emerging Talent programme is helping a growing number of participants. There are currently 228 staff participating across nine phases of the programme. Data shows that:

- Individuals on the programme are, on average, 4.5% more efficient in terms of throughput and 9% in terms of cost.
- Participants on all stages of Emerging Talent have a significantly higher than national average number of learning hours (85%). This suggests that participants are spending more time on their development to help them reach their aspirations and access more learning opportunities as part of the Emerging Talent programme.
- Sickness absence levels for staff on Emerging Talent are, on average, 33% below the organisational average.
- Individuals on the Emerging Talent programme generally have higher than national average performance review (12%) and higher QA tool scores (11%). This indicates that the right people are on the programme, that is high performers, and that the programme is enabling them to continue to be high performing.

7 See glossary for further detail on our role in section 16A risk assessments.

8 See glossary for further detail on our role in section 16A risk assessments.

Our library service completed 5,140 requests for items, subject searches and reference enquiries; sent out 8,886 items (journal articles and books); and responded to 1,224 requests for subject and literature searches. This directly assisted evidence-based practice.

Our Legal Team of five lawyers continues to provide legal advice to all practitioners and to the corporate teams with 1,583 enquiries made last year by practitioners seeking legal advice from the Legal Duty advice line (which operates every day). During the year Cafcass Legal completed 19 legal roadshows, 12 legal induction courses and six court skills training to Cafcass staff nationally. Feedback was resoundingly positive.

We produced our Annual Safeguarding Report for 2015. This report provides the Board with a succinct account of Cafcass' safeguarding activities, and of the work of the Quality Committee in its scrutiny of these. Cafcass' submissions to SCRs form one element of the report, together with data concerning the number of child deaths, audit activity and actions taken to mitigate risk. The report is published in the Board reports page of the Cafcass website.

Supporting improvement across the family justice sector

Innovation is championed across Cafcass to actively seek out and develop ideas that will improve our service. Focusing on both technical and operational work streams, innovation at Cafcass encourages change to drive forward the organisation, deliver efficiency savings and ensure the highest standards to the children and families we work with. We have continued to use our Model Office to develop and test new initiatives. All of our pilots are being managed through the Model Office, to make informed recommendations about national implementation.

To explore further options for children and young people to engage with the family court process, the Children Meeting Judges pilot offered children aged eight and over the opportunity to meet with the judge or magistrate involved in their case.

We have joint initiatives in place to develop the support of students and Newly Qualified Social Workers (NQSWs). Our intake runs from December to December: seven NQSWs completed their time with Cafcass in December 2015 and we have had six NQSWs start in the same month. We had 73 students with us in 2015-16.

We delivered a series of section 7 analytical report writing workshop to local authorities, attended by representatives from 17 out of 19 Local Authorities (LAs) in London, with over 130 social workers, senior practitioners, IROs and managers participating. We are helping to test the national assessment and accreditation system for social work, regulated by a new body, aimed at raising the quality of training and practice in both children's and adult's social work.

In January we began a campaign promoting the life-long implications of transferring legal parentage from the surrogate to the intended parents through parental orders for children who are born through surrogacy arrangements. We spoke to 240 Health Visitors in early 2016, as these professionals have a unique opportunity to signpost parents to the need for parental orders to be made at the appropriate time. We have also developed materials for local authorities, to be passed on when a child is registered, and have made good links with agencies working with parents and surrogates to promote the importance of applying for parental orders.

Other system-wide improvements are referenced in the Chair and Chief Executive reports earlier in this report.

Family Justice Young People's Board

The FJYPB, made up of 50⁹ children and young people, promotes the voice of children and young people who experience family breakdown, including those children and young people who do not access court proceedings. It does this by working with various agencies and organisations in an advisory capacity through commissions, and by contributing to events and meetings.

Cafcass has continued to support the FJYPB. The FJYPB works closely with Cafcass to make sure that the voice of the child is heard and also to make recommendations to them about child friendly practice. Over the past year the FJYPB has worked with Cafcass on a range of different projects and events, including:

- participating in service area development days
- contributing to Area Quality peer reviews
- strengthening children's feedback
- designing practical tools such as apps for practitioners and FCA recruitment.

The FJYPB has worked with Cafcass' NIS to inform the development of resources and training. The FJYPB held its third annual Voice of the Child Conference last year on 23rd July. The conference promoted the voice of the child in proceedings to an audience of 300 professionals from the judiciary, Cafcass, children's social care and government departments. Our Minister Caroline Dinéage made the opening address and had a fantastic response to her message, both from attendees and those following on social media.

Improved performance through better IT

The MoJ and the Cabinet Office approved our business case to extend the current contract for the core services we have with Fujitsu until mid-2018, in order to continue delivering the level of improvement in IT functionality we have been seeing in recent years. It allows for the letting of further better value contracts, and embedding more flexible technology that can adapt to business needs (our IT running costs in 2016-17 will reduce by £1m compared with 2015-16 due to recontracting and reconfiguring existing contracts).

Cafcass delivered a series of improvements to the tools and systems supporting our frontline practice. We introduced a managed mobile service and rolled out replacement Windows and Android smartphones for over 1,400 staff, bringing increased accessibility and a wider range of functionality to staff on the move including access to the case management system and the Cafcass intranet.

There were functional updates to our electronic case management system, delivering improved accessibility for staff; the ability to capture service user diversity; improvements to processing service user and related feedback (for example, complaints and subject access requests) to ensure that deadlines are met; automation of processes that were delivered manually previously; better data protection; and improved reporting and analysis capability. We also introduced two practice applications to laptops and tablets for direct work with children, increasing the range of tools available for staff to interact with service users in ways with which they are most comfortable.

We replaced desktop computers with laptops for staff who had not yet switched, enabling all staff to work flexibly and improving business continuity, reducing reliance on office locations. We are also migrating from on-premise to cloud hosted email and instant communicator services, reducing IT service costs and improving resilience and flexibility for staff. Our 'Smarter Working' campaign encouraged staff to fully exploit and embed new technological capabilities and modernise operational IT training.

The IT Team achieved formal accreditation (the NCC ITDA) following a detailed assessment of their work with suppliers and within Cafcass. The assessor praised the cross-organisation collaborative working methods and commented that the pass showed solid good work across all categories, with areas of excellence. We intend to seek a similar industry-standard accreditation to all corporate services where possible during 2016-17.

Compliments and complaints

Cafcass updated its complaints and compliments procedures in May. The key changes were:

- a tighter definition of the circumstances in which we will accept a complaint more than six months after our involvement in a case that has ended, to include the word 'exceptional';
- emphasising the preference for complaints to be made in writing, where possible; and
- extending the timeframe for responding to a child's complaint, from 15 to 20 working days, to allow time for the Service Manager to meet with the child and where possible to resolve the situation for the child positively as soon as possible.

1,007 complaints were received in the year ending 31st March 2016. This compares to 1,330 received in the same period in 2014-15 and is a reduction of 323 (24%). 96% were responded to within 15 working days of receipt. The average response time was 10 working days. The number of complaints received per 1,000 cases was 3.5%.

The majority of the complaints we receive are related to private law work. Despite the reduction in the overall number, the complaints Cafcass does receive tend to be more complex, relate to multiple court applications and, in some cases, are a result of one or both parties being self-represented in court as Litigants in Person.

Cafcass is now a member of the cross-government complaints forum as well as a part of the MoJ complaints forum. Through these forums, we have been able to share good practice and learning.

We received 588 compliments in 2015-16. The number of compliments received per 1,000 cases was 2.1%. We received, approximately, one compliment for every two complaints in this period. This continues to be an improving ratio.

We received 87 new Subject Access Requests (SARs) with all requests processed within 40 days of receipt.

We had 203 Freedom of Information requests in 2015-16, with 99% responded to within the required timescale.

There has been a reduction in Parliamentary and Health Service Ombudsman (PHSO) referrals and investigations in quarters 2, 3 and 4 of 2015-16. This may be due to a number of factors: an additional screening process introduced by the PHSO in August 2015; the temporary reduction in the number of referrals to the PHSO from Members of Parliament following the general election; and the PHSO having now cleared a longstanding backlog of complaints which had previously been awaiting allocation.

PHSO investigations

Quarter	Number of proposed PHSO investigations	Number of confirmed	Final reports received	Upheld	Partially upheld	Not upheld
Q1	26	27	25	0	7	18
Q2	10	15	28	1	9	18
Q3	7	12	11	0	5	6
Q4	10	10	11	0	6	5
Total	53	64	75	1	27	47

Sustainability

The following sets out Cafcass' ongoing performance on sustainability targets. It has been prepared in accordance with the current guidance laid down by HM Treasury in the Government Financial Reporting Manual. It is also aligned with the targets set out in Greening Government Commitments (GGCs)¹⁰. The GGCs cover the period 2009-15 but have not been updated, so our targets are still based on this guide.

The information reported covers a snapshot of three years (2009-10, 2014-15 and 2015-16). The reporting of our sustainability performance has remained with the DfE, Cafcass' former sponsor department, for the purpose of consistency (rather than transferring to the MoJ).

Data for 2009-10 was compiled by DfE and until 2014-15 data was based solely on DfE benchmarking figures. The data since 2014-15 is based on our own benchmarking, with a small input from DfE on waste data.

Our targets

Cafcass' Sustainability Steering Group (SSG) has aligned our internal environmental management targets to GGC targets mandated across the wider government estate. These include:

Greening Government Commitment	Government reduction/efficiency target 2015	Position as at 31st March 2016	Position on target
Greenhouse gas emissions	25%	40%	Exceeded
Waste	25%	73%	Exceeded
Water	4-6m ³ per FTE	3.57m ³	Exceeded
Paper	10% reduction	68% reduction	Exceeded (based on 2012-13 data)
Domestic flights	20%	73 flights	Unknown (2009-10 data unavailable)

Summary of performance

- In 2015-16, our emissions from energy and business travel are 40% lower than the 2009-10 baseline figure.
- Energy reductions are still above target giving a reduction in expenditure of 29% from 2009-10 performance.
- Our waste generation has decreased by 70% from the 2009-10 baseline, a significant achievement against the GGC targets.
- Our recycling currently stands at 55% of our total waste creation. This does not meet the DfE target, however our total waste reduction has improved significantly.
- Our water usage has decreased to 3.57m³ per FTE. This is well below the best practice target of between 4 – 6 m³ per FTE.
- We have reduced our paper usage by 68% compared with 2012-13 (the first year this data was available) which has been an important achievement given its environmental and resource implications.

Further detail on our performance on sustainability, including financial performance, is listed in Appendix 1.

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Further information on the Greening Government Commitments can be found at www.gov.uk/government/publications/greening-government-commitments-targets.

The SSG has acknowledged the need to adapt and change in readiness for new sustainability challenges from central Government which will replace the GGC. This, coupled with a review of the SSG, has resulted in an update in the group's terms of reference. Moving forward the SSG will focus on the following:

- developing, monitoring, implementing and evaluating initiatives within Cafcass which have a tangible, positive environmental impact
- producing internal communications to enhance environmental awareness and that promote sustainable working practices
- expanding on currently available 'knowledge bases' on sustainability and related subjects so that more information is clearly sign-posted and accessible for staff
- ensuring there is transparency of data and actions of the SSG across the organisation
- influencing internal and external Cafcass initiatives and publications to include an assessment on sustainability/environmental measures where relevant
- liaising with external organisations with environmental interests to deliver workshops to staff to improve environmental behaviours.



Section 2

Accountability report

Corporate Governance report

The Director's Report

Members of the Cafcass Board as of 31st March 2016:

Baroness Claire Tyler (Chair)
Mary MacLeod (Deputy Chair; Quality Committee Chair)
John Lakin (Performance Committee Chair)
Francis Plowden (Audit and Risk Assurance Committee Chair)
Fay Selvan
Stuart Smith
Nickie Aiken
Caroline Corby
Honor Rhodes (left June 2015)
Kamaljit Singh (left June 2015)
Geoffrey Bush CB DL (co-opted member) (left July 2015)
Deep Sagar (joined April 2015)
Paul Grant (joined April 2015)
Sir Mark Hedley (co-opted member) (joined December 2015)

Data incidents

There have been 156 data breaches in the year to date, none of which have fallen within the criteria for reporting to the Information Commissioner's Office (ICO).

