

CABE

Annual report

2008/09

**Financial statements
and accounts**



**Commission for Architecture
and the Built Environment**

Annual report 2008/09

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and accounts**

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CABE, the Commission for Architecture and the Built Environment, is the government's advisor on architecture, urban design and public space. As a public body, we encourage policymakers to create places that work for people. We help local planners apply national design policy and advise developers and architects, persuading them to put people's needs first. We show public sector clients how to commission projects that meet the needs of their users. And we seek to inspire the public to demand more from their buildings and spaces. Advising, influencing and inspiring, we work to create well-designed, welcoming places.

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Introduction by the chair of CABE

I am pleased to introduce the annual report for CABE, the Commission for Architecture and the Built Environment, for the financial year ending 31 March 2009. The annual report contains our accounts, as well as a record of our performance, and is the formal document DCMS lays on behalf of CABE before Parliament as part of its accountability as a public body.

CABE's remit from government is positive, urgent and ambitious: to improve people's quality of life through good design. We deliver this by helping the people who make decisions about the built environment to recognise and choose good design.

Our work is directed by a three-year corporate strategy. This is set by our board of commissioners and executive team, in consultation with CABE's sponsor government department, the Department for Culture, Media and Sport, and its other major funder, the Department for Communities and Local Government.

In 2008/09, I was especially pleased that the independent 'light-touch' review of CABE's work, conducted on behalf of our two main funding departments, concluded both that we are effective and that we play a positive and influential role in promoting design quality. The review is an endorsement of CABE's role and impact in promoting high-quality buildings and places across England.

CABE's performance is measured formally by a series of targets agreed each year by ministers. The chief executive, Richard Simmons, reports on our performance in the following section of this report. But we believe that CABE's success is not captured by meeting targets alone. For us, delivering our mission means bringing energy, innovation

and creativity to the process of creating England's built environment – something hard to measure with simple statistics.

Since CABE's establishment in 1999, we have sought to mainstream demand for good design. We want every part of government, every built environment professional and the public at large to understand its value and prioritise it in the many different ways we live and work. This thinking has underpinned our work over the last 12 months with local and regional government, during the establishment and early operation of the new Homes and Communities Agency, and in the support we offer to every school across the country.

Housing remains one of CABE's top priorities. In the context of an economic downturn that has seen falling house prices and deep cuts in housebuilding, a key challenge for CABE has been to help ensure that the quality of new homes and neighbourhoods is not compromised. We focus not just on the design quality of individual houses but on the places being created and the success of whole neighbourhoods.

During 2008/09 CABE's design review and enabling services gave expert, practical advice on the design and delivery of 148,000 new homes. Nearly two thirds of the 356 schemes seen by our design review service had a residential element. We advised 10 housing market renewal partnerships, helped 36 local authorities in growth areas and trained 170 Building for Life assessors across 106 local authorities.

A different example of CABE's approach came with our delivery of the country's first-ever Climate Change Festival, held in Birmingham during June 2008. Our aim was to turn the debate about climate

change on its head, focusing on the solutions rather than the threat. Walks, talks and tours, along with a series of dramatic installations, drew huge crowds; across nine days, more than a third of a million people visited the festival site. And Birmingham City Council, our festival partner, committed to cutting its carbon emissions by 60 per cent in 18 years – more than twice the speed of Britain's national target.

Since then CABE has launched our Sustainable Cities programme. This includes a major new online resource and learning programme designed for people taking decisions about how to make a place sustainable. Launched in March 2009, it helps local authorities in particular to meet the carbon reduction targets enshrined in the 2008 Climate Change Act.

At CABE, we too have been working to cut our own carbon emissions – and I am encouraged by the fact that we have managed to cut our emissions by 11 per cent in just over two years. For more information on CABE's environmental performance, see our report on pages 13-14.

CABE also helps local authorities to engage people more effectively in the design and management of public space. Our new Spaceshaper tool helped 1,460 people comment on proposals for parks and open spaces in their area. And, through publishing and events, we've helped some 6,000 professionals to understand the principles of inclusive design. These are illustrations of the many ways in which CABE enables local people to shape the decisions made about their communities.

Finally, we have enjoyed the most productive, high-profile and high-impact year since CABE launched its education programme in 2003.

Fifty thousand young people took part in an initiative called Green Day, designed to make schools sustainable. We also launched Engaging Places during January 2009, in partnership with English Heritage. This now offers every school nationwide activities and venues for teaching and learning about the built environment.

During 2008/09, we said farewell to two long-serving commissioners. Paul Morrell was one of our founding commissioners and served as deputy chair of the commission in his final years with us. Alan Barber was one of the driving forces behind the establishment of CAFE Space in 2003 and a passionate supporter of our work on parks and green spaces. Alan sadly stepped down early because of ill health and we wish him, and Paul, well. Two new commissioners joined – Richard Cass, a widely respected architect, landscape architect, masterplanner and urban designer, and Liz Peace, the chief executive of the British Property Federation.

At the end of 2009, I will be stepping down as chair of CAFE, after five years in the role. I will be helping the organisation mark its 10th anniversary towards the end of 2009, looking back at all we have achieved and forward to the huge amount of work that is still required. CAFE is a family of 135 staff and around 400 design advisors. We are led by a board of 16 commissioners who invest their considerable expertise in helping CAFE to succeed in its mission for good design. The commitment and professionalism of everyone in the CAFE family are very much appreciated and I want to thank them all for their support and dedication during my chairmanship. I wish my successor well in taking the organisation forward into the next phase of its development.



Sir John Sorrell CBE
Chair, CAFE

Management commentary

I am pleased to provide this management commentary on CABE's performance and work in 2008/09.

CABE is the government's advisor on architecture, urban design and public space, and the centre of excellence for advice to decision makers, professionals and the public on how to create well-designed buildings, places and spaces.

CABE is an executive non-departmental public body (NDPB) sponsored by the Department for Culture, Media and Sport (DCMS). Communities and Local Government (CLG) is also a principal funder of CABE. We receive funding from other government departments and public agencies to run specific programmes. CABE was set up in 1999 and the Clean Neighbourhoods and Environment Act 2005 gave the organisation its formal statutory role. As chief executive, I am accountable to Parliament through the permanent secretary at the DCMS.

Each year, agreements between CABE and our two funding departments set out targets that should be achieved during the year. Full details of the targets and our performance against each follow this commentary.

In 2008/09 we met, or exceeded, all but one of our 20 targets. The only shortfall was 11 per cent in the number of schemes submitted for design review – 1,068 against a target of 1,200. This was because the credit crunch has led to a dramatic fall in the number of projects being designed at all. CABE does not have a power to require schemes to be submitted, so this target is not one that CABE can control. With CLG reporting an average fall in the number of planning applications of 16 per cent, however, CABE's design review service has remained valued

and in demand. CABE did meet the target for the number of significant schemes actually reviewed. In all other respects I am delighted with another highly successful year for CABE.

All public agencies undergo a periodic review, and a 'light-touch' review of CABE's work was conducted during 2008/09. It was a joint exercise on behalf of DCMS, CLG and CABE, conducted by the University of the West of England. The review concluded that CABE is well aligned with government priorities, is effective, and plays a positive and influential role in the promotion of design quality. The review also showed, through stakeholder feedback and case studies, that CABE has made a real difference to the quality of buildings and places across England. We will be taking forward the recommendations of the review during 2009/10.

CABE is based in central London, where it is most accessible to its customers and its specialist labour market, with a staff team of 135 (at 31 March 2009). Our work is overseen by a board of 16 commissioners, chaired by Sir John Sorrell. We have six divisions: design review, enabling, campaigns and education, knowledge and skills, resources and CABE Space, led by my senior management team.

