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7 January 2019

Dear Ian,

### **Cafcass Interim Pay Award**

I write in response to your letter dated 23 December 2018. May I begin by acknowledging that more could have been done to ensure that Napo was notified sooner than it was about our ability and intention to make an interim pay award in December 2018, once we had received approval to proceed in this way from the Ministry of Justice (MoJ).

The timeframe between receiving this approval and the payment having to be processed in time for the December payroll was very tight indeed, given our payroll cut-off date. Nonetheless, we could have notified Napo at a national and local level earlier than we did, and therefore I apologise that this didn't happen. I can assure you that there was no intention to marginalise Napo, to cause any embarrassment or difficulties for local or national representatives, or to undermine the positive partnership arrangements that exist.

It is correct that our Head of HR (James Hyde), has been in discussion with Dean Rogers for a number of months about our pay remit and pay award business case to the MoJ, to ensure that Napo was aware of the progress of this and the key issues that Cafcass was dealing with in order to try to secure the best possible consolidated pay award for our workforce this year. It is not quite right to say that dialogue between Dean and James helped to shape or strengthen our business case, which we believe was already very strong and compelling.

When James met with Dean most recently, we were still hopeful of receiving a swift and positive response from the MoJ to our business case, but unfortunately there was a further period of delay and we were ultimately unable to secure approval of our proposed pay award. It was understood that a joint pay claim on behalf of Napo and Unison would be received by us following that meeting, but that was not forthcoming either. In the end, our ability to make an interim pay award had to be acted-upon quickly, in order that staff could see the benefit of this in their December pay and could understand that we had been and continue to be working hard to secure the best possible pay award for them in this financial year.

Edward Timpson CBE Chair  
Anthony Douglas CBE Chief Executive



Once again, however, I accept that there was an opportunity missed to ensure that Napo colleagues were informed about our intention in a timelier manner; I can offer a reassurance that this won't be repeated. Indeed, as I know James has already conveyed to Dean in their conversation immediately prior to the Christmas break, the intention now is very much to engage in continued negotiations with Napo (and Unison) over the next phase of our liaison with MoJ, in seeking to secure a further element of pay award that will improve on the 1.16% consolidated payment already paid as an interim measure.

In respect of this joint commitment to an ongoing, positive and constructive dialogue between Cafcass and Napo over pay, I note the key priorities for Napo that you have set out in your letter and would want to just respond briefly on a couple of those points you raise.

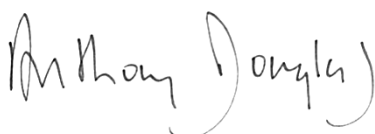
Firstly, in relation to the matter of performance related pay (PRP) and whilst acknowledging Napo's fundamental opposition to any form of it, I would suggest it is an overstatement to say that PRP has been abandoned by most departments. We have to be clear that it remains a viable and utilised option for a number of comparable organisations (including arm's length bodies like Cafcass) and remains part of the MoJ pay infrastructure. Thus, it will inevitably remain an option that we are unable to dismiss out of hand, in considering how best to shape an overall pay award to Cafcass staff that maximises the increase in pay that we are able to achieve for them, now and in future years.

The other point I feel I need to address is your reference to the complexity of Cafcass' cases by comparison to those cases being worked by social workers within Local Authorities. It is simply not accurate to say that every one of our cases would immediately qualify amongst the most difficult cases being handled by any Local Authority. Many of the cases for which Local Authorities hold statutory responsibility are hugely complex, just as many of ours are.

I note too your reference to unsustainable workloads within Cafcass, and in light of ongoing dialogue about workloads and workload weighting within the National Partnership Committee, I will not address that point in detail here, other than to reiterate the point that I know has already been made by Christine Banim and others, which is that workloads vary across the different service areas within Cafcass and are by no means unacceptably or unsustainably high in all areas. Where workloads are deemed to be higher, then this remains under constant review and additional resources have been and will continue to be put in place to address this.

I appreciate your letter Ian, and the spirit of constructive partnership in which it was sent, and I am certain that the continuing dialogue about pay, and in particular negotiations about the pay award for Cafcass staff this year (2018/19), will now proceed in a positive vein.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Anthony Douglas', written in a cursive style.

**Anthony Douglas CBE**  
Chief Executive