This is an increase compared with the total for last year (81 in total, similar distribution between categories). This increase may in part reflect increased staff awareness of stricter reporting requirements following a campaign to raise awareness of reporting categories, such as breaches caused by incorrect information received on the court application forms and introductory letters sent at the start of our involvement which contain a small amount of personal data.

Further detail on action Cafcass has taken to raise awareness of, and respond to, data breaches is set out in the Governance Statement.

Summary of other Protected Personal Data related incidents in 2015-16

Data breaches reported internally according to Cabinet Office guidance, none of which fall within the criteria for reporting to the Information Commissioner's Office.

Category	Nature of incident	Total
I	Loss of inadequately protected electronic equipment, devices or paper documents from secured Government premises	6
II	Loss of inadequately protected electronic equipment, devices or paper documents from outside secured Cafcass premises	32
III	Insecure disposal of inadequately protected electronic equipment, devices or paper documents	0
IV	Unauthorised disclosure ¹¹	118
V	Other	0

The Governance Framework

Cafcass is an executive non-departmental public body (NDPB) for which I am the Chief Executive and the Accounting Officer. I am personally responsible and accountable to Parliament for the organisation and quality of the work carried out by Cafcass, including its use of public money and the stewardship of its assets. In 2015-16, regular meetings have been held between Cafcass and the MoJ where performance against the requirements set out in our annual remit letter has been scrutinised.

There have been no material changes in our Governance Framework. Our governance arrangements satisfy the requirements of the main principles of The UK Corporate Governance Code (September 2014). I consider our Governance Framework to be effective.

The Chair of the Cafcass Board is Baroness Claire Tyler. The Cafcass Board is made up of non-executive members appointed in accordance with the Membership, Committee and Procedure Regulations 2005. Their work is supported by three main committees: the Audit and Risk Assurance Committee (ARAC), the Performance Committee, and the Quality Committee. The Cafcass Board uses their expertise and experience to establish the organisation's strategic aims and objectives. The Board met formally four times in the year and the committees met quarterly. There is also a Remuneration Committee which is convened as and when needed. The Remuneration Committee met once during 2015-16. The table on the following page shows Board member attendance figures and the number of meetings they were eligible to attend.

11 'Unauthorised disclosures' are instances where personal data has been disclosed in error to the wrong person, but which has been recovered or securely destroyed in order to limit the impact of the breach.

Board members attendance

Board member	Board meeting	ARAC	Quality	Performance
Baroness Claire Tyler (Chair)	4/4	n/a	n/a	4/4
Mary MacLeod (Deputy Chair)	4/4	2/4	4/4	n/a
Kamaljit Singh (left in June)	1/4	2/4	n/a	0/4
John Lakin	4/4	4/4	n/a	4/4
Fay Selvan	3/4	n/a	4/4	n/a
Stuart Smith	4/4	n/a	1/4 (joined committee in February)	2/4
Francis Plowden	3/4	4/4	n/a	n/a
Honor Rhodes (left in June)	1/4	2/4	0/4	n/a
Geoffrey Bush CB DL (Co-opted member) (left in July)	1/4	2/4	n/a	n/a
Nickie Aiken	4/4	n/a	n/a	4/4
Caroline Corby	4/4	2/4 (joined committee in September)	4/4	n/a
Deep Sagar (joined in April)	4/4	2/4 (joined committee in September)	3/4 (joined committee in September)	n/a
Paul Grant (joined in April)	3/4	n/a	4/4 (joined committee in September)	4/4 (joined committee in September)
Mark Hedley (joined in December)	1/4	n/a	n/a	n/a

The FJYPB acts across the whole of the family justice system, and is integral to the family justice reform process. Two representatives of the FJYPB attend Cafcass Board meetings and provide an update about their work at every Board meeting.

I am currently supported by three Directors, who make up the Corporate Management Team (CMT). These are the Director of Strategy, Director of Resources and the National Service Director. The Director of Human Resources and Organisational Development left Cafcass to take up a new position in December. The executive responsibility for this function has been transferred to the Director of Strategy who is supported in this through the appointment of a Head of Human Resources, who is an existing senior manager within the service. Collectively we continue to lead and manage the organisation. CMT meets weekly to run the organisation. The Operational Management Team (OMT) is led by the National Service Director. Its membership is made up of the operational Heads of Service, Assistant Directors, and includes senior staff from Finance, Human Resources (HR) and the Management Information Service (MIS) who directly support operational services. OMT meets monthly to manage performance across the country. Service area meetings take place locally every month in each service area to translate the corporate and operational agenda into local actions. Local team meetings complete this cascade structure and process, which includes the learning both from mistakes and from best practice.

There are internally in place and managed by members of the CMT: a Strategic Innovations Task Group (previously the Innovation Board), a Business Change Board, an Information Assurance Board, a Business Continuity Steering Group, a Budget Approval Panel, and a Sustainability Steering Group, all of which ensure that we keep abreast of regulations and requirements in line with good governance principles. The diagram overleaf provides information on how each element of our Governance Framework interrelates.

The Cafcass Governance Framework

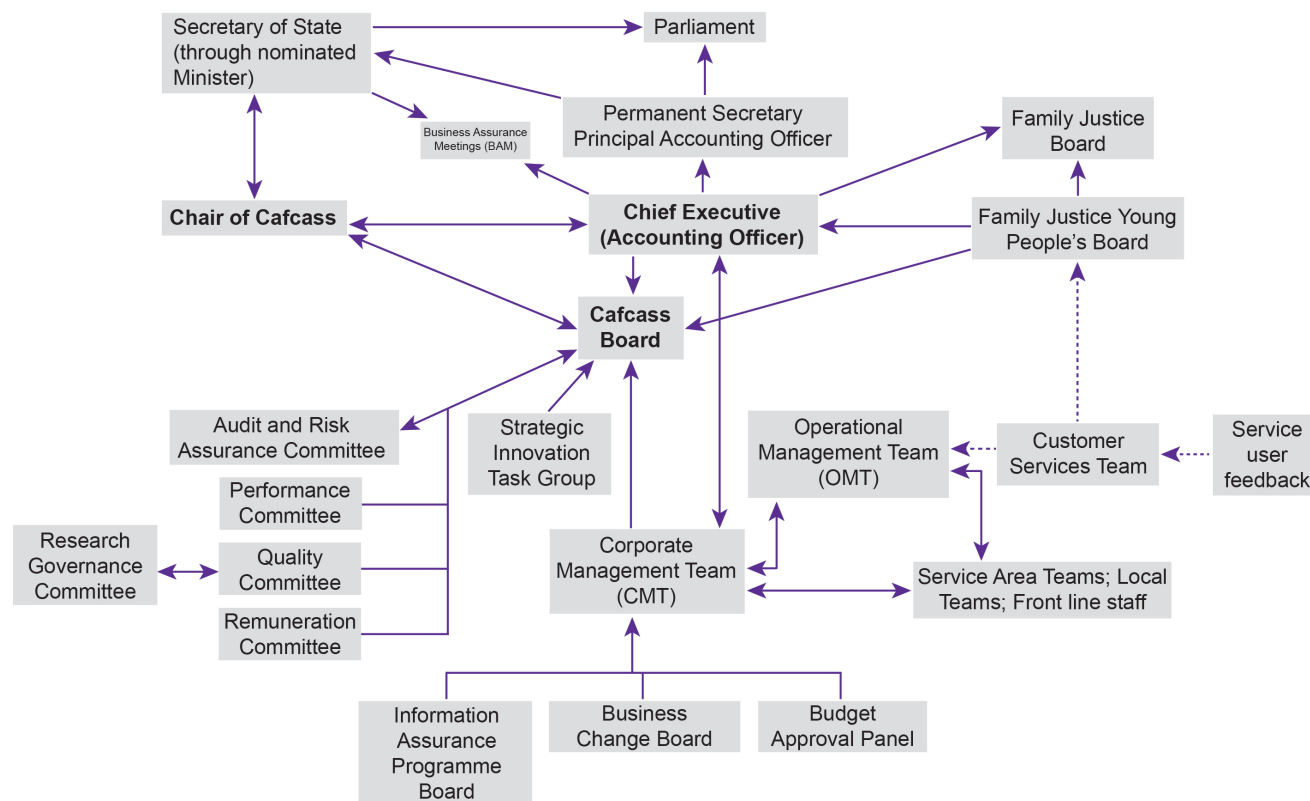


Diagram 2: The Cafcass Governance Framework

The Board's performance

During the year Honor Rhodes, Kamaljit Singh, and co-opted member Geoffrey Bush concluded their terms of appointment. The Board appointed two new members, Deep Sagar and Paul Grant, and a new co-opted Board member, Sir Mark Hedley.

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

The Audit and Risk Assurance Committee

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

The ARAC oversees the internal audit programme work and delivery arrangements. The Head of Internal Audit role and internal audit programme are provided through the MoJ Internal Audit Shared Service.

The work of internal audit

The planned programme of audit work was met during the year, the results of which are summarised below:

Rating	Audit
Substantial	Demand Forecasting
	Budget Monitoring
Moderate	Government Spending Review
	Risk Management
	Self Employed Contractors
	Learning and Development
Limited	Partnerships

The Head of Internal Audit has issued an overall assessment of the level of assurance within the organisation as Moderate.

In relation to the audit of Partnerships, I undertook my own further enquiries to ensure the necessary actions to improve the rating of the function were in hand. I also requested a further audit of the area during 2016-17 to provide confirmation that the necessary improvements have been made.

In addition, the audit programme included the development of an Assurance Framework to illustrate how risk and assurance arrangements are directed to meet my delivery and accountability needs and those of the Board. This work has been useful and confirms the robustness of our own ability to accurately self-assess our performance, the quality of our work and our governance arrangements in light of the findings of the separate audits referred to above.

The organisation's risk management and profile

Our risk management policy sets out our approach to risk management and clearly outlines our responsibilities in the management of risk throughout the organisational structure, including how risk is escalated. I consider these arrangements to be an effective framework for the identification, mitigation and management of risk. These arrangements were subject to internal audit during the year, as described above, and the recommendations for improvement have already been actioned.

Our strategic risks are captured in a risk register which is reviewed at every meeting of the ARAC and quarterly by the Board. Our register identifies the risks to the achievement of our strategic priorities and objectives, and the mitigations are categorised using a three line of defence model, operational controls, management monitoring and independent assurance. This approach was implemented last year and continues to add clarity to the register and identify any gaps in the mitigation of risk.

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

- The in-year funding situation was considered manageable and the reduction in the budget during the year was made without service detriment. All possible mitigation activities were put in place; however the risk rose steadily in light of uncertainties which were inevitable in advance of the outcome of the 2016-20 Spending Review.
- 'Maintaining quality of casework' remained assessed as 'Amber' but acknowledging that continuous improvement in the quality of work was being achieved. This had been demonstrated through the previous positive results of the 'Getting Better and Better' audit, which evidenced that practice improvement targets have been exceeded and evidenced by the results of the first of the follow up thematic audits. It has also been demonstrated in the use of Position Statements in public law and the Children's Guardians involvement in them, which identified that the quality of work in this area was achieving the met standard or above (overall 80% of the work was 'Met' or above, based on a review of the selected objective areas).
- The assessment of risk relating to demand was retained at 'Amber' to acknowledge the rising demand in care applications and the uncertainty of its impact.