CABE also involves a network of 400 people around the country: regional representatives, design review panel members and enablers who provide us with a unique resource of experienced professionals we call on throughout the year.

During the year our director of resources, Paula Harris, left CABE. We were fortunate in securing the services of Urvashi Bhagat as interim director of resources to replace her, and she has

overseen the annual business planning process as well the production of this report.

CABE's job is to advise those who build our towns, cities, homes, schools, hospitals, streets and parks so that buildings and places look, work and last better. CABE was proven to have made a real difference to design quality during the years of prosperity before the present downturn, even though the scale of change was immense and many barriers to good design had to be overcome. The design challenges ahead are, if anything, even greater. We still need many more new homes, in sustainable and attractive neighbourhoods, but now in very difficult market conditions.

We all have high ambitions for the design and delivery of new schools, health buildings and the London 2012 Olympic and Paralympic Games; but public purse strings will inevitably have to tighten. We need to invest in inclusive and accessible places that encourage equality, health and well-being. As a nation, we need to champion greater community involvement. Above all, towns and cities need also to invest to adapt to the effects of climate change. They must rapidly reduce carbon emissions from the built environment.

Good design is the way to square these circles. In times of adversity we need better, not worse, design. In the slowdown we mustn't dumb down. The good news is that designers do their best work when they have to solve tough problems. Good design is about working and building faster, cheaper, simpler and better. CABE offers a cost-effective way to get the right design advice to the right people at the right time. Communities that want to influence what gets built in their neighbourhood. Councillors who can't afford many design staff. Educators and clinicians who are

clients but don't have design training. Developers and architects who have a good scheme and need backing. Policymakers who want clear, independent, accountable advice about new policies and how existing ones are working. All have benefited from CABE's expertise and support in the last year. Our lean, intelligent, constructive approach is going to be all the more vital in the coming years if austerity is not to become mediocrity.

Our three-year corporate strategy, beginning from 2008/09, sets out the organisation's plans and priorities and concentrates on five key themes:

- homes and neighbourhoods
- schools
- public space
- significant development
- innovation, creativity and learning.

Our work and performance in these areas is addressed below.

Homes and neighbourhoods

A year that ended with 1.7 million people on waiting lists for social housing has been an extraordinarily tough one for the industry, with the number of new homes started two thirds down on the year before. CABE has focused on developing a strong position for market recovery, working with national, regional and local partners throughout 2008/09 to help improve the design quality of new homes and neighbourhoods.

We worked closely in both the housing growth areas and the housing market renewal (HMR) areas to increase the urban design skills of those responsible for housing delivery. In Manchester and Salford, for example, we trained development control officers and in Liverpool we brought development partners together with the city council on three major projects. We also organised 11 design task groups, a learning network for 500

decision makers, and gave direct support to 13 growth points in the Midlands and south of England, helping 36 local authorities improve their capacity to plan and deliver good design.

This programme ran alongside our support to local planners. CABE ran 12 workshops in 2008/09 with local authorities and government offices to establish a methodology to assess design quality within local development frameworks, and we will be continuing this important work during 2009/10.

CABE worked very closely with the HCA during its set-up and early operation to develop a strong corporate approach to supporting good design and sustainable development. We believe that every major public sector-funded housing delivery programme should specify high-quality design as a key funding criterion. Given the proportion of funding commanded by the public sector, we believe this would effectively set a standard for the entire market.

We are also working with CLG to further embed the need for good design into policy and practice. Of the 357 schemes seen by our national design review panel during the year, 205 had a housing element. Through this work, CABE gave expert advice on the design of approximately 148,000 homes, and developed an extraordinary evidence base on the current quality of residential design in this country.

Our latest housing audit looked at the quality of affordable homes. It was commissioned by the Housing Corporation and published in March 2009. The research gave a tough analysis of the quality of social housing completed between 2004 and 2007: 18 per cent was good or very good; 61 per cent average; and 21 per cent poor. This audit serves as a baseline defining the

quality achieved before the Housing Corporation introduced Building for Life (BfL) as a funding criterion in 2007.

In 2008/09, Building for Life became an indicator in local authorities' annual monitoring returns. This has been a very welcome development. We would now like to see all local authorities in England using this tool to assess the quality of new residential development, and the majority should have accredited Building for Life assessors in place by 2011.

Our target in 2008/09 was to train 100 officers in 40 local authorities as Building for Life assessors. We rolled out a programme with regional partners for London, Bristol, Plymouth, Milton Keynes and Sheffield and exceeded our target, training 170 Building for Life assessors in 105 local authorities. We produced two short explanatory films and revamped the BfL website, increasing visits by 50 per cent.

The Building for Life programme also celebrates the best in housing design. In 2008, six schemes in London, Brighton, Portsmouth, Stockport and Sheffield were given Building for Life awards. They represent the kind of schemes that we believe will be the first to sell when the market recovers, and provide high-quality social housing in the long term. Our analysis of what needs to happen to make this kind of standard the norm, and eliminate poor design was published in *No more toxic assets*. This report makes seven key recommendations, including fresh ideas on the role of regulation, reducing risk to developers, and local authority policy making.

With so many large areas of the country going through major change, we ran a research project last year to explore how a strategic urban design approach could clarify

and help deliver our common aspirations for the quality of entire sub-regions – not just individual sites. We have now begun working with several sub-regional partnerships as pilots for this methodology. In the Thames Gateway sub-region, we have also conducted an audit of planning applications and recommendations for that area. In addition, we consulted stakeholders on a draft Thames Gateway design pact and reported the results to CLG.

Schools

CABE is funded by Partnerships for Schools (PfS) to improve the quality of school design and ensure that the best possible learning environments result from the Building Schools for the Future (BSF) programme.

We do this in two ways. First, through arranging access for local authorities to expert advice at the early stage of projects. During the year, we provided this enabling support to a total of 32 local authorities receiving funding in waves 4-6 of BSF, and 90 per cent reported that they found it useful.

Second, by reviewing the bidders' proposals for significant new and refurbished building at the competitive stage of BSF, and reporting our findings to the local authorities. This helps them to choose the right bidder and make the right planning decisions.

We warmly welcomed the schools minister's decision, announced in September 2008, to introduce a minimum design standard for BSF. We have been working closely with Partnerships for Schools and the Department for Children, Schools and Families in preparation for its implementation later in 2009. It is highly significant because it means that designs that do not meet the required standard at bidding stage must be improved.

Our schools design panel reviewed 120 schemes for local authorities' sample schools during 2008/09, finding one was excellent and 15 were good. Too many were not yet good enough. It is encouraging that 73 per cent of the 66 schemes that came back to us to be reviewed had improved, demonstrating the value of design review. But there is clearly still a considerable way to go.

There is strong demand for guidance among bidding consortia, which we are working to meet. Information already published on our website, including new advice on refurbishment, illustrated with case studies, was downloaded 10,000 times during the year.

For the latest tranche of guidance we drew on the expertise acquired by our schools design panellists. We ran a series of workshops to develop an evidence base from the 10 criteria used for assessing school designs, and the new guidance was published in May 2009.

Public space

CABE Space, our specialist public space unit, has now supported more than 130 major projects across England with the expert advice of an enabling team. In 2008/09, our clients included public sector agencies, councils and voluntary and community organisations.

This work included support for Brighton & Hove City Council in developing its green space strategy; practical advice for the Six Midlands Cities consortium on its highways design guide; and work with the City of London on its play strategy. We advised on the design and management plans for the Plymouth inner ring road, Accrington's 'chic sheds' allotment project, Middlesbrough's 'green lung', Shirebrook town centre and Southampton's civic square.