Information Assurance

Our position statement on Cafcass' Information Assurance (IA) arrangements is as follows:

- The National Child Care Policy Manager remains the Senior Information Risk Owner (SIRO) and is supported in this role by the Information Assurance Officer and IT Operations Manager.
- The quarterly Information Assurance Programme Board (IAPB) meetings have in attendance the organisation's business area Information Asset Owners, who regularly assess any information management associated risks.
- The IAPB discusses the log of data breaches and any changes in the nature of breaches are monitored. As in the previous year, Cafcass has noted that the number of reported breaches has risen steadily. This increase reflects increased staff awareness of the need to report data breaches and of the reporting process itself. Most data breaches occur in the category of unauthorised disclosure and are mainly related to case correspondence being sent to a wrong address. These incidents remain a very small proportion of our correspondence. Changes to our electronic case management system continue to be made to automate correspondence processes where possible in order to reduce the risk of human error.
- Cafcass has continued to promote good IA through training, as completion rates of the Cabinet Office's 'Responsible for Information' training have been maintained at 90% for Cafcass staff. The next round of mandatory training is due in 2016-17 and will be bespoke, based on Cafcass policies and processes. Staff awareness of key issues is also promoted through regular news items.
- In May Cafcass attained the highest level of assurance for Subject Access Requests from the information assurance regulator, the Information Commissioner's Office. This was the result of an audit of our processes for responding to service user requests for copies of their personal information held by Cafcass.
- Cafcass continues to use Egress Switch which allows data to be sent securely via email to service users and external agencies, which is of importance to us as case work is becoming increasingly electronic. This security project was recognised with an award at the Computing Security Awards in October.
- Information stored electronically is considered to be appropriately secure as Cafcass maintains compliance with recommended government security levels. This is audited independently and all electronic devices are encrypted.
- Cafcass reports its position annually in relation to the Security Policy Framework and planned future work to the Cabinet Office via the MoJ. Cafcass continues to self-assess at a high level of assurance.

Accountability and Audit Report

Our accounts

The Statement of Accounts of Cafcass for the year ended 31st March 2016 has been prepared in a form directed by the Secretary of State with the consent of the Treasury in accordance with the Accounts Direction dated 12th April 2002 given under Schedule 2, paragraph 13(2) of the Criminal Justice and Court Services Act 2000.

The Accounts are audited by the Comptroller and Auditor General, who is appointed by statute. The audit fee is £52,000 for 2015-16 (cf 2014-15). In addition, a fee of £3,500 is chargeable for additional substantive testing procedures to gain assurance regarding migrated account balances following implementation of the new finance system. There have been no non-audit services during 2015-16.

As far as the Chief Executive in his role as Accounting Officer is aware, there is no relevant audit information of which Cafcass' auditors are unaware. He has taken all the steps that he ought to have taken to make himself aware of any relevant audit information and to establish that Cafcass' auditors are aware of that information.

Financial commentary

In 2015-16, Cafcass was awarded grant funding from Central Government of £118.300m. Grant In Aid was reduced by £2m to support the MoJ with its budget strategy for the year. A further £2.2m of otherwise planned expenditure was also stopped across a range of budget areas, where it could reasonably be assessed as not having a significant impact on business critical activities. The outturn position reflects this underspend.

We also drew down from the sponsor separate additional funding of £1.37m for Contact Services.

A summary of how we spent our budget is shown below and further details are provided within our 2015-16 Accounts in Section 3.

How we spent our budget 2015-16

	£000	%
Staff costs	81,407	70.3
Self employed contractors	2,096	1.8
Agency staff	5,536	4.8
Other operating charges	24,390	21.1
Depreciations and asset write downs	408	0.4
Partnerships costs	2,023	1.7

The Cafcass Statement of Financial Position as at 31st March 2016 shows net liabilities of £168.264m, including the pension liability of £166.069m. This reflects the inclusion of liabilities falling due in future years which, to the extent that they are not to be met from Cafcass' other sources of income, may only be met by future grants or grants-in-aid from Cafcass' sponsorship department. This is because, under the normal conventions applying to Parliamentary control over income and expenditure, such grants may not be issued in advance of need.

The aggregate amount owed to trade creditors at 31st March 2016 compared with the aggregate amount invoiced by suppliers during the year, expressed as a number of days in the same proportion to the total number of days in the financial year, is equal to 0.65 days (5.73 days in 2014-15).

Interest of £nil has been paid or claimed by creditors under the Late Payment of Commercial Debts Act (£nil in 2014-15).

Treatment of pension liabilities

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

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

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

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

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

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

Long term liabilities

There have been no significant changes in the organisation's long term liabilities.

Long term expenditure trends

There have been no significant changes in the organisation's long term expenditure trends.

Public Sector Information Holder's disclosure

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

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

The Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament is on page 48.

Losses and special payments

	2015-16		2014-15	
	£000	Number of cases	£000	Number of cases
Losses statement				
Administrative write-offs	2	3	2	18
Fruitless payments	46	47	32	44
Total value of losses	48	50	34	62
Special payments				
Compensation payments	5	1	9	2
Total special payments	5	1	9	2
Total losses and special payments	53	51	43	64

There were £0.053m of losses and special payments charged to the Accounts as at 31st March 2016 (2014-15: £0.043m). The actual cash amount paid in the period was £0.058m (2014-15: £0.047m). These payments were made in accordance with HM Treasury guidance.

Statement of Accounting Officer's responsibilities

Under the Criminal Justice and Court Services Act 2000, the Secretary of State has directed Cafcass to prepare for each financial year a Statement of Accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of Cafcass and of its net resource outturn, application of resources, changes in taxpayers' equity and cash flows for the financial year.

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

- observe the Accounts Direction issued by the Secretary of State, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements; and
- prepare the financial statements on a going concern basis.

The Principal Accounting Officer of the MoJ has appointed the Chief Executive as Accounting Officer of Cafcass. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding Cafcass' assets, are set out in Managing Public Money published by HM Treasury.

Remuneration report

Part A: (unaudited information)

Remuneration policy

Cafcass staff members are subject to levels of remuneration and terms and conditions of service (including superannuation) within the general pay structure approved by the MoJ, the sponsor department for this reporting period. There is no planned change to this policy for the 2016-17 financial year.

Remuneration Panel

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

Governance

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

Service contracts

Cafcass appointments are made in accordance with the Cafcass Recruitment Code of Practice, part of the Recruitment and Retention Policy. The Code recognises that in order to provide a high-quality service to the children and families that we serve it is vital that we recruit and retain people who share our aims and values, and who have the skills and abilities to perform effectively at all levels through fair and open competition. Unless otherwise stated, those covered by this report hold appointments that are open-ended. Early termination by Cafcass, other than for gross misconduct, would result in the individual receiving compensation by way of payment in lieu of notice, as set out in the individual contract of employment. Members of the CMT are required to provide four or six months' notice to terminate their contract.

Cafcass Board members are appointed on one, two or three-year terms.

Part B: (audited information)

Remuneration (salary, benefits in kind and pensions)

Single total figure of remuneration

Board members	Salary (£000)		Bonus payments (£000)		Benefits in kind (to nearest £100)		Pension benefits (£000) ¹²		Total (£000)	
	2015-16	2014-15	2015-16	2014-15	2015-16	2014-15	2015-16	2014-15	2015-16	2014-15
Baroness Claire Tyler of Enfield	35-40	40-45	-	-	-	-	-	10-15	35-40	45-50
Mary MacLeod (Deputy Chair) OBE	5-10	20-25	-	-	100	-	-	-	5-10	20-25
Professor Ian Butler AcSS (until 31st October 2014)	-	5-10	-	-	-	200	-	-	-	5-10
Kamaljit Kaur Singh (until 30th June 2015)	0-5	5-10	-	-	-	100	-	-	0-5	5-10
Honor Rhodes OBE (until 30th June 2015)	0-5	5-10	-	-	-	-	-	-	0-5	5-10
John Lakin	5-10	5-10	-	-	500	100	-	0-5	10-15	10-15
Francis Plowden	5-10	5-10	-	-	-	-	-	-	5-10	5-10
Fay Selvan	5-10	5-10	-	-	500	300	-	-	10-15	5-10
Stuart Smith	5-10	5-10	-	-	600	800	-	-	10-15	10-15
Geoffrey Bush CB DL (until 31st July 2015)	0-5	5-10	-	-	100	600	-	-	0-5	10-15
Nickie Aiken (from 1st December 2014)	5-10	0-5	-	-	-	-	-	-	5-10	0-5
Caroline Corby (from 1st December 2014)	5-10	0-5	-	-	-	-	-	-	5-10	0-5
Paul Grant	5-10	-	-	-	500	-	-	-	10-15	-
Deep Sagar	5-10	-	-	-	300	-	-	-	5-10	-

Salary and pension entitlements

The remuneration for Cafcass Board members is shown on page 40 and the remuneration for the Corporate Management Team is shown on page 42. Remuneration includes gross salary, allowances and ordinarily, for the CMT, up to 10% performance-related pay (PRP) and employer's contributions to the West Yorkshire Pension Scheme.

Cafcass salary ranges are established by considering factors such as relevant external comparator pay levels, internal relativities, affordability, recruitment and retention risks and political sensitivity. Further information on the Cafcass pension schemes can be found in notes 1(f) and 22 in the Accounts and pages 41 and 45.

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

Performance related pay

Performance Related Pay (PRP) is based on performance in the year. Targets are set annually and based on overall performance towards the achievements of the Business Plan objectives (stated below). PRP awards for Cafcass staff are determined by the Chief Executive and must be endorsed by the Remuneration Committee of the Cafcass Board. In relation any PRP for the Chief Executive, this is a matter for the Remuneration Committee and the sponsor department.

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

- Continue with further improvements to the quality of our work.
- Implement our part of the family justice reform programme and bring innovation to our services.
- Build further on our understanding of diversity in casework, always seeing the uniqueness of each child we have responsibilities towards.
- Continue to pursue efficiency and effectiveness in all services, looking to make further savings in our budget.
- Use our influence positively as the voice of the child and the eyes and ears of family courts throughout England.

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

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by Cafcass, and treated by HM Revenue and Customs as taxable emolument. Board members' travel costs to National Office are reimbursed to them, which acts as a benefit in kind. The organisational Health and Wellbeing Plan, funded for all Cafcass employees at the basic level, acted as a benefit in kind for the CMT, but a reduction in the cost of the plan from 2015-16 moved the plan under the reporting threshold.

Pension benefits

Columns four and five of the table on page 43 show the members' cash equivalent transfer value (CETV) accrued at the end and at the beginning of the reporting period. Column six reflects the increase in CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation and contributions paid by the employee, including the value of any benefits transferred from another pension scheme or arrangement, and uses common market valuation factors for the start and the end of the period.

Cash equivalent transfer values

A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figure shown relates to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figure includes the value of any pension benefit in another scheme or arrangement which the individual has transferred to the pension provider and for which the pension provider has received a transfer payment commensurate to the additional pension liabilities being assumed. They also include any additional pension benefit accrued to the member as a result of their purchasing of additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

Single total figure of remuneration

Directors	Salary (£000)		Bonus payments (£000)		Benefits in kind (to nearest £100)		Pension benefits (£000) ¹³		Total (£000)	
	2015-16	2014-15	2015-16	2014-15	2015-16	2014-15	2015-16	2014-15	2015-16	2014-15
Anthony Douglas, CBE Chief Executive	160-165	160-165	-	0*	-	100	-	-	160-165	160-165
Jabbar Sardar, Director of HR & OD (left on 31st December 2015)	105-110	125-130	10-15 ¹⁴	-	-	100	30	30	150-155	155-160
Julie Brown, Director of Resources	125-130	125-130	10-15 ¹⁴	-	-	100	35	3	170-175	155-160
Christine Banim, National Service Director	105-110	105-110	10-15 ¹⁴	-	-	100	-	-	120-125	105-110
Helen Watson, director of Strategy (joined on 1st September 2015)	70-75	-	-	-	-	-	22	-	90-95	-
Payments to past directors										
Bruce Clark, Former Director of Policy (left Directorate post 31st May 2013)	15-20 ¹⁵	35-40 ¹⁵	-	-	-	-	-	-	15-20	35-40

*Correction from 14-15 Annual Report and Accounts which listed PRP (15-20).

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

14 Related to performance in 2014-15 financial year but paid in 2015-16 following sponsor department approval.

15 Payments made in relation to commissioned work as hourly paid Senior Manager.

Core Corporate Management Team remuneration 2015-16

	Salary 2015-16 (performance pay) (5,000 bands) (£000)	Salary 2014-15 (performance pay) (£5,000 bands) (£000)	Real increase in pension and related lump sum at age 60 (£2,500 bands) (£00)	Total accrued pension at age 60 at 31st March 2015 and related lump sum (£5,000 bands) (£000)	CETV at 31st March 2016 (£000)	CETV at 31st March 2015 (£000)	Real increase in CETV after adjustment for inflation and changes in market investment factors (nearest £000)
Anthony Douglas, CBE Chief Executive	160-165 (0)	160-165 (0)*	-	-	-	-	-
Jabbar Sardar, Director of HR &OD (left on 31st December 2015)	125-130 ¹⁶ (10-15)	125-130 (0)	0.0-2.5 plus 0.0-2.5	45-50 plus 85- 90 lump sum	609	574	35
Julie Brown, Director of Resources	125-130 (10-15)	125-130 (0)	2.5-5.0 plus 0.0-2.5	15-20 plus 0-5 lump sum	187	157	30
Christine Banim, National Service Director	135-140 ¹⁷ (10-15)	135-140 ¹⁷ (0)	-	-	-	-	-
Helen Watson, director of Strategy (joined on 1st September 2015)	125-130 ¹⁸ (0)	-	0.0-2.5 plus 0.0-2.5	0-5 plus 0-5 lump sum	17	-	17

*Correction from 14-15 ARA which listed PRP (15-20).

Top to median staff pay multiple ratio

	2015-16		2014-15*
Highest earner's total remuneration (£000)	160-165	Highest earner's total remuneration (£000)	160-165
Median total remuneration	40-45	Median total remuneration	40-45
Ratio	1:3.99	Ratio	1:3.99

*Correction to figures from 14-15 ARA which listed PRP (15-20).

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce based on full-time equivalent salaries. This includes agency and temporary staff.

The banded remuneration of the highest paid director in Cafcass in the financial year 2015-16 (on a full year-equivalent) was £160,000 to £165,000 (2014-15, £160,000 to £165,000). This was 3.99 times (2014-15, 3.99 times) the median remuneration of the workforce, which was £40,000 to £45,000 (2014-15, £40,000 to £45,000).

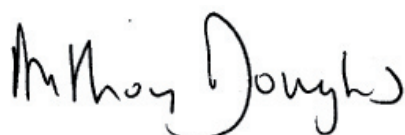
16 This is full-time equivalent salary. Actual salary is £105,000-£110,000.

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

18 This is full-time equivalent salary. Actual salary is £70,000-£75,000.

In 2015-16, nil (2014-15, nil) employees received remuneration in excess of the highest-paid director. Remuneration ranged from £10,000 to £165,000 (2014-15 £10,000 to £165,000).

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



Signed: Anthony Douglas CBE
Cafcass Chief Executive
Date: 9th June 2016

Staff report

Cafcass' workforce

As of 31st March 2016, Cafcass employed 1,754 staff: 81.5% female and 18.5% male.

Of the 17 Directors (13 Board members and four members of the Corporate Management Team), 58.8% are female and 41.2% male.

Of the 28 staff who are the equivalent of Senior Civil Servants (18 members of the Operational Management Team and 10 Senior Managers in Corporate Functions), 60.7% are female and 39.3% are male.

An overview of staff costs¹⁹ are available below:

Staff numbers and related costs (audited information)

2015-16	Cafcass Board members (£000)	Corporate National Office staff (£000)	Regional staff (£000)	Total (£000)
Salaries and wages	138	5,707	57,780	63,625
Social security costs	7	461	4,793	5,261
Other pension cost	0	4,465	10,118	14,583
Past pension service cost	0	0	0	0
Total payroll cost	145	10,633	72,691	83,469
Temporary staff costs	0	26	1,114	1,170
Inward secondees costs	0	4	0	4
Total staff costs	145	10,663	73,835	84,643

In 2015-16 we contracted the services of 85 self-employed contractors (2014-15: 93), of which amounts paid totalled to £2.096m in the year (2014-15: £1.702m).

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Spend based on full International Reporting Financial Standards (IRFS) stated cost, further information on which is set out in Section 3 Accounts.

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

Cafcass is conducting its annual review of the tax arrangements of all its off-payroll appointments. All contractors within the scope of this exercise are required to provide evidence of tax compliance. There have been no known instances of non-tax compliant off-payroll engagements as at 31st March 2016, brought to the attention of the organisation. Further details of off-payroll engagements can be found in the MoJ consolidated accounts.

Cafcass also engaged 175 agency staff throughout 2015-16.

Cafcass incurred no costs for consultancy across 2015-16.

A summary of exit packages for employed staff through compensation schemes is available below (audited information):

	Number of compulsory redundancies	Number of compulsory redundancies	Number of other departures agreed	Number of other departures agreed	Total number of exit packages by cost band	Total number of exit packages by cost band
Exit package cost band	2015-16	(2014-15)	2015-16	(2014-15)	2015-16	(2014-15)
Less than £10,000	38	(6)	0	(5)	38	(11)
£10,000-£25,000	7	(0)	0	(6)	7	(6)
£25,000-£50,000	0	(0)	0	(3)	0	(3)
£50,000-£100,000	0	(0)	0	(2)	0	(2)
£100,000-£150,000	0	(0)	1	(0)	1	(0)
£150,000-£200,000	0	(0)	0	(0)	0	(0)
Total number of exit packages by type	45	(6)	1	(16)	46	(22)
Total resources cost (£000)	249	(17)	161	(320)	410	(337)

Pension costs (audited information)

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

The current contribution rate was previously determined by the independent fund actuaries at the time of the 2013 revaluation, being Aon Hewitt Limited. The contribution rate for 2015-16 is 15.8%. Aon Hewitt Limited is the currently appointed fund actuaries. The contribution rate is based on service to Cafcass and ill health retirements. Employer's contributions to the scheme for the year to March 2016 amounted to £12.864m (costs relating to the voluntary early retirement programme were £0.038m) with 1,780 employees participating in the scheme (2014-15: employer's contributions £12.946m, voluntary early retirement £nil, participating employees 1,855).

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

	Contribution rate %	Additional cash contribution
Year 2016-17	15.8%	£3.584m

The PCSPS is an unfunded multi-employer defined benefit scheme for which Cafcass is unable to identify its share of the underlying assets and liabilities. The scheme's actuary reviews employer contributions every four years following a full scheme valuation. A full actuarial valuation was carried out as at 31st March 2012 and revised contribution rates applied from 1st April 2015. Full details can be found at www.civilservice.gov.uk/pensions.

For 2015-16, employer's contributions of £0.052m (2014-15: £0.057m) were payable to the PCSPS at one of three rates in the range of 22.10% to 24.50% of pensionable pay, based on salary bands.

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

Five employees participated in the PCSPS during 2015-16 (2014-15 also five), and none of these individuals were in a partnership pension account or a stakeholder pension.

Staff policies

All Cafcass staff are provided with a range of comprehensive development opportunities designed to improve performance of individuals and teams. This includes key strategies around equality and diversity; learning and development – including the Emerging Talent, Leadership Development and Management Development programmes; and a range of training and support for IT and technical equipment designed to achieve more efficient ways of working.

A new Management of Organisational Change Policy was implemented in November, providing a framework for managers and employees involved in the management of significant organisational change (including redundancy, reorganisation/restructure and relocation) to ensure that such change is managed appropriately and that all employees receive appropriate communication and support, resulting in positive improvement for service delivery and workplace culture.

Cafcass is an Equal Opportunities Employer, and provides all job applicants and existing employees with equal opportunity regardless of their ethnicity, background or context. Where reasonable adjustments are required, they are provided in order to support and sustain this approach. Cafcass ensure training programmes and materials are accessible to all. Cafcass monitor the recruitment and selection processes in accordance with legislative requirements. Relevant and appropriate information is regularly reviewed and analysed to ensure that policies, procedures and approaches adhere to best practice and legislation.

Sickness absence (as of 31st March 2016)

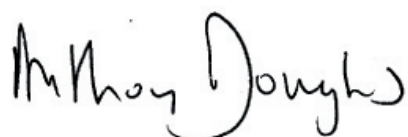
	2015-16	2014-15	2013-14	2012-13	2011-12
Overall AWDL* in 12 months including leavers	7.5	8.8	7	7	10.1
Overall AWDL in 12 months excluding leavers	6.6	7.3	6	5.6	7.7
Social workers AWDL in 12 months including leavers	7.6	8.9	7.3	7.4	10.7
Social workers AWDL in 12 months excluding leavers	6.7	7.6	6.1	5.8	8
Non-social workers AWDL in 12 months including leavers	7.1	8.8	6.1	5.7	7.9
Non-social workers AWDL in 12 months excluding leavers	6.2	6.4	5.7	4.8	6.4

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

Sickness levels have reduced this year across all categories, and remain one of the lowest in the sector. The rate as of 31st March 2016 for social work staff is 7.6 days, a decrease from 8.9 days in 2014-15. Among non-social work staff, the figure has reduced 19.3% from 8.8 days in 2014-15 to 7.1 days in 2015-16. The total average sickness rate for all staff in 2015-16 (combining social work and non-social work) is 7.5 days compared with 8.8 days in 2014-15, 7 days in 2013-14 and 2012-13, and 10.1 days in 2011-12.

When considering the figures for current staff only (i.e. excluding those who left employment with Cafcass during 2015-16), sickness absence for social work staff is 6.7 days, compared with 7.6 days in 2014-15. For non-social work staff, the figure is 6.2 days, compared with 6.4 days in 2014-15. The composite figure for both social work and non-social work staff is 6.6 days compared with 7.3 days in 2014-15.

The reduction in sickness achieved in 2015-16 is a testament to Cafcass' award-winning employee wellbeing strategy, which has continued to support staff with their physical and mental health. At the core of this is timely and proactive absence management, delivered by managers at the local team level working in close partnership with HR, as well as bespoke and tailored interventions on a team and individual level based on the prevalent causes of absence.



Signed: Anthony Douglas CBE
Cafcass Chief Executive
Date: 9th June 2016

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

I certify that I have audited the financial statements of the Children and Family Court Advisory Support Service (Cafcass) for the year ended 31 March 2016 under the Criminal Justice and Court Services Act 2000. The financial statements comprise the Statements of: Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report, Staff Report and Parliamentary Accountability disclosures that is described in that report as having been audited. Respective responsibilities of the Board, Accounting Officer and auditor.

As explained more fully in the Statement of the Board's and Chief Executive's responsibilities, the Board and the Chief Executive as Accounting Officer are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit, certify and report on the financial statements in accordance with the Criminal Justice and Court Services Act 2000. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

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

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

Opinion on regularity

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

Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of the Cafcass' affairs as at 31st March 2016 and of the net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Criminal Justice and Court Services Act 2000 and Secretary of State directions issued thereunder.

Opinion on other matters

In my opinion:

- the parts of the Remuneration and Staff Report and the Parliamentary Accountability disclosures to be audited to be audited has been properly prepared in accordance with Secretary of State directions made under the Criminal Justice and Court Services Act 2000; and
- the information given in Performance Report and Accountability 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 returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the parts of the Remuneration and Staff Report and the Parliamentary Accountability disclosures to be audited are not in agreement with the accounting records and returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Report

I have no observations to make on these financial statements.

Sir Amyas C E Morse
Comptroller and Auditor General

Date: 28th June 2016

National Audit Office
157-197 Buckingham Palace Road
Victoria London SW1W 9SP

Section 3

Accounts 2015-16

Financial statements

Statement of Comprehensive Net Expenditure for year ended 31st March 2016

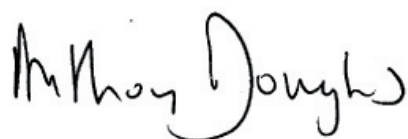
		2015-16		2014-15	
	Note	£000	£000	£000	£000
Expenditure					
Staff costs		84,643		83,265	
Past pension service cost		0		36	
Total staff costs	4	84,643		83,301	
Self-employed contractors and agency staff	20	6,462		6,831	
Depreciation and amortisation	7/8	407		288	
Partnerships	21	2,023		2,129	
Other expenditure	5	24,009		25,371	
			117,544		117,920
Income					
Income from activities	3/6	159		96	
			159		96
Net expenditure			(117,385)		(117,824)
Net interest cost	22		(5,390)		(5,614)
Net expenditure after interest			(122,775)		(123,438)
Other comprehensive expenditure					
Net gain on revaluation of property, plant and equipment	7		46		96
Net gain on revaluation of intangible assets	8		29		0
Re-measurement of pension benefits	22		15,817		(32,748)
Total comprehensive expenditure for year ended 31st March 2016			(106,883)		(156,090)

The Notes on pages 53 to 70 form part of these Accounts.