We also encouraged more local authorities to adopt a strategic approach to planning and investing in public space. In February 2009, we published a new framework for valuing parks, *Making the invisible visible*, to help people understand the rationale and benefits this can bring.

During the last 12 months, CABE Space has been addressing the serious skills gap facing the green space sector. Our survey of 54 local authorities revealed problems of diminishing service budgets, skills shortages, minimal funding for training staff and difficulties in recruiting new apprentices. Sixty-eight per cent of local authorities reported that a lack of horticultural skills is affecting service delivery.

We followed the survey in March 2009 by publishing *Skills to grow*, a national strategy for addressing these problems. The strategy, backed by 15 national partners, sets out the priorities for improving green space skills that will create the conditions for an effective green space sector.

CABE provided leadership training directly through our fourth CABE Space leaders' programme, supported by Natural England and the HCA Academy. Eighty-eight delegates attended in February 2009, from 48 different local authorities and agencies.

We also supported the set-up and delivery of a £1 million green space apprenticeship grant scheme on behalf of CLG, for the most deprived urban local authorities.

An important focus of our work in 2008/09 was on green infrastructure. This emphasises the role of ecological systems and the natural environment within towns and cities. In March 2009, CABE co-hosted with Natural England

ParkCity, the first international conference in Britain specifically designed to take that message to an audience beyond the green space sector. One hundred and ten delegates working at senior levels in economic regeneration, planning and other disciplines debated and learned how to create more environmentally responsive places. This event placed CABE at the forefront of a critically important international agenda.

Throughout the year, CABE Space has been advising on the design, management and maintenance of the Olympic Park in east London. We seconded our head of public space to the Olympic Delivery Authority (ODA) to help with the technical design of specific elements of the park, including the waterways and river habitats. And we supported the development of the ODA's transformation plan for 2014 alongside helping to develop the strategy for the medium- and long-term management of the park after 2012.

In March 2009, we completed work on updated guidance for open space strategies, in partnership with the Greater London Authority, and will publish the guidance early in 2009/10. We have also supported the Mayor of London's priority parks scheme.

Spaceshaper, our consultation tool for public spaces, is helping local authorities to involve people in the decisions being made about public spaces in their area. In 2008/09, we trained 58 Spaceshaper facilitators and 47 workshops took place across the country. We ran nine regional 'taster' sessions involving 257 people. Three architecture centres are developing a version of Spaceshaper that helps authorities to consult young people.

Streets also need better design, not least to encourage more

pedestrian and cycling activity along them, and we held workshops for highways authorities to embed the Department for Transport's *Manual for streets* guidance in their practice. We published *This way to better residential streets*, identifying common street design problems and explaining how good design helps to connect and structure neighbourhoods.

CABE has begun work on Sea Change, a capital grants programme that we are managing on behalf of DCMS. This funding aims to act as a catalyst for economic growth in English seaside towns through cultural regeneration. In 2008/09, 28 creative projects were considered, including Blackpool, Hastings, Southport and Great Yarmouth.

Significant development

The year has seen the expansion of CABE's design review work into important new areas. We established a specialist panel to advise Crossrail on the largest single project in Transport for London's investment programme. The panel, made up of 12 experts with transport infrastructure experience, will advise on the design quality of seven new Crossrail stations.

We are advising on proposals for the London 2012 Olympic and Paralympic Games, to help with the delivery of a superbly designed Games and legacy. We worked closely with the Olympic Delivery Authority (ODA) throughout the year. Our specialist London 2012 panel completed 31 design reviews, including of the entire Olympic Park, main Olympic Stadium, Aquatic Centre, Energy Centre and Olympic Bridges. We also conducted four design reviews of the legacy masterplan framework.

Overall, 1,068 schemes were submitted to CABE for design

review in 2008/09, compared to 1,203 in 2007/08. Although this is an 11 per cent drop, it is less than the 16 per cent drop in the number of planning applications nationally over the year.

We conducted 357 design reviews through our national design review panel, exceeding our government target of 350. Twelve per cent of schemes were from the sector covered by our sponsor department, DCMS. In addition, we conducted 71 reviews through our Crossrail and schools panels. We conducted special panel reviews of very significant design proposals, including the Battersea Power Station development. We published over 200 reviews, read by 116,000 visitors to our website.

CABE held two regional design reviews, in the Wirral in June and in Leeds in October 2008. We are encouraging more independent design review across the English regions, as well as supporting existing design panels. So far seven regions have a design review panel or sub-regional arrangement, to complement the national panel run by CABE.

We are keen for the design review process to be as open as possible, and to exploit its educational potential. To this end, we have held design review sessions in public, and encouraged people to see the work of panels first hand. Observers during the year have included ministers, government officials, local authorities, international practitioners and young people. We have also established new methodologies for tracking improvements in the final design quality of schemes reviewed by CABE, which were put in place in April 2009.

Meanwhile, our enabling work has supported government departments involved in a wide range of specific building programmes this year. We

advised 12 acute and primary health care trusts on health building projects, with events attended by more than 100 people, and we offered design guidance and support to the Department for Environment, Food and Rural Affairs on new waste facilities. We produced guidance with the Arts Council England to help agencies commissioning new arts buildings to deliver well-designed facilities. And we published a guide for eco towns proposers, *What makes an eco town?*, that made the links between sustainability, design and masterplanning.

Andy Burnham, the former secretary of state for culture, media and sport, was the government's design champion during 2008/09. CABE supported him in his role in promoting high standards of design quality of new public building being commissioned across government.

There have been some outstanding new buildings opened this year, which we celebrate through the Prime Minister's Award. Since 2000, this has recognised excellence in design and procurement from across the public sector. In 2008/09, we received 121 entries. The winner of the 2008 Award was the Royal Alexandra Children's Hospital in Brighton, where the client demonstrated an extraordinary commitment to quality.

Innovation, creativity and learning
Underpinning CABE's work during 2008/09 was a programme of research, training, education and campaigning.

CABE's emphatic response to the climate change challenge was recognised in the press this year, where we have been described as a visionary advocate of the low-carbon city. We ran a two-pronged approach on climate change during 2008/09: creating an ambitious platform to inform and inspire the

public, and launching a major new source of advice for local and regional government.

Birmingham was the venue for our nine-day climate change festival (a world first), which transformed the city centre in June 2008. Birmingham City Council, our festival partner, marked it with a commitment to cut carbon emissions by 60 per cent in 18 years – twice as fast as Britain's current national target. We created a programme of 181 events with a series of dramatic installations, supported by a striking marketing campaign, and more than a third of a million people visited the festival site.

Building on our collaboration with the eight core cities, and two years of detailed work with the UK's foremost built environment and sustainability experts, CABE launched Sustainable Cities in March 2009. This is a major new web resource (www.sustainablecities.org.uk) and associated learning programme to support local authority leaders and their professional teams to make an effective and strategic response to climate change by making the right decisions on planning, designing and managing towns and cities.

Sustainable Cities provides expert advice and offers clear priorities for action and good practice across departmental and professional silos. The then communities secretary, Hazel Blears attended the launch. We backed the new website with a national advertising campaign urging strong leadership within local authorities; and we focused attention on the policy responses needed at a local and national level with a new report, *Hallmarks of a sustainable city*.

CABE's education work is a critical part of our mission to inspire demand for good design. As part

of the climate change festival, we ran a project called Green Day that involved 30,000 pupils from schools in Birmingham, Bristol, Leeds and Nottingham. Three thousand teachers took up an activity kit which helped them explore the relationship between climate change and the built environment; and 90 per cent said they would use the kit in the future. Green Day is now expanding to eight cities in 2009/10, with the activity kit going to every school in England.