Statement of Financial Position as at 31st March 2016

	Note	31st March 2016		31st March 2015	
		£000	£000	£000	£000
Non-current assets					
Property, plant and equipment	7	863		843	
Intangible assets	8	1,315		1,667	
Total non-current assets	3		2,178		2,510
Current assets					
Trade and other receivables	11	3,541		2,243	
Other current assets					
Cash and cash equivalents	12	726		1,698	
Total current assets			4,267		3,941
Total assets			6,445		6,451
Current liabilities					
Trade and other payables	13	(6,465)		(8,353)	
Total current liabilities			(6,465)		(8,353)
Non-current assets less net current liabilities			(20)		(1,902)
Non-current liabilities					
Provisions	14	(2,175)		(2,321)	
Pension liabilities	22	(166,069)		(174,827)	
Total non-current liabilities			(168,244)		(177,148)
Assets less liabilities			(168,264)		(179,050)
Taxpayers' equity					
General reserve			(169,484)		(180,202)
Revaluation reserve			1,220		1,152
			(168,264)		(179,050)

The Financial Statements on pages 50 to 70 were approved by the Board on 9th June 2016 and signed on its behalf by:



Signed: Anthony Douglas CBE
Cafcass Chief Executive and Accounting Officer
Date: 9th June 2016

Statement of Cash Flows for year ended 31st March 2016

		2015-16	2014-15
	Note	£000	£000
Cash flows from operating activities			
Net expenditure after interest	3	(122,775)	(123,438)
Depreciation and amortisation	7/8	407	288
Increase in trade and other receivables	11	(1,298)	(289)
Decrease in trade payables	13	(1,888)	(1,424)
In year additional pension cost		7,059	5,098
Decrease in provisions	14	(146)	(1,078)
Net cash outflow from operating activities		(118,641)	(120,843)
Cash flows from financing activities			
Grant-in-Aid from parent department for resource expenditure		116,300	115,565
Other grant funding received		1,369	1,579
Net cash inflow from financing activities		117,669	117,144
Net decrease in cash and cash equivalents in the period			
Cash and cash equivalents at the beginning of the period	12	1,698	5,397
Cash and cash equivalents at the end of the period	12	726	1,698

Statement of Changes in Taxpayers' Equity as at 31st March 2016

		General reserve	Revaluation reserve	Total
	Note	£000	£000	£000
Balance at 31st March 2014		(141,234)	1,130	(140,104)
Changes in taxpayers' equity				
Net gain on revaluation of property, plant and equipment	7	0	96	96
Release of revaluation reserve to general reserve due to disposals		74	(74)	0
Net expenditure after interest	3	(123,438)	0	(123,438)
Pension fund actuarial losses	22	(32,748)	0	(32,748)
Total comprehensive expenditure		(156,112)	22	(156,090)
Grant-in-Aid from parent department for resource expenditure		115,565	0	115,565
Other grant funding received		1,579	0	1,579
Balance at 31st March 2015		(180,202)	1,152	(179,050)
Changes in taxpayers' equity				
Net gain on revaluation of property, plant and equipment	7	0	46	46
Net gain on revaluation of intangible assets	8	0	29	29
Release of revaluation reserve to general reserve due to disposals		7	(7)	0
Net expenditure after interest	3	(122,775)	0	(122,775)
Pension fund actuarial gains	22	15,817	0	15,817
Total comprehensive expenditure		(106,951)	68	(106,883)
Grant-in-Aid from parent department for resource expenditure		116,300	0	116,300
Other grant funding received		1,369	0	1,369
Balance at 31st March 2016		(169,484)	1,220	(168,264)

Notes to the Accounts for the year ended 31st March 2016

1A Accounting policies

These Financial Statements have been prepared in accordance with the 2015-16 Government Financial Reporting Manual (FRoM) issued by HM Treasury. The accounting policies contained in the FRoM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context.

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

The particular policies adopted by Cafcass for 2015-16 are described below. They have been applied consistently in dealing with items that are considered material to the Accounts.

a) Accounting convention

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

b) Going concern

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

c) Property, plant and equipment

Freehold land and buildings were revalued in 2015-16 by reference to current cost indices as specified by the Valuation Office Agency (VOA).

Freehold land and buildings were last physically revalued by the Valuation Office Agency (VOA) as at 31st March 2015 in accordance with the RICS Appraisal and Valuation Manual published by the Royal Institution of Chartered Surveyors, insofar as this is consistent with current Treasury accounting guidance.

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

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

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

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

d) Intangible fixed assets

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

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

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

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

e) Depreciation and amortisation

Freehold land is not depreciated.

Depreciation is provided to write-off property, plant and equipment and amortisation to write-off intangible assets by instalments, on a straight line basis, over their expected useful lives or for leased assets, over the life of the lease.

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

Expected useful lives are as follows:

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

f) Pensions

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

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

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

The scheme assets are measured at realisable value. Scheme liabilities are measured using a projected unit method and discounted at the current rate of return on a high-quality corporate bond of equivalent term and currency to the liability. All estimates are performed by actuaries and in accordance with IAS 19.

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

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

g) Grant-in-Aid

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

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

h) Income from activities

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

i) Insurance

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

j) Operating leases

Rentals under operating leases are charged to the Statement of Comprehensive Net Expenditure on a straight-line basis over the lease term.

k) Accounting for Value Added Tax

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

l) Financial instruments

Cafcass does not hold any complex financial instruments. The only financial instruments included in the Accounts are receivables and payables (notes 11 and 13).

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

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

m) Provisions

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

2 Change of accounting policy

There have been no significant changes to the accounting policies, as described in Cafcass' 2014-15 Annual Report and Accounts.

3 Analysis of net expenditure by segment

	Operational service areas	Other	Total
	£000	£000	£000
2015-16			
Gross expenditure	79,960	42,974	122,934
Income	(158)	(1)	(159)
Net expenditure	79,802	42,973	122,775
Non-current assets	845	1,333	2,178
2014-15			
Gross expenditure	81,907	41,627	123,534
Income	(95)	(1)	(96)
Net expenditure	81,812	41,626	123,438
Non-current assets	811	1,699	2,510

'Operational service areas' and 'Other' reflect the structure of the standard monthly management information provided to Cafcass' chief operating decision makers.

There was no capital expenditure in 2015-16 (2014-15: £nil).

4 Staff costs

	Cafcass Board members	Corporate National Office staff	Regional staff	Total
	£000	£000	£000	£000
2015-16				
Salaries and wages	138	5,707	57,780	63,625
Social security costs	7	461	4,793	5,261
Other pension costs	0	4,465	10,118	14,583
Past pension service cost	0	0	0	0
Total payroll costs	145	10,633	72,691	83,469
Temporary staff costs	0	26	1,144	1,170
Inward secondee costs	0	4	0	4
Total staff costs	145	10,663	73,835	84,643
2014-15				
Salaries and wages	146	5,238	59,034	64,418
Social security costs	8	468	4,874	5,350
Other pension costs	7	4,264	8,167	12,438
Past pension service cost	0	3	33	36
Total payroll costs	161	9,973	72,108	82,242
Temporary staff costs	0	10	1,015	1,025
Inward secondee costs	0	34	0	34
Total staff costs	161	10,017	73,123	83,301

5 Other expenditure

	Note	2015-16	2014-15
		£000	£000
Outsourced finance and ITC services		9,272	9,996
Accommodation costs		6,571	7,035
Travel and subsistence		2,983	3,011
Telecommunications and postage		1,444	1,833
Office supplies, printing and stationery		890	1,078
Legal costs		457	604
Interpreters and translators		402	365
Staff related costs		389	408
Training costs		341	438
Fuel and utilities		265	190
Vehicle costs		162	175
Internal audit costs		144	49
Recruitment costs		103	129
External audit costs		55	52
Contract changes	14	0	186
Other provisions no longer required	14	(341)	(895)
Other		872	717
Total		24,009	25,371

6 Income

	2015-16	2014-15
	£000	£000
Training	158	95
Other income	1	1
Total income from activities	159	96

7 Property, plant and equipment

	Land and buildings excluding dwellings	Leasehold land, buildings and improvements	Information technology and telecoms	Office equipment	Total
	£000	£000	£000	£000	£000
2015-16					
Cost or valuation					
As at 01/04/15	925	521	3,030	22	4,498
Disposals	0	0	(24)	0	(24)
Revaluations	45	0	1	0	46
As at 31/03/16	970	521	3,007	22	4,520
Depreciation					
As at 01/04/15	115	520	2,998	22	3,655
Charged in year	11	0	15	0	26
Disposals	0	0	(24)	0	(24)
As at 31/03/16	126	520	2,989	22	3,657
NBV as at 31/03/16	844	1	18	0	863
NBV as at 31/03/15	810	1	32	0	843
Asset financing					
Owned	844	1	18	0	863
NBV as at 31/03/16	844	1	18	0	863
2014-15					
Cost or valuation					
As at 01/04/14	830	521	3,233	22	4,606
Disposals	0	0	(204)	0	(204)
Revaluations	95	0	1	0	96
As at 31/03/15	925	521	3,030	22	4,498
Depreciation					
As at 01/04/14	106	520	3,164	22	3,812
Charged in year	9	0	38	0	47
Disposals	0	0	(204)	0	(204)
As at 31/03/15	115	520	2,998	22	3,655
NBV as at 31/03/15	810	1	32	0	843
NBV as at 31/03/14	724	1	69	0	794
Asset financing					
Owned	810	1	32	0	843
NBV as at 31/03/15	810	1	32	0	843

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

Freehold land as at 31st March 2016 was valued at £0.315m (2014-15: £0.299m).

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

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

8 Intangible assets

Information technology	Software licences	Websites that deliver services	Assets under construction	Total
£000	£000	£000	£000	£000

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

2015-16

Cost or valuation

As at 01/04/15	2,331	205	89	0	2,625
Revaluations	29	0	0	0	29
As at 31/03/16	2,360	205	89	0	2,654

Amortisation

As at 01/04/15	700	169	89	0	958
Charged in year	371	10	0	0	381
As at 31/03/16	1,071	179	89	0	1,339
NBV as at 31/03/16	1,289	26	0	0	1,315
NBV as at 31/03/15	1,631	36	0	0	1,667

2014-15

Cost or valuation

As at 01/04/14	515	210	89	1,856	2,670
Transfers from assets under construction	1,856	0	0	(1,856)	0
Disposals	(40)	(5)	0	0	(45)
As at 31/03/15	2,331	205	89	0	2,625

Amortisation

As at 01/04/14	510	163	89	0	762
Charged in year	230	11	0	0	241
Disposals	(40)	(5)	0	0	(45)
As at 31/03/15	700	169	89	0	958
NBV as at 31/03/15	1,631	36	0	0	1,667
NBV as at 31/03/14	5	47	0	1,856	1,908

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

9 Financial instruments

As the cash requirements of Cafcass are met through the Estimate process, 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 NDPB's expected purchase and usage requirements and the NDPB is therefore exposed to minimal credit, liquidity or market risk.

10 Impairments

There were no impairments in 2015-16 (2014-15: £nil).

11 Trade receivables and other current assets

	2015-16	2014-15
	£000	£000
Amounts falling due within one year		
Other receivables	1,907	742
Provisions for bad debts	(2)	(2)
Prepayments	1,634	1,499
Travel advances	2	4
	3,541	2,243

12 Cash and cash equivalents

	Cash	Bank	Total
	£000	£000	£000
2015-16			
Balance at 1st April 2015	7	1,691	1,698
Net change in cash and cash equivalent balance	(1)	(971)	(972)
Balance at 31st March 2016	6	720	726
The following balances at 31st March 2016 were held at:			
Government Banking Service and cash in hand	6	720	726
Balance at 31st March 2016	6	720	726
2014-15			
Balance at 1st April 2014	9	5,388	5,397
Net change in cash and cash equivalent balance	(2)	(3,697)	(3,699)
Balance at 31st March 2015	7	1,691	1,698
The following balances at 31st March 2015 were held at:			
Government Banking Service and cash in hand	7	1,691	1,698
Balance at 31st March 2015	7	1,691	1,698

13 Trade payables and other current liabilities

	2015-16	2014-15
	£000	£000
Amounts falling due within one year		
Taxation and social security	5	1,544
Trade payables	1,056	1,216
Other payables	138	80
Accruals and deferred income	4,897	5,290
Annual leave accrual	369	223
	6,465	8,353

14 Provisions for liabilities and charges

	Employment claims	Other claims	Contract changes	Dilapidations	Total
	£000	£000	£000	£000	£000
2015-16					
Balance at 1st April 2015	181	0	0	2,140	2,321
Provided in the year	0	0	0	292	292
Provisions not required written back	(109)	0	0	(232)	(341)
Provisions utilised in the year	(46)	0	0	(51)	(97)
Balance at 31st March 2016	26	0	0	2,149	2,175

Analysis of expected timing of discounted flows

Not later than one year	26	0	0	1,750	1,776
Later than one year and not later than five years	0	0	0	365	365
Later than five years	0	0	0	34	34
	26	0	0	2,149	2,175

2014-15

Balance at 1st April 2014	216	34	425	2,724	3,399
Provided in the year	175	0	186	296	657
Provisions not required written back	(140)	(34)	0	(721)	(895)
Provisions reclassified as accruals	0	0	(611)	0	(611)
Provisions utilised in the year	(70)	0	0	(159)	(229)
Balance at 31st March 2015	181	0	0	2,140	2,321

Analysis of expected timing of discounted flows

Not later than one year	181	0	0	1,748	1,929
Later than one year and not later than five years	0	0	0	364	364
Later than five years	0	0	0	28	28
	181	0	0	2,140	2,321

IAS 37 requires the recognition of a provision (a liability that is of uncertain timing or amount) when it exists at the Statement of Financial Position date. It must therefore fulfil the criteria of being a present obligation arising from a previous event, where it is probable there will be a transfer of economic benefits to settle the obligation and where a reliable estimate can be made of the amount of the obligation. Cafcass makes provisions for legal or constructive obligations (liabilities), which are of uncertain timing or amount at the Statement of Financial Position date, on the basis of the best estimate of the expenditure required to settle the obligation.

Employment claims

Employment claims relate to employment tribunal cases that are likely to be brought against Cafcass, which may or may not result in court attendance.

Other claims

Other claims related to legal and/or contractual obligations other than those identified separately below.

Contract changes

Likely increases in Flex contractual payments, due to third party departures from shared services resulting in the loss of volume discounts, were provided for in Cafcass' 2013-14 Annual Report and Accounts. These departures occurred 2014-15 and the provision in question was transferred to accruals.

Dilapidations

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

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

Provisions have been maintained for these using actual information and industry information on the most likely costs for dilapidations per square metre.

15 Capital commitments

There were no material contracted capital commitments as at 31st March 2016 (2014-15: £nil).

16 Commitments under leases

Operating leases commitments

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

	2015-16	2014-15
	£000	£000
Obligations under operating leases comprise:		
Buildings		
Not later than one year	3,365	3,262
Later than one year and not later than five years	3,846	4,516
Later than five years	949	1,375
	8,160	9,153
Other		
Not later than one year	152	115
Later than one year and not later than five years	104	115
Later than five years	0	0
	256	230
Finance leases		
There were no finance leases as at 31st March 2016 (2014-15: £nil).		

17 Other financial commitments

	2015-16	2014-15
	£000	£000
Not later than one year	7,520	10,436
Later than one year and not later than five years	9,400	7,827
Later than five years	0	0
	16,920	18,263

Cafcass signed a seven-year contract with Fujitsu ending December 2016 to provide an integrated information and communication technology service across the organisation. This contract has now been extended for a further 18 months until June 2018.

18 Related party transactions

Cafcass is an executive non-departmental public body that is sponsored by the Department. The Department as such is regarded as a related party. During 2015-16, Cafcass had various material transactions with the Department, including the receipt of £117.669m grant funding from the Department (2014-15: £117.144m). Transactions with the Department not related to Grant-in-Aid or other funding totalled £0.087m (2014-15: £0.031m), which relates to internal audit service charges as at 31st March 2016.

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

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

A register of interest is held for all Board Members and there were no material related party transactions with Board Members or the Corporate Management Team during the year other than those associated with remuneration for normal duties.

19 Events after Statement of Financial Position date

The Financial Statements were authorised for issue on the 29th June 2016 by Anthony Douglas CBE (Chief Executive and Accounting Officer).

20 Self-employed contractors

In 2015-16 we contracted the services of 85 self-employed contractors (2014-15: 93), of which amounts paid amounted to £2.096m in the year (2014-15: £1.702m).

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

Further to this, agency staff costs amounted to £4.366m in the year (2014-15: £5.129m).

21 Partnership costs

Partnership costs of £2.023m (2014-15: £2.129m) represent the cost of services provided by Cafcass through third party organisations such as contact centres and mediation centres.

Expenditure on partnerships' Court ordered contact activities are shown net of expenditure claimed back and received from the Department.

In addition to Cafcass' baseline partnership budget, in 2015-16 Cafcass received additional funding of £1.369m from the Department (2014-15: £1.579m).

22 Pension liabilities

WYPF's actuary, Aon Hewitt Limited, carried out an IAS 19 valuation for Cafcass as at 31st March 2016.

The assets of the scheme are held separately from those of Cafcass and are invested in managed funds.

Cafcass accounts for scheme liabilities in accordance with IAS 19 – Employee benefits. The in-year current service cost has been reflected in the Statement of Comprehensive Net Expenditure.

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

Introduction

The disclosures below relate to the funded liabilities within the West Yorkshire Pension Fund (the Fund) which is part of the Local Government Pension Scheme (the LGPS).

The LGPS is a funded defined benefit plan with benefits earned up to 31 March 2014 being linked to final salary. Benefits after 31st March 2014 are based on a Career Average Revalued Earnings scheme. Details of the benefits earned over the period covered by this disclosure are set out in 'The Local Government Pension Scheme Regulations 2013' and 'The Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014'.

Funding/governance arrangements of the LGPS

The funded nature of the LGPS requires participating employers and its employees to pay contributions into the Fund, calculated at a level intended to balance the pension liabilities with investment assets. Information on the framework for calculating contributions to be paid is set out in LGPS Regulations 2013 and the Fund's Funding Strategy Statement. The last actuarial valuation was at 31st March 2013 and the contributions to be paid until 31st March 2017 resulting from that valuation are set out in the Fund's Rates and Adjustment Certificate. An actuarial valuation of the Fund will be carried out at 31st March 2016 and as part of that valuation a new Rates and Adjustment Certificate will be produced for the three year period from 1st April 2017.

The Fund Administering Authority, City of Bradford Metropolitan District Council is responsible for the governance of the Fund.

Assets

The assets allocated to the Employer in the Fund are notional and are assumed to be invested in line with the investments of the Fund for the purposes of calculating the return to be applied to those notional assets over the accounting period. The Fund is large and holds a significant proportion of its assets in liquid investments. As a consequence there will be no significant restriction on realising assets if a large payment is required to be paid from the Fund in relation to an employer's liabilities. The assets are invested in a diversified spread of investments and the approximate split of assets for the Fund as a whole (based on data supplied by the Administering Authority) is shown in the disclosures split by quoted and unquoted investments.

The Administering Authority may invest a small proportion of the Fund's investments in the assets of some of the employers participating in the Fund if it forms part of their balanced investment strategy.

Risks associated with the Fund in relation to accounting

Asset volatility

The liabilities used for accounting purposes are calculated using a discount rate set with reference to corporate bond yields. If assets underperform a deficit will be created from this yield in the Accounts. The Fund holds a significant proportion of growth assets which while expected to outperform corporate bonds in the long term creates volatility and risk in the short term in relation to the accounting figures.

Changes in bond yield

A decrease in corporate bond yields will increase the value placed on the liabilities for accounting purposes although this will be marginally offset by the increase in the assets as a result.

Inflation risk

The majority of the pension liabilities are linked to either pay or price inflation. Higher inflation expectations will lead to a higher liability value. The assets are either unaffected or loosely correlated with inflation meaning that an increase in inflation will increase the deficit.

Life expectancy

The majority of the Fund's obligations are to provide benefits for the life of the member following retirement, so increases in life expectancy will result in an increase in the liabilities.

Exiting employers

Employers who leave the Fund (or their guarantor) may have to make an exit payment to meet any shortfall in assets against their pension liabilities. If the employer (or guarantor) is not able to meet this exit payment the liability may in certain circumstances fall on other employers in the Fund. Further the assets at exit in respect of 'orphan liabilities' may, in retrospect, not be sufficient to meet the liabilities. This risk may fall on other employers. 'Orphan liabilities' are currently a small proportion of the overall liabilities in the Fund.

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

	2016	2015
	£000	£000
Present value of funded obligations	(570,663)	(575,382)
Fair value of plan assets	404,594	400,555
Net liability	(166,069)	(174,827)

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

	2016	2015
	£000	£000
Current service cost	14,542	12,433
Past service cost	0	36
Service cost	14,542	12,469
Interest on obligation	18,222	21,075
Interest income on plan assets	(12,832)	(15,461)
Net interest cost	5,390	5,614
Expense recognised in the Statement of Comprehensive Net Expenditure	19,932	18,083

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

	2016	2015
	£000	£000
Opening defined benefit obligation	575,382	495,345
Current service cost	14,542	12,433
Interest on obligation	18,222	21,075
Member contributions	4,154	4,252
Past service cost	0	36
Actuarial (gain) / loss due to changes in financial assumptions	(20,448)	59,872
Actuarial gain due to liability experience	(4,886)	(2,624)
Benefits / transfers paid	(16,303)	(15,007)
Closing defined benefit obligation	570,663	575,382

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

	2016	2015
	£000	£000
Opening fair value of plan assets	400,555	358,364
Interest income on plan assets	12,832	15,461
Re-measurement (loss) / gain on assets	(9,517)	24,500
Contributions by employer	12,873	12,985
Member contributions	4,154	4,252
Benefits / transfers paid	(16,303)	(15,007)
	404,594	400,555

Asset allocation:

	Quoted value at 31 March 2016	Unquoted value at 31 March 2016	Total at 31 March 2016	Total at 31 March 2015
			£000	£000
Equities	69.4%	6.2%	75.6%	76.4%
Property	4.9%	0.0%	4.9%	4.2%
Government bonds	10.3%	0.0%	10.3%	10.5%
Corporate bonds	4.6%	0.0%	4.6%	4.6%
Cash	1.3%	0.0%	1.3%	2.1%
Other	1.2%	2.1%	3.3%	2.2%
	91.7%	8.3%	100.0%	100.0%

Actual return on assets:

	2015-16	2014-15
	£000	£000
Interest income on plan assets	12,832	15,461
Re-measurement (loss) / gain on assets	(9,517)	24,500
	3,315	39,961

The major financial assumptions used in the valuation were:

	2015-16	2014-15
Pension accounts revaluation rate	1.80%	1.80%
Rate of increase in salaries	2.90%	2.90%
Rate of increase in pensions	1.80%	1.80%
Nominal discount rate	3.40%	3.20%

Estimated pension expense in future periods**Analysis of amount charged to the Statement of Comprehensive Net Expenditure on the provision of services next year:**

	Year ending 31 March 2017	Year ending 31 March 2016
	£000	£000
Current service cost	14,210	15,069
Interest on net defined benefit liability	5,424	5,384
Total estimated pension expense	19,634	20,453
Allowance for administration expense included in current service cost	0.182	0.184
Estimated pensionable payroll over the period ending 31 March 2017	60,628	61,276

Sensitivity analysis

The approximate impact of changing the key assumptions on the present value of the funded defined benefit obligation as at 31st March 2016 and the projected service cost for the year ending 31st March 2017 is set out below.