In 2008 CABE hosted a joint education project with English Heritage called Engaging Places, a major national programme that helps schools teach by using buildings and places. English Heritage has contributed £20,000 towards Engaging Places and DCSF has contributed £10,000. In March 2009, former culture secretary Andy Burnham joined pupils and teachers to celebrate the launch of the online resource www.engagingplaces.org.uk, which champions teaching and learning across the whole built environment, from historic buildings to streets and neighbourhoods. Through this site, schools can access a nationwide directory of organisations and venues and search for high-quality resources and case studies. By the end of March, the website had received nearly 40,000 visits.

CABE also ran three education projects that explored new models of learning. These included a partnership between north London's new Wren Academy and Harry Dobbs Design, a bright young architecture practice. We started a programme of regional activities in October 2008 with 'O.Space', to showcase how the regeneration sparked by the London 2012 Olympics relates to neighbourhoods across the UK. And 7,500 teachers now subscribe to our magazine, 360, using the ideas it offers to

involve young people in learning about buildings and places.

In 2008/09 CABE continued to support the national network of 21 architecture and built environment centres (ABECs) to ensure that local people, especially young people, are engaged in the design, planning and management of the built environment. The first year of our 2008-10 regional funding programme provided £930,000 to the ABEC network, with additional regional support to focused programmes in Liverpool, South West England, Pennine Lancashire and West Northamptonshire.

We consolidated our network of design champions, councillors or officers in each local authority who support excellent design. And, working with English Heritage and the architecture centres, we produced a training programme for design and heritage champions in every region.

In June 2008, we held our sixth annual urban design summer school, in Newcastle-Gateshead. Over three days it boosted the skills, knowledge and understanding of built environment professionals and decision makers. Ninety six per cent of those who attended the summer school were satisfied.

Overall, 80 per cent of readers now report that they find CABE publications useful in their day-to-day work, and 15,000 people now subscribe to our monthly e-newsletter. In March 2009, we relaunched our website following detailed consultation with the site's users. The website, www.cabe.org.uk, saw around 1.6 million visits and more than 160,000 publications downloaded over the year. At the end of March 2009, the new website featured 316 studies, sharing best practice with the public and professionals alike.

Finally, I was particularly pleased to launch our three-year action plan for delivering equality and inclusion in our work, in December 2008, together with a report, *Inclusion by design*, which argues for a new design philosophy to put inclusion at the heart of the development process. The launch brought together young people, including Muslim pupils from east London, with design professionals and access and inclusion experts. It generated energy to give a good start to our new 'inclusion by design' advisory group, established to help us to provide leadership on the issue of equality and how it relates to the built environment.

Finance review

The income and expenditure statement for the period ended 31 March 2009 shows a deficit for the year after taxation of £20,607,046. The total expenditure of £23,258,476 is significantly higher than last year. This is because during the year CABE was asked to deliver the Sea Change grant payments programme as part of the comprehensive spending review 2007 capital programme for DCMS. This was a new venture for CABE and DCMS. Sea Change is a local authority capital grants programme and the total expenditure incurred by CABE was £8,772,811, which is included in other operating costs.

The balance sheet as at 31 March 2009 shows that the total assets less liabilities amounts to £772,844, compared to £1,067,961 in 2007/08. The fixed assets net book value has decreased because of the significant downward revaluation of leasehold improvements, as shown in the note on fixed assets. The decrease in the valuation has reduced the revaluation reserve in the balance sheet. The cash at bank has increased and so have the total creditors from last year. The additional cash at bank has an

equal amount in the creditors' amount falling due within one year for the deferred capital grant for Sea Change of £6,227,189. We expect the deferred grant payments to be made during the financial year 2009/10. Credit control measures have been effective in limiting exposure to the risk of bad debts and hence decreasing the debtors.

The cashflow statement analyses the net cashflow from operating activities, identifies how much CABE has spent on capital and shows the net overall movements in CABE's cash and bank balances over the year. CABE has generated an increase in cash of £5,586,459. This is due to deferred income for the Sea Change capital grant being held in cash balances at the year end, with no accrual or payment having been made.

CABE received its funding from two main government departments – core grant-in-aid, excluding Sea Change, of £4,690,000 from DCMS and £6,940,000 from CLG – to perform its role as the government's advisor. In addition this year, CABE received £160,000 from DCMS for Engaging Places. Of the total funding from DCMS, £132,123 was capitalised in fixed assets under construction. CABE secured other funding through service level agreements, bank interest and other income, totalling £2,625,779 (compared to £2,012,976 at March 2008).

Fixed asset management

Fixed assets are regularly reviewed to ensure that they are fit for the purpose for which they are being used. Only those assets with a value of over £3,000 are classified as fixed assets in general. Indices are applied only to those leasehold assets that are judged as likely to fluctuate in value.

Please see the accounting policy note 1 in the annual accounts for details.

Equality policy and employee relations and communication

The commission is firmly committed to equality of opportunity and has developed an equality scheme, which was published in November 2008. The scheme incorporates a three-year action plan which focuses on CAGE providing clear leadership on equality and inclusion, and using its influencing role to promote these issues in its work on the built environment. The plan seeks, when completed, to ensure both legal compliance and a demonstration of best practice in the field.

As part of its work on the action plan, CAGE has conducted a diversity survey among its staff, commissioners, regional representatives, design review panel members, enablers and advisors. Other actions under way include equality impact assessments of CAGE's key activities and the establishment of an 'inclusion by design' group to advise CAGE on all aspects of inclusive design and equality. There were no significant changes in the overall gender profile of staff of CAGE from last year, which was around 40 per cent male and 60 per cent female.

CAGE operates a sickness absence policy with provisions similar to those offered in the civil service. Employees who are absent owing to sickness are (subject to a limited

number of exceptions) paid for a defined period provided they have complied with CAGE's sickness reporting and notification rules. During the probation period staff are paid at the prevailing rate of statutory sick pay. After successful completion of probation staff are paid at their normal rate of pay for periods of sickness absence up to a maximum of six months in aggregate in any calendar year and thereafter half normal pay for six months' sickness absence, provided that they have not had more than 12 months' sickness absence on half-pay in any four-year period. For the year ending 31 March 2009 there were no long-term sickness absence cases within CAGE. The average rate of sickness absence for CAGE staff is 1.6 days per year.

CAGE has a number of employee communication and consultation arrangements. These include a formal staff forum which is attended by staff representatives from each directorate and chaired by the chief executive. The forum discusses matters that affect the staff body including pay and reward.

Creditor payment policy

The commission observes the Confederation of British Industry's code of practice. The commission's policy is that all matured and properly authorised invoices must be paid in accordance with the terms of contracts, or within 30 days.

For the year ending 31 March 2009 the percentage of invoices paid within 30 days was 98 per cent, compared to 97 per cent in the last financial year.

Code of best practice on corporate governance

The commission complies with all the relevant requirements of HM Treasury guidance relating to corporate governance.

Personal data related incidents

CAGE did not have any loss of personal data that had to be reported to the information commissioner for the year to March 2009.

Open government

Under the open government code, the commission does not charge fees for requested information, unless provision of the information will consume a significant amount of staff time and resources. No requests have been refused in the year ended 31 March 2009.

Future developments

The planned development of CAGE's activities is set out in its corporate strategy for 2008/09 to 2010/11. The corporate strategy can be found on CAGE's website at www.cage.org.uk/corporate/strategy

Commission members

Commissioners are all appointed by DCMS through a process of competitive recruitment. They are usually appointed for an initial period of four years, at the end of which they are eligible to be considered for a further four-year term.

The following were members of the commission as at 31 March 2009:

Sir John Sorrell CBE (Chair)
Ms Joyce Bridges CBE
(Joint deputy chair)
Mr Robin Nicholson CBE
(Joint deputy chair)
Ms Irena Bauman
Ms Anthea Case CBE
Mr Richard Cass
(as of January 2009)
Mr Piers Gough CBE
Mr Nick Johnson
Mr Hanif Kara
Ms MJ Long
Mr Ben Page
Ms Liz Peace
(as of January 2009)
Mr Jason Prior

Dr Ken Shuttleworth
Mr Deyan Sudjic OBE
Ms Lorna Walker

The following retired from the commission during 2008/09:

Mr Paul Morrell OBE (Deputy chair)
(retired December 2008)

Chief executive

The chief executive and accounting officer is Richard Simmons.

Members of the audit committee

Ms Anthea Case CBE (Chair)
Mr Paul Morrell OBE
(retired December 2008)
Mr Ben Page
Mr Hanif Kara
(as of March 2009)
Mr Nick Johnson
Ms Liz Peace
(as of March 2009)

Register of members' interests

A register of members' interests is maintained by the commission and held at 1 Kemble Street, London WC2B 4AN. The register is available for inspection during named office hours or a copy may be requested by post, fax or email.

Political and charitable gifts

The commission made no political or charitable gifts during the year.

Health and safety

In accordance with the Health and Safety at Work etc. Act, it is the commission's policy to provide and maintain safe and healthy working conditions, equipment and systems of work for all its employees, and to provide such information, training and supervision as they need for the safe conduct of operations. The commission also accepts its responsibility under the Act for the health and safety of others who may be affected by its activities.

Our health and safety performance continues to be good. We have introduced workplace assessments

for all staff and have established training for all of our fire wardens.

We have negotiated an occupational health contract to provide a necessary service for staff. We have renewed our contract to provide an employee assistance programme and operate a healthcare package through Benenden as one of the benefits to staff.

Environmental policy and performance

The government's sustainability strategy encourages public bodies to disclose information in their annual report about their sustainability and environmental performance.

As a public body, CABE takes its responsibilities towards the environment seriously. We seek to minimise the environmental impact of our operations by adopting the best possible environmental practices in:

- energy and resource consumption
- renewable energy use
- reducing waste and increasing recycling
- preventing pollution and minimising use of hazardous materials
- business and commuter travel
- promoting environmental awareness among suppliers, ensuring that the goods and services we receive meet minimum environmental criteria
- considering the effects that our operations may have on the local community
- ensuring effective incident control, investigation and reporting
- reporting on our sustainability performance in the annual report.

CABE's management team is responsible for the organisation's environmental policy and for ensuring that environmental issues are considered in planning and day-to-day work. The management team

monitors and reviews the policy to ensure that it remains up to date. A sustainable development group, headed by two commissioners, monitors CABE's work in this area.

To help keep staff up to date, CABE ensures that sustainability training is available. Sustainability training is also included in staff inductions.

Sustainability audit and action plan

The main measures of CABE's environmental impact are our carbon footprint, showing (in tonnes of CO₂ per year) the organisation's greenhouse gas emissions, and our ecological footprint (in global hectares or gha), showing the amount of biologically productive land and sea area needed to regenerate the resources we use. CABE is committed to becoming carbon neutral by 2012.

In 2009, CABE commissioned independent consultancy Best Foot Forward (BFF) to assess the organisation's environmental impact through a sustainability audit. The audit, for the calendar year 2008, followed a similar exercise for the financial year 2005/06, allowing us to compare our performance with that period and report any progress. As the audit was of the calendar year 2008, it covers only the part of the 2008/09 period covered by this annual report.

The 2008 audit reveals progress by the organisation, with an 11 per cent reduction (51 tonnes) in CABE's annual carbon footprint, and a fall of a third (1.6gha) in our ecological footprint. We know that we need to do much more as an organisation – carbon emissions worldwide need to stabilise at between one and two tonnes per person by 2030 and our figures do not include non-work personal emissions.

CABE's carbon and ecological footprint

2006 EF (tonnes CO ₂) (gha)	2006 emissions		2008 emissions	
		2008 EF (tonnes CO ₂)		(gha)
Total	471	420	205	180
Total per staff	4.71	3.11	2.05	1.33
Business travel	137	117	39	33
Commuting	37	40	11	12
Accommodation	12	10	4	3
Utilities	211	194	62	57
Purchases and waste	73	60	88	74
Land use	–	–	1	1

The audit found that our building's energy consumption followed by business air travel were the largest contributors to CABE's carbon footprint, with 64 per cent of total CO₂ emissions. Waste disposal was responsible for the largest ecological footprint after energy consumption, comprising 23 per cent of the total footprint.

The audit showed that the largest single total carbon footprint reduction since 2005/06 came from business travel, with 20tCO₂ less in 2008. Although the total distance travelled increased, a drive to achieve a greater shift from air to train travel contributed to this reduction. This shift formed a part of CABE's green travel plan, formalised in February 2009. As part of this policy, CABE also encourages more home working.

Switching from virgin paper to recycled paper for publications, and office stationery, has contributed to the overall footprint reduction, with a 35 per cent reduction in carbon emissions. Contractual arrangements ensure that CABE's printers use low-toxin, low-energy processes and ecologically sound, low volatile organic compound supplies and that all printers must be ISO14001 certified or have a similar environmental accreditation.

CABE has annual targets for the consumption of electricity, oil and water. CABE shares its premises with three other organisations, with landlord supplied services, so some energy consumption is beyond CABE's control. CABE reduced its electricity use by nearly 11 per cent during 2008/09, to 185,821kW. Our electricity carbon footprint per person decreased from 1.66 in

2005/06 to 1.01tCO₂ in 2008.

We swapped 50w lightbulbs in the building for low-energy 11w bulbs, running lighting with software allowing us to reduce consumption during quiet times. Consumption of oil, the heating fuel provided by our landlord, fell but water consumption increased. We have employed water-saving devices wherever practical to help address this.

A green IT plan, introduced in 2008/09, helped to reduce overall power consumption and to dispose of old equipment safely. Staff behaviour has changed, with, for instance, more computer monitors turned off at night. For the past two years, CABE has used less energy than our target figure.

CABE installed energy-efficient equipment and a SMART energy monitoring system to see where

energy is being used. And in September 2008, we began sourcing our electricity from 100 per cent renewable sources.

Paper recycling increased from 70 tonnes in 2007/08 to 105 tonnes in 2008/09 and we seek to recycle as much plastic, metal, paper and glass as possible, using separated waste bins. Any waste that cannot be recycled is incinerated and the reclaimed energy exported to the National Grid.

CABE offsets some of its carbon emissions by supporting low-carbon projects elsewhere. But offsetting alone cannot achieve the carbon reductions we need to meet the UK's legally binding targets, so CABE focuses on a carbon management strategy.

CABE is seeking to be carbon neutral by 2012. As we work towards this we are seeking a year-on-year reduction in our carbon footprint. Best Foot Forward concluded in its 2008 audit that CABE can find significant further footprint reductions by cutting energy consumption and waste disposal further, as well as using alternatives to air travel. The audit concluded that this would require a combination of:

- reducing electricity consumption by 25 per cent
- reducing oil consumption by 20 per cent
- reducing flights by 10 per cent reduction in short-haul and long-haul flights

- changing 50 per cent of remaining short-haul flights to train
- reducing recycled waste and mixed waste by 20 per cent.

CABE will be working to address these recommendations in 2009/10.

CABE's work on sustainability

CABE promotes inspirational design for sustainability, through best practice, both as a champion for the demand side and as an expert advisor to the organisations that commission buildings, spaces and places. CABE's three-year corporate strategy, operational from 1 April 2008, commits the organisation to developing and disseminating practical tools and innovative thinking about how the built environment can reduce the impact of climate change.