Discount rate assumption:

Adjustment to discount rate	+0.1% p.a.	Base figure	-0.1% p.a.
	£000	£000	£000
Present value of total obligation	560,880	570,663	580,616
% change in present value of total obligation	(1.7%)		1.7%
Projected service cost	13,818	14,210	14,610
Approximate % change in projected service cost	(2.8%)		2.8%

Rate of general increase in salaries:

Adjustment to salary increase rate	+0.1% p.a.	Base figure	-0.1% p.a.
	£000	£000	£000
Present value of total obligation	572,788	570,663	568,555
% change in present value of total obligation	0.4%		(0.4%)
Projected service cost	14,210	14,210	14,210
Approximate % change in projected service cost	0.0%		0.0%

Rate of increase to pensions in payment and deferred pensions assumption, and rate of revaluation of pension accounts assumption:

Adjustment to pension increase rate	+0.1% p.a.	Base figure	-0.1% p.a.
	£000	£000	£000
Present value of total obligation	578,471	570,663	562,968
% change in present value of total obligation	1.4%		(1.3%)
Projected service cost	14,610	14,210	13,818
Approximate % change in projected service cost	2.8%		(2.8%)

Post retirement mortality assumption:

*Adjustment to mortality age rating assumption	- 1 year	Base figure	+ 1 year
	£000	£000	£000
Adjustment to pension increase rate	585,331	570,663	555,955
% change in present value of total obligation	2.6%		(2.6%)
Projected service cost	14,688	14,210	13,730
Approximate % change in projected service cost	3.4%		(3.4%)

*A rating of +1 year means that members are assumed to follow the mortality pattern of the base table for an individual that is 1 year older than them.

23 Contingent liabilities

There were no qualifying contingent liabilities as at 31st March 2016 (2014-15: £nil).

24 Contingent assets

There were no qualifying contingent assets as at 31st March 2016 (2014-15: £nil).

Glossary

The Family Justice Young People's Board has created a glossary of the more commonly used terms and words in family proceedings. We thank the FJYPB for allowing us to use this glossary to help readers understand some of the terminology used in our Annual Report.

Adjournment – A decision made by the family court to hold the court hearing at another time because things are not ready or people need more time to do something.

Adoption order – A type of order made by the family court which transfers parental responsibility to new, adoptive parents and means that a child or young person is no longer legally the child of their birth parents. It allows them to start a new family.

Application – This is how a person asks the family court to help them.

Barrister – A legally trained person who advises people going through the family court and speaks for them in court hearings.

Children and Family Court Advisory and Support Service (Cafcass) – This is an organisation which works with children and young people and their families and then advises the family court on what it considers to be in the best interests of each and every child.

Cafcass worker – Depending on what the family court have ordered Cafcass to do, the Cafcass worker (sometimes known as a practitioner or officer) can be named one of two things: a Family Court Adviser or a Children's Guardian (for more detail look for their descriptions).

Care order – An order made by the family court when the local authority can prove that a child or young person living in their area is not being looked after properly.

Case Management Conference – This is a hearing where the major issues for a child or young person are talked about and the judge sets out how the family court case is going to proceed.

Child arrangements order – When people can't agree on where a child might live or who they should see, the family court might be asked to decide. The judge will look at what is best for the child or young person and make a decision setting out what people must do. This replaces what used to be called contact and residence or custody which you may have heard about.

Children's Guardian – Sometimes when the problems within a family are really difficult then the family court will ask for a Children's Guardian to help them. The Children's Guardian is an independent person who is there to keep the court focused on what is best for the child or young person. They will also appoint a solicitor to act for the young person in court.

Child contact centre – This is a safe place where children and young people can see a parent who they do not live with. Usually, this allows for direct contact, supervised contact or supported contact.

Contact order – These orders allow a child or young person to visit, stay or have contact with the person who has applied to court. (Instead of making this order, the family court will now make a child arrangements order.)

Direct contact – When a child or young person can spend time with someone that they do not live with.

Domestic Violence Perpetrators Programme (DVPP) – A course that helps adults who have been violent towards another person learn how to control their anger.

Early Intervention Teams (EIT) – Early Intervention Teams operate in service areas, with Cafcass workers carrying out safeguarding checks to inform the safeguarding letter we provide at the First Hearing.

Family assistance order – An order which the family court can make to provide short term (usually six months) support to a family who agree to it. This can be from a Cafcass worker or a social worker from the local authority.

Family court – This is where important decisions are made about children, young people and their families. It is different to criminal courts where people go when they might have done something wrong. Decisions in the Family Court are made by judges or magistrates when people can't agree about what is best for a child or young person.

Family Court Adviser (FCA) – Sometimes the family court may ask a family court adviser to meet with a child or young people to talk about their wishes and feelings and to make sure the family court hears what they have to say. The FCA also gives their view to the court about what is best for the child. FCAs do not need to meet all children and young people because sometimes families can agree themselves on what is best.

Family Group Conference – All of the important people in a child's life get together to check that they are safe. It means that everyone knows what is happening and keeps them safe.

Final order – This is the last order made by the family court. The court expects all the people named in the order to keep to it and do as it says and can punish adults if they don't.

Foster carer – People who give a home to children and young people who need a safe place to live. They may have children of their own, or other foster children living with them, in which case you would all live in the same house together.

Guardian's report – The family court will ask the Children's Guardian to write a report to help it make decisions about a child or young person. The report will include information on their wishes and feelings and a recommendation from the Children's Guardian on what they think is best for the child. The report will also include information from the other people involved such as the parents and any other individuals such as experts.

Independent Reviewing Officer (IRO) – IROs help to make sure the best decisions are made for children looked after by the local authority. Their main focus is to make sure that the care planning process for each child or young person is meeting their needs and to ensure that his/her current wishes and feelings are given full consideration.

Indirect contact – A child or young person can use forms of contact such as letters, cards or gifts and is often used to re-introduce a child to someone that they have not seen for some time.

Interim care order – This means that the local authority make decisions about a child rather than their own parents for the short term, before the family court makes a final order. The child will get a social worker to make the decisions day to day.

Issues Resolution Hearing (IRH) – This is a special hearing where the family court decides which issues need to be sorted out and hears arguments about which is a true version of events.

Judge – Sometimes families have problems which they might find too hard to sort out by themselves. A judge works in a family court, listens to everybody and then decides what is best for the child or young person involved in the case. They have the final say and will make the decision about that child or young person's life.

Legal Adviser – A legally qualified person who helps magistrates in the family court apply the law. They do not play any part in the decision making process but are there to advise.

Local authority (also known as children's social care or social services) – This organisation is responsible for making sure all children and young people in their local area are kept safe by the people who care for them.

Magistrate – This person is a member of the community who volunteers to make decisions that affect families, children and young people. They are similar to a judge but are not legally qualified. They are advised on the law by their legal adviser.

Mediation – When people can't agree, they go to another person to help them sort it out (a mediator). The mediator talks to all and tries to help them find an outcome that they are all happy with. This means that they don't have to go to the family court.

Non-molestation order – This is a type of order the family court uses to keep adults, children and young people safe from someone who has been violent toward them.

Parental responsibility – Parental responsibility means all the rights, duties, and responsibilities that a parent has to a child or young person. A person or the people with parental responsibility can make decisions about a child such as who they will live with and what school they will attend.

Private Law – These cases are brought to the family court by private individuals, generally in connection with divorce or parents' separation. The family court may make a child arrangements order, prohibited steps order or a specific issues order or no order at all.

Prohibited steps order – A parent can be prevented by the family court from doing something the other parent does not want them to do. The most common type is where one parent is stopped from moving abroad with the child or young person.

Public law – Public law cases are brought to the family court by local authorities where they are worried that a child or young person is not being looked after safely. The family court may make a care order, a supervision order, or no order at all.

Residence order – This order decides who the child is to live with, can give parental responsibility to any adult who does not have it and will last until the young person is 16. (Instead of making this order, the family court will now make a child arrangements order.)

Safeguarding letter – This is a letter that a Cafcass worker will write and send to the family court. They will speak to the parties (usually the parents) and ask about the child or young person's safety and any worries that they might have.

Schedule 2 letter/report – This is the old name for the new safeguarding letter, sent by the Cafcass worker to the family court.

Section 37 report – The family court orders Cafcass to produce this report because they are worried about a child or young person and want to make sure that they are safe. It will involve a Cafcass worker usually visiting the child and ensuring everything is okay at home.

Section 7 report – This report is ordered by the family court and makes either Cafcass or the local authority investigate all the circumstances of the family, often including the wishes and feelings of a child or young person, and send a report to the court.

Section 16A Risk Assessment – a duty held by Cafcass officers to undertake a risk assessment whenever they have cause to suspect that the child concerned is at risk of harm.

Social worker – These specially trained people help to make sure children and young people are safe and properly looked after. They will work with families to help make it possible for children to stay safely with them. If the family court decides that it is not possible, they will help to make sure there is somewhere else that is safe where a child can live.

Solicitor – A legally trained person who provides advice to people going through the family courts and can speak for them in court.

Special guardianship order – This family court order allows another person to become a child's 'special guardian'. It is for children who cannot live with their birth parents and gives parental responsibility to the special guardian so that they can make decisions alone about the child's life.

Specific issue order – This order is made by the family court, when there is an important issue to be resolved but parents can't agree on it. For example, which school a child should go to.

Supervised contact – This is a type of direct contact which requires a supervisor to make sure that the child is safe with the other person. This may be done in a contact centre.

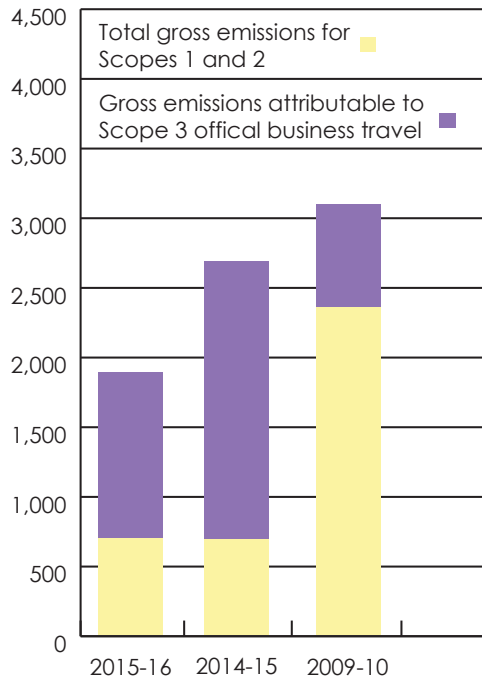
Supervision order – A supervision order makes the local authority take responsibility for advising, assisting and befriending a young person, and ensuring that the child or young person is kept safe in the care of their parents.

Supported contact – This is direct contact which gives some support from a child contact centre worker to the adults so that they can meet the needs of their child(ren).

Appendix

The following provides further detail on our performance on sustainability measures.

Non-financial illustration against key Greening Government 2015 targets

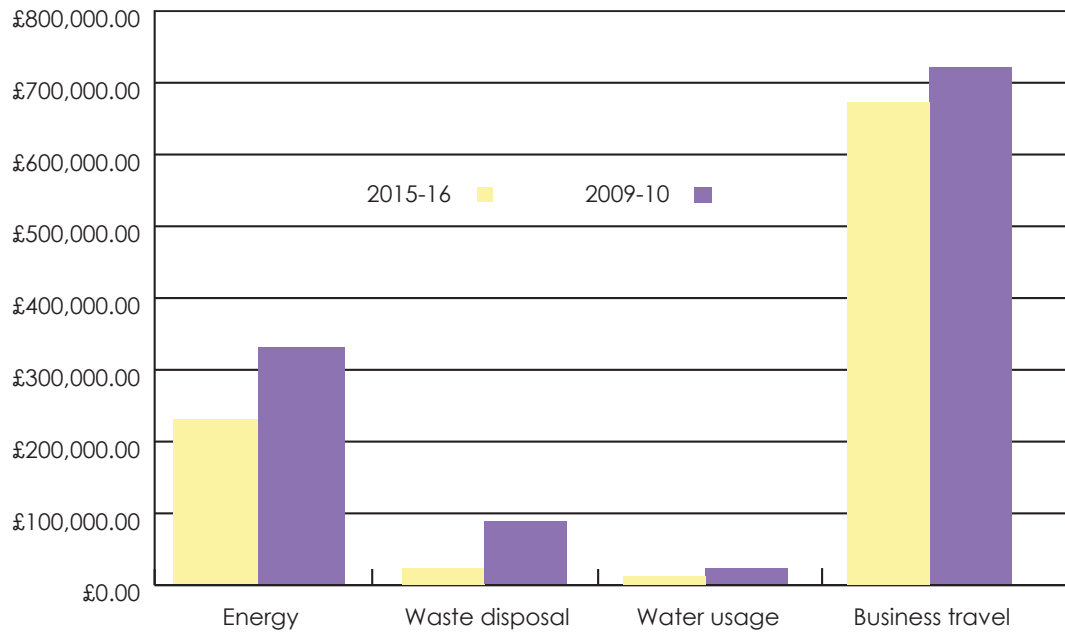


Definition of scope:

- Scope 1 - Direct GHG, e.g. owned by the organisation
- Scope 2 - Indirect GHG, e.g. gas, electric and car usage
- Scope 3 - Other indirect GHG, e.g. business travel.