During 2008/09, CABE's main work in this area included the 2008 climate change festival, the launch of a new Sustainable Cities web resource (www.sustainablecities.org.uk) and a successful ParkCity conference on green infrastructure. For more details, see the innovation, creativity and learning section of the management commentary, on page 10.

Auditor

Since CABE became a statutory body on 1 January 2006, the accounts have been audited by the National Audit Office on behalf of the Comptroller and Auditor General. The audit

fee for the year ended 31 March 2009 is £27,000.

Disclosure of information to auditors

As accounting officer, I confirm that there is no relevant audit information of which the National Audit Office is unaware. I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the National Audit Office are aware of that information.

The accounts were authorised for issue on 16 July 2009 by the accounting officer Dr Richard Simmons.



Dr Richard Simmons

Chief executive and accounting officer

Performance against targets

In this section we report on the progress we made in the year against our targets agreed with our funders at the Department for Culture, Media and Sport and at Communities and Local Government as part of our funding agreements. The targets provide indications of our success in meeting the objectives set out in our corporate strategy.

What we said we would do	Performance	Achieved
100 Building for Life assessors trained in 40 local authorities.	A training programme has been delivered in conjunction with CABE's regional partners. A total of 170 Building for Life assessors have been trained in 105 local authorities.	Yes
All major public sector-funded housing delivery programmes mapped and prioritised and a dialogue initiated with related decision makers and a sample of recipients.	Housing delivery programmes have been mapped and prioritised and a series of training events held for key decision makers. CABE has worked directly with the Homes and Communities Agency (HCA) as part of the set-up team to assist them in considering how they will achieve their design and sustainability objectives. CABE continues to work with the HCA on establishing standards to be specified in the HCA's funding programmes.	Yes
Work with Academy for Sustainable Communities/Homes and Communities Agency to develop a metric to measure skills in the green space sector and establish a baseline for measuring performance.	CABE has identified the following metrics and baseline from available data: – number of people commencing landscape architecture courses (baseline: 420) – percentage of urban local authorities in England that have skilled green space managers with improved financial leadership and management skills through leadership training (baseline: 44 per cent). In addition, CABE is working on a research project with the Homes and Communities Agency Academy to establish more comprehensive and robust data on skills in the green space sector.	Yes
Review 2008 baseline of number of authorities adopting a strategic approach to planning and investing in public spaces.	A review of the 2008 baseline has been completed. Of the 176 urban local authorities, 46 per cent have a green space strategy in place and 47 per cent are in the process of preparing a strategy. CABE has mapped and prioritised an enabling programme to support a national increase in the strategic planning and investment in public space through direct advice, training and workshops.	Yes
Apply the evidence from the 'State of the Nation' research to prioritise organisations in the areas with the poorest-quality public space for training and advice.	The results from the State of the Nation research, which identifies poorly performing local authorities, have been compiled. These results have been cross-referenced against the perceptions local people have of their local environment. The combined results have allowed CABE to establish geographical targeting to deliver training and advice.	Yes

What we said we would do	Performance	Achieved
Establish a consistent monitoring system for tracking improvements made in projects seen by design review and a baseline for measuring performance.	Design review has established a consistent methodology for tracking improvements in schemes seen by CABE's design review panel. This methodology will be implemented from 2009/10. Based on analysis undertaken, a baseline has been set of 70 per cent of schemes seen by design review being either good or improving as a result of the process.	Yes
Seven regions to have design review panel, or sub-regional arrangement.	CABE has supported the set-up and continued improvement of regional design review panels. Seven regions have design review panels. These are East of England, East Midlands, North East, North West, South East, South West and West Midlands. In addition, Yorkshire & Humber has completed an analysis of design review provision in the region and is preparing a framework for regional design review.	Yes
Convene an urban design skills forum to establish a metric and baseline for measurement of urban design skills in the built environment professions.	CABE has convened an urban design skills forum with representatives from the Homes and Communities Agency Academy (HCAA), higher education and built environment professions. This forum has evolved into a 'task and finish' group for the HCAA sustainable communities skills action plan. Work has been undertaken to establish a metric for measuring urban design skills in the built environment professions which consists of a suite of potential indicators. Baseline data has been reviewed and will be discussed by the group in the light of current economic conditions and the responsibility for ongoing monitoring.	Yes
Establish the current recognition of good design in regional strategies.	The development of a methodology for assessing the level of design quality in regional planning documents has been established. Six regional strategies have been finalised; the remaining three are in draft and are due to be published in 2009/10. CABE has been working with regional bodies to ensure that good design is recognised in regional strategies. All adopted and draft strategies recognise good design as a key component in improving quality of place. West Midlands and London are the strongest in terms of the recognition of good design.	Yes
Establish a method to assess design quality in core strategies for use by local authorities, government offices and the Planning Inspectorate.	A methodology has been developed to assess design quality with local development framework documents. This has been informed by information gained and lessons learned from workshops with local authorities and the government offices.	Yes
Baseline study of sustainable development/climate change strategies of core cities and local authorities in core city regions with a view to establishing a target for 2009/10 onwards.	A survey of planning and policy frameworks' current status and content in relation to sustainable development/climate change strategies of core cities has been completed. The survey reveals significant gaps in local development frameworks regarding climate change and the contribution of urban design. CABE is working with the core cities and local authorities using www.sustainablecities.org.uk , an online resource, to roll out a learning programme in 2009/10.	Yes

What we said we would do	Performance	Achieved
<p>Continue to consolidate and support the architecture and built environment centre network and improve the quality and reach of activities that prioritise the engagement of local communities and young people.</p>	<p>CABE provided £930,000 to continue to support and consolidate the network of architecture and built environment centres through the first year of the 2008-10 regional funding programme. Funding prioritised the engagement of local communities and young people in the design of the built environment.</p> <p>As part of the funding programme, CABE supported the Architecture Centre Network to support architecture and built environment centres through training, support and advice.</p>	<p>Yes</p>
<p>Consolidate the network of design champions, build their championship capacity and develop evaluation arrangements.</p>	<p>CABE and English Heritage developed and delivered a training programme with regional and local partners to consolidate the network and build the capacity of design and heritage champions. Training and networking events were delivered in all regions.</p> <p>CABE has also been working on a wider design championship strategy that focuses on the capacity of organisations to deliver good design. Evaluation arrangements have been developed.</p>	<p>Yes</p>
<p>Increase the number of case studies on the CABE website that champion high-quality architecture and urban design to 300 and maintain this resource at a high level of currency and relevance.</p>	<p>The number of digital library case studies on CABE's website that highlight examples of high-quality architecture and urban design rose from 289 at the end of 2007/08 to 316.</p> <p>Case studies are regularly reviewed for their continued relevance. In 2008/09 the entire collection was reviewed to assess environmental sustainability.</p>	<p>Yes</p>
<p>Increase the number of entries to the Prime Minister's Better Public Building Award to 120 and ensure that plans to refocus the Award maintain the quality of nominated and shortlisted projects.</p>	<p>The number of entries for the Prime Minister's Better Public Building Award for 2009 was 125.</p> <p>A proposal to exploit the Award's potential to influence public sector clients was pursued with the Office of Government Commerce and the Department for Business, Enterprise and Regulatory Reform. A pilot project was developed to assess possible partnership with regional improvement and efficiency partnerships for dissemination of best practice. This aims to raise the aspirations of public sector clients to improve design quality and procurement, and therefore not only maintain but also increase the quality of projects entered and shortlisted for the award.</p>	<p>Yes</p>

What we said we would do	Performance	Achieved
Ensure continued high-quality advice and support to the Olympic Delivery Authority and its shadow bodies; establish O.Space; and contribute to Discovering Places.	CABE has continued to support the Olympic Delivery Authority and its shadow bodies in relation to the planning and design of the Olympic Park and venues. The London 2012 panel undertook 25 design reviews of Olympic schemes and four reviews of the legacy masterplan framework to advise on and improve design quality. CABE has worked closely with the Olympic Delivery Authority to support the design development of the Olympic Park through offering key support on sustainable design, biodiversity, landscape procurement and management. O.Space was launched in September 2008 with events in Liverpool and London and pilot projects in Hull, London and Newcastle. O.Space has joined forces with Heritage Link's Access All Areas and Natural England to become Discovering Places, one of 10 major projects for LOCOG's Cultural Olympiad.	Yes
Design review at least 350 schemes of strategic importance with a minimum of 5 per cent from DCMS sectors.	Design review reviewed 357 schemes through its national design review and London 2012 panels, of which 12 per cent of schemes were from the DCMS sector. In addition, CABE reviewed 71 schools and Crossrail schemes through its specialist design review panels.	Yes
Number of schemes submitted to design review. Target: 1,200	The number of schemes submitted to design review in 2008/09 fell by 11 per cent to 1,068 compared to 1,203 in 2007/08. The decrease in submissions reflects the impact of the credit crunch on the number of schemes being designed. With an average fall in the number of planning applications of an estimated 16 per cent, ¹ however, CABE's design review service has remained in demand.	No
Increase the average number of visits per week to the CABE website to 35,000 and put in place a more sophisticated website evaluation methodology for 2009-11.	The average number of visits to CABE's websites per week grew to 41,853 compared to 39,057 in 2007/08. This demonstrates an increase in the use of practical advice, guidance, ideas and research made available by CABE. In February 2009, CABE launched its new corporate website (www.cabe.org.uk) aimed at improving the user experience through easier access to relevant information. CABE has also put into place a more sophisticated website evaluation methodology to help to understand the demand for its services.	Yes
Increase openness of design review by continuing to enable appropriate groups and individuals to observe design review.	Design review hosted 85 external observers over the year, including ministers, government officials, government agencies, local authorities, international practitioners and young people.	Yes

1 CLG planning statistical release, planning applications, December Quarter 2008 (England), 27 March 2009.

Remuneration report

Remuneration policy

The remuneration of the chief executive and his terms and conditions of employment must be approved by DCMS. For all other directors, CAFE determines their terms and conditions of employment and their remuneration is part of the annual pay remit process, which will be subject to the agreement of DCMS, and, where required, HM Treasury.

The remuneration committee comprises:

John Sorrell (Chair)
Anthea Case
Joyce Bridges
Robin Nicholson.

Service contracts

CAFE's operational framework requires staff appointments to be made on merit and on the basis of fair and open competition.

The annual review of the remuneration of the chief executive is determined by the remuneration committee.

Salaries of the other staff, including directors, are determined by a performance management scheme.

CAFE's performance management system is based on an annual appraisal of performance against objectives that are set at the start of the year. The performance year runs from 1 April to 31 March. Performance is assessed on a scale of 1 to 5, where 1 is outstandingly successful performance throughout the appraisal period and 5 is unacceptable performance.

The appraisal marking is used to determine the individual pay award. The percentage increase attributable to each appraisal mark is determined annually by the remuneration committee.

In addition, all staff, other than the chief executive, are eligible for a team performance payment based on an assessment of the team's performance against agreed targets. This assessment is made by the remuneration committee.

All of the directors covered by this report hold appointments that are open ended until they reach the normal retiring age of 65. Early termination, other than through inefficiency or ill health, would result in the individual receiving compensation as set out in the civil service compensation scheme.

Salaries and pension benefits (audited)

The chief executive officer (CEO) was the highest-paid employee. His total emoluments for the year to March 2009 were £131,970 (£126,471 in the year to March 2008).

The remuneration of the members of the senior management team fell within the ranges set out overleaf.

		Salary	Real increase in pension	Real increase in lump sum	Pension at 31/03/09	Lump sum at 31/03/09	CETV* at 31/03/08	CETV* at 31/03/09	Real increase in CETV* as funded by CABE
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Joanna Averley²	2008/09	60-65	0-2.5	n/a	10-15	n/a	122	152	13
Deputy chief executive and director of enabling	2007/08	70-75							
Matthew Bell	2008/09	75-80	0-2.5	n/a	5-10	n/a	62	81	12
Director of campaigns and education	2007/08	70-75							
Jonathan Davis	2008/09	75-80	0-2.5	n/a	5-10	n/a	74	103	22
Director of knowledge and skills	2007/08	65-70							
Sarah Gaventa	2008/09	65-70	0-2.5	n/a	0-5	n/a	16	29	9
Director of CABE Space	2007/08	60-65							
Diane Haigh	2008/09	65-70	0-2.5	n/a	0-5	n/a	12	31	16
Director of architecture and design review	2007/08	30-35							
Paula Harris	2008/09	40-45	0-2.5	n/a	0-5	n/a	63	76	9
Director of resources and corporate governance (left 3 October 2008)	2007/08	75-80							
Mairi Johnson	2008/09	35-40	0-2.5	n/a	5-10	n/a	57	73	12
Acting director of enabling (left 7 October 2008)	2007/08	25-30							
Richard Simmons	2008/09	130-135	0-2.5	n/a	5-10	n/a	114	157	31
Chief executive officer	2007/08	125-130							

* Cash equivalent transfer value

² Joanna Averley's salary comprises an element of statutory maternity pay.

A total of £114K was payable to a third party agency for the services of an interim director of resources from 18 September 2008 to 31 March 2009.

Remuneration

'Remuneration' includes gross salary; performance pay or bonuses; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances; and any other allowance to the extent that it is subject to UK taxation. The report is based on payments made by CABE and thus recorded in these accounts.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by the Inland Revenue as a taxable emolument. There were no benefits in kind in the period.

Pensions

Pension benefits are provided through the principal civil service pension scheme (PCSPS). Depending on the date they joined, CABE staff may be in one of four defined benefit schemes. Employee pension contributions are set at the rate of between 1.5 and 3.5 per cent of earnings depending on the scheme. Employer contributions fall into one of four rates in the range 17.1 to 25.5 per cent of pensionable pay, based on salary. CABE's total employer contribution for the year to March 2009 was £842,281.

A defined contribution ('money purchase') stakeholder pension is also available to entrants who joined on or after 1 October 2002. Under this arrangement, employer and employee contributions are put into an individual pension fund which belongs to the member. The employer makes a basic contribution of between 3 per cent and 12.5 per cent (depending on the age of the member) into a stakeholder pension product chosen by the employee. The employee does not have to contribute but where they do make

contributions, the employer will match these up to a limit of 3 per cent of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8 per cent of pensionable salary to cover the cost of centrally provided risk benefit cover (death in service and ill health retirement).

Further details about the PCSPS arrangements can be found at the website www.civilservice.gov.uk/pensions.

Columns 6 and 7 of the table on page 21 show the cash equivalent transfer value (CETV) of the member's pension benefits accrued at 31 March 2008 and the end of the reporting period. A CETV is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. It is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the pension benefits they have accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total service, not just their current appointment. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

Column 8 reflects the real increase in the value of the CETV. It takes account of the increase in accrued pension due to inflation and contributions paid by the employee and is calculated using common market valuation factors for the start and end of the period.

Remuneration of commission and committee members (audited)

The total direct cost of external commission appointments in the year was £142,965 and wholly relates to basic fees in respect of their duties as commissioners and members of advisory committees and panels. No commissioner received any performance related fees. The emoluments of the chair, Sir John Sorrell, the highest-paid commissioner, were £45,660.