The graph above highlights our carbon reduction achievements against the key targets set by GGC. The data demonstrates that we have achieved the target of 25% reduction from the 2009-10 baseline for 2015-16. A decrease in Total Gross Emissions for Scopes 1 and 2 is evident. This was due to larger than normal estimated gas meter readings, which has subsequently skewed the data. An action to address this will be undertaken in 2016-17.

Financial performance against key Greening Government 2015 targets



The graph above highlights the financial savings made by Cafcass which contribute towards the Greening Government programme.

Greenhouse gas emissions

Greenhouse gas emissions		2015-16	2014-15	2009-10
Non-financial indicators (tonnes CO ₂ e)	Total gross emissions for Scopes 1 and 2	646	653	2,298
	Gross emissions attributable to Scope 3 official business travel	1,290	2,067	² 884
	Number of domestic air travel flights	65	51	¹ 0
¹ Related energy consumption (kWh)	Electricity: non-renewable	³ 976,207	⁴ 1,023,863	3,380,000
	Gas	⁵ 644,014	⁶ 566,822	2,913,041
Financial indicators (shown in thousands £)	Expenditure on energy	166	137	338
	Expenditure on official business travel	664	660	² 719
	Expenditure on domestic air travel	7	6	¹ 0

1 Data not available.
 2 Excludes domestic air travel.
 3 Based on data for 17 offices.
 4 Based on data for 16 offices.
 5 Based on data for 12 offices.
 6 Based on data for 11 offices.

The emission figures 2014-15 and 2015-16 have been calculated against our own data only.

Emissions from estates

Emission reductions have levelled out in 2015-16. This is due to the fact that only three office closures have been undertaken since the last reporting period.

The Sustainability Steering Group (SSG) has continued to monitor emissions using a dashboard containing energy data usage of the estate. The focus in 2015-16 for the SSG has been to capture and analyse data further. Data containing local office emissions are under development and are to be disseminated on a monthly basis. This will give individual offices more focus on local emissions and how these can be reduced. Gas and electricity have been recalculated in this report to bring it in line with the MoJ reporting system. Only those offices which have utilities paid for directly have been reported on. In previous years emission calculations included actuals plus a benchmark calculation for other offices.

Energy spend

Since 2009-10, we have reduced our estate from 90 to 40 offices. The Cafcass estate has remained constant over the last two financial periods and therefore reductions in spend are no longer visible. A slight increase in energy costs has been seen in 2015-16 due to the fact that our electricity provider updated their metering and invoicing software. This resulted in several months of inaccurate data which spans the last two financial years. The problem with reporting was rectified in July.

Domestic business travel

Expenditure on domestic business travel has increased year on year over the last three years. This is attributed to better management information, giving a more accurate account of data, and also the significant reduction of the Cafcass estate bringing some additional travel needs, plus an increase in rail fares.

In addition to the initiatives reported last year the SSG is monitoring staff members travel patterns to see if any reduction in travel undertaken can be achieved through early planning and full use of IT and video conference facilities.

From November measures were introduced, in line with departmental spending controls, that travel must only be undertaken if 'business critical'. As illustrated below a slight reduction in emissions has been achieved.

C0²e emissions generated by travel for Cafcass

Domestic travel mode		2015-16	2014-15	2009-10
Tonnes Co ² e and flight data	Car	1,194	1,353	765
	Rail	136	172	38
	Total	1,330	1,525	803
	Number of domestic flights	73	51	0*

*No data available.

Waste management

Waste disposal summary

Waste		2015-16	2014-15	2009-10	
Non-financial Indicators (tonnes)	Total waste		77	63	307
	Hazardous waste	Total	0	0	0
		Landfill	133	127	44
	Non-hazardous waste	Reused/recycled	42	34	236
		Total IT waste	Reused	1	1
		Recycled	1.2	1	20
Paper procured	Total reams	5,739	9,233	20	
Financial indicators (figures shown as thousands)	Total disposal cost		25	19	92
	Non-hazardous waste - Total disposal cost	Landfill	0	0	5
		Reused/recycled	9	12	17
	Paper procured	Total spend	12	26	20

1 Non-recyclable waste is still calculated against DfE benchmarking figures.

2 Data not available.

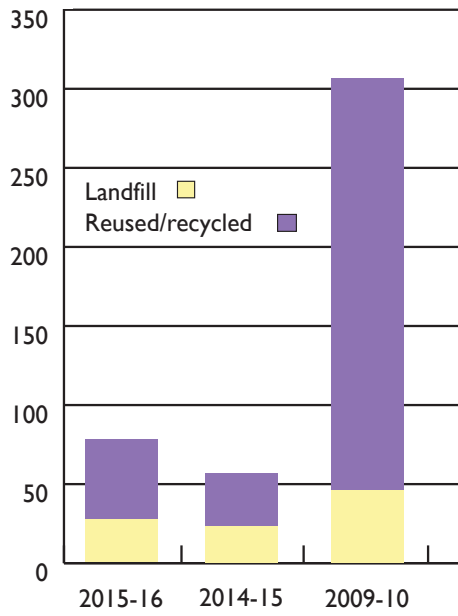
The table above shows the amount of general and recycled waste generated, and how redundant IT equipment has been recycled, reused or disposed of. Information on the amount of paper procured and associated expenditure is also highlighted in the table.

General waste

Only seven offices have their own local arrangements; all others are through third party landlord arrangements. This has made data collection very difficult. Centralised procurement arrangements have not been accessed as the overall spend for waste is relatively low. Confidential waste and IT/equipment disposal is reported against our actual data.

Analysis of the data available for 2015-16 shows there has been an increase in expenditure on waste. An investigation concluded that this was due to incomplete data reported in financial year 2014-15. The under reporting was due to a missing invoice from 2014-15 year which was subsequently paid in 2015-16.

Illustration of financial savings made on landfill and recycled waste



IT waste

We ensure that all redundant IT equipment is disposed of in an ethical manner. A third party provider ensures that our redundant kit is recycled where possible and donated to schools or charities for their own use. Equipment which cannot be recycled or reused is disposed of in an ethical manner. All disposals are logged and reported back to Cafcass.

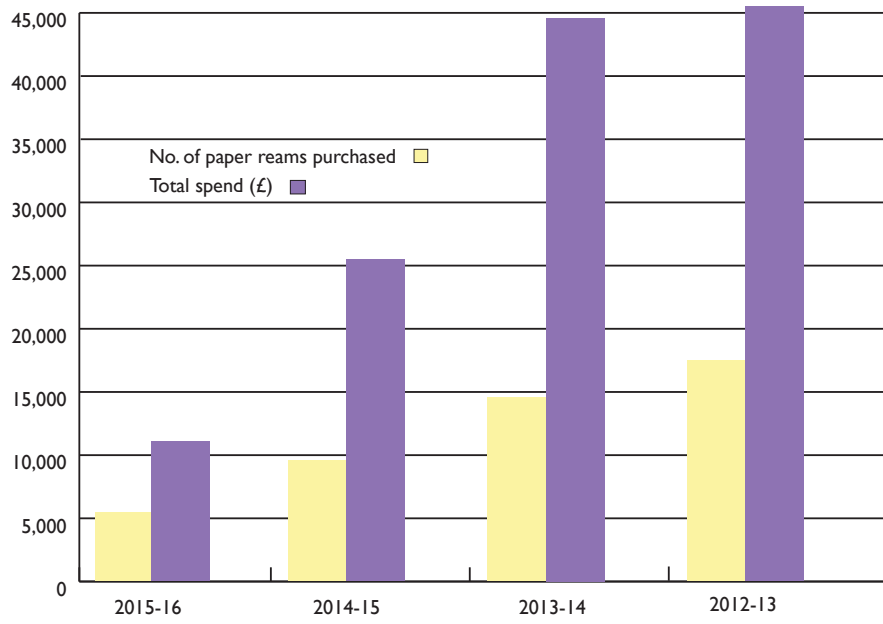
Recycling

This figure is still mainly benchmarked against DfE figures but our own figures are supplied against the Government's 'Closed Loop' confidential waste initiative.

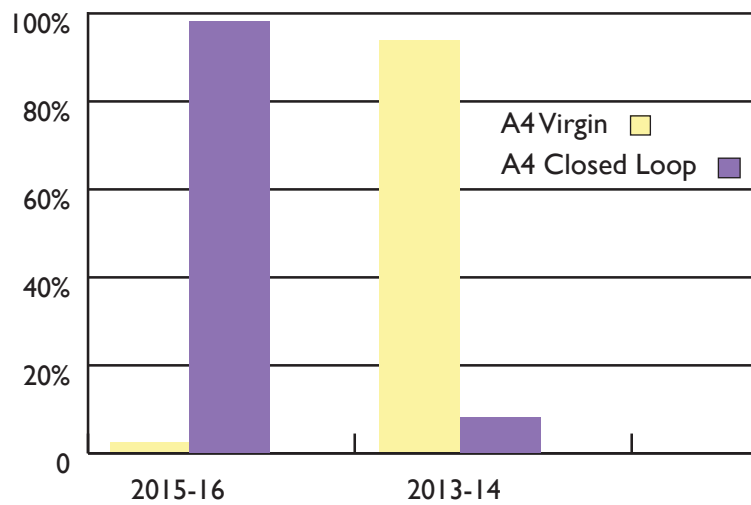
Paper

The 'Closed Loop' paper system has been used since 2012-13. 'Closed Loop' paper usage has increased from 5% in 2013-14 to 99.5% in 2015-16.

The reduction of paper purchased from 2012 to 2015



The percentage increase in Closed Loop paper



Water consumption

Finite resource consumption - water

Finite resource consumption - water		⁴ 2015-16	³ 2014-15	2009-10	
Non-financial indicators (M ³)	Water Consumption	Office estate	1,401	1,377	² 0
		Office estate per FTE	3.57	3.32	² 0
Financial indicators (figures shown as thousands)	Water supply & sewage costs	¹ 3	¹ 9	¹ 31	

1 Based on spend for all offices.

2 Data not available.

3 Data based on information obtained from nine offices with direct invoicing.

4 Data based on information obtained from 10 offices with direct invoicing.

Water

Expected best practice from GGC guidance is that water consumption should be between 4-6m³ per FTE, per annum. Our performance continues to exceed best practice at 3.2m³ per FTE, per annum (10 offices only) for 2015-16. Expenditure has slightly increased this year due to an invoicing anomaly being resolved.

The SSG is currently liaising with water companies to investigate free of charge advice and resources available to assist with the reduction of water consumption throughout the estate.

Sustainable procurement

Cafcass has continued to use mandated centralised procurement contracts where possible. The majority of our requirements are sourced from Crown Commercial Services frameworks or from the MoJ. Particular attention is given to ensuring that value for money is obtained and procurement processes are streamlined. These frameworks meet government buying standards, and sustainability is embedded through the whole procurement process.

Biodiversity and adaptation

Biodiversity and adaptation is not relevant for the Cafcass estate as we do not own any open spaces. Climate change is incorporated within the discussions of the SSG group and is considered as part of resilience measures.

Food and catering services


Food and catering services are not used within the Cafcass estate.

Forward plans for sustainability

Through sustainable working practices, we are ensuring our finite resources are directed at helping children and families, which also help contribute towards a healthy physical environment to live and thrive in.



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