The emoluments of the other commissioners were as follows:

	Year to 31 March 2009 £'000	Year to 31 March 2008 £'000
Mr Paul Morrell (left 10 December 2008)	4	6
Ms Irena Bauman	9	9
Ms Anthea Case CBE	6	6
Mr Piers Gough CBE ³	6	4
Mr Robin Nicholson CBE	9	9
Mr Ben Page	6	6
Mr Nick Johnson	6	4
Mr Jason Prior	6	6
Mr Hanif Kara	6	4
Dr Ken Shuttleworth	6	6
Mr Deyan Sudjic OBE	6	4
Ms Joyce Bridges CBE	6	6
Ms Lorna Walker	9	9
Mr Richard Cass (as of 15 December 2008)	2	0
Ms Liz Peace (as of 15 December 2008)	2	0
Ms MJ Long	6	6

³ For the year ending 31 March 2009, Piers Gough was paid arrears of around £4,000 relating to the previous financial year. The emoluments stated above exclude the arrears.

The commission reimburses travel and subsistence expenses necessarily incurred by commission members attending meetings or undertaking other tasks arising from their membership, in accordance with the conditions and at the rates applying to the commission's employees. Commission members do not become members of a pension scheme and there are no superannuation payments relating to the fees paid to them.



Sir John Sorrell
Chair



Dr Richard Simmons
Accounting officer

Statement of the commission and accounting officer's responsibilities

Under the Clean Neighbourhoods and Environment Act 2005, the secretary of state for culture, media and sport, with the consent of HM Treasury, has directed the Commission for Architecture and the Built Environment 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 show a true and fair view of the commission's state of affairs at the year end and of its income, expenditure and cashflows for the financial year.

In preparing the accounts, the commission 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 for culture, media and sport, 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
- prepare the financial statements on a going concern basis.

The accounting officer for the Department for Culture, Media and Sport has designated the chief executive as the accounting officer for the Commission for Architecture and the Built Environment. The responsibilities of an accounting officer, including responsibility for the propriety and regularity of the

public finances for which the accounting officer is answerable, for keeping proper records and for safeguarding the Commission for Architecture and the Built Environment's assets, are set out in the *Accounting Officers' Memorandum*, issued by HM Treasury and published in *Managing Public Money*.



Sir John Sorrell
Chair



Dr Richard Simmons
Accounting officer

Statement on internal control

Scope of responsibility

As the accounting officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of CABE's policies, aims and objectives, while safeguarding the public funds and CABE's assets for which I am personally responsible, and ensuring compliance with the requirements of our financial memorandum and the funding agreement from the sponsor department, the Department for Culture, Media and Sport (DCMS), in accordance with the responsibilities assigned to me in *Managing Public Money*. In addition to the sponsorship by DCMS, CABE receives grant funding from Communities and Local Government (CLG), and the targets associated with it are set out in the funding agreement agreed annually between CABE and CLG.

Accountability and reporting within CABE is exercised through a governing body, the commission, as set out in CABE's operational framework document from DCMS. The commission is led by the chair and he is supported by two deputy chairs. The responsibility for the affairs of CABE rests with the commission, who have authorised the establishment of corporate committees and panels to oversee and make decisions and recommendations affecting CABE as a whole.

During the year, the commission re-visited its committee and panel structures. The re-structure is now being implemented. All CABE's committees and panels are chaired by a commissioner except the Crossrail and 2012 panels, which are chaired by CABE fellows.

As at the year ending March 2009, the revised committees and panels in place are:

Operations committee

Joyce Bridges (Joint chair)
Robin Nicholson (Joint chair)
Irena Bauman
Anthea Case
MJ Long
Ben Page
Jason Prior
John Sorrell
Lorna Walker

Remuneration committee

John Sorrell (Chair)
Anthea Case
Joyce Bridges
Robin Nicholson

CABE Space advisory committee

Ben Page (Chair)
Anthea Case
Jason Prior
Richard Cass
Non-commissioner members

Inclusion by design group

Hanif Kara (Chair)
Non-commissioner members

Education and skills advisory group

Lorna Walker (Chair)
Hanif Kara
MJ Long
John Sorrell
Non-commissioner members

Schools design panel

Ken Shuttleworth (Chair)
Non-commissioner members

Crossrail panel

Les Sparks
(Chair and CABE fellow)⁴
Ken Shuttleworth (Vice chair)
Non-commissioner members

Audit committee

Anthea Case (Chair)
Ben Page
Nick Johnson
Hanif Kara
Liz Peace
Co-opted member (tbc)

Placemaking committee

Jason Prior (Chair)
Irena Bauman
Joyce Bridges
Robin Nicholson

Research reference group

Irena Bauman (Chair)
Ben Page
Non-commissioner members

CABE planning advisory committee

Joyce Bridges (Chair)
Liz Peace (not originally as a commissioner)
Non-commissioner members

Design review panel

MJ Long (Chair)
Piers Gough (Co-chair)
Hanif Kara (Co-chair)
Deyan Sudjic (Co-chair)
Non-commissioner members

London 2012 panel

Paul Finch (Chair and CABE fellow)
Non-commissioner members

⁴ CABE fellow: selected former commissioners who play a continued formal role in CABE's work.

In discharging my overall day-to-day duties, I am supported by the executives made up of the senior management team (SMT), comprising myself, as the chief executive and the accounting officer, the deputy chief executive (who is also director of enabling) and five other directors. The SMT meetings, which I chair, are held every week. The deputy chief executive and directors are personally accountable to me for management of operational risks within their directorate and, collectively, for corporate strategic risks. The delegated authorities from me to each director are set out in the finance manual.

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of departmental policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in CABE for the year ending 31 March 2009 and up to the date of approval of the annual report and accounts, and accords with HM Treasury guidance.

Capacity to handle risk

I acknowledge my overall responsibility as set out in the operational framework document for effective management of risk throughout CABE. I am supported by my directors who are members of the SMT in reviewing and managing the strategic risk register regularly.

In addition, the directors are directly responsible for the effective management of their operational risk registers within their directorates. The directors, in turn, assign day-to-day responsibility for managing risks to managers and staff within their directorates.

During the financial year, the SMT reviewed CABE's risk management strategy and the interim director of resources led several risk management sessions for CABE staff to encourage a culture of active management of risks at all levels within CABE. We made significant progress, but our work on raising awareness at all levels within CABE will continue.

In addition, during the year, internal audit has undertaken a review of CABE's risk management arrangements and presented their report to the audit committee. There were no significant issues reported by the internal audit.

The audit committee has responsibility for the oversight of the risk management arrangements put in place by the executives. The audit committee is an advisory body with no executive authority. The committee advises the accounting officer and the commissioners on the adequacy of CABE's risk management and internal control arrangements.

The risk and control framework

The risk framework

CABE's risk management strategy complies with the HM Treasury (Orange Book). The key features of our risk management strategy are as follows:

- A strategic risk register and supporting operational risk registers for each directorate provide information on significant risks, their management control arrangements and scoring of

risks within CABE's risk appetite matrix.

- Risk monitoring and reporting is carried out regularly through the SMT and twice yearly reporting to the audit committee. The responsibility for day-to-day management of the risks (operational or relevant strategic) rests with the directors.
- CABE is committed to establishing risk management as an integral part of strategic and operational management. It will continue to improve the interrelationships between risk registers, business planning and resource allocation process and performance against our key targets.

The control framework

CABE is directed and controlled in line with corporate governance arrangements as set out in *HM Treasury guidance: corporate governance in central government: code of good practice*.

During the year, the internal audit undertook a review of overall corporate governance arrangements across CABE. This key element of the audit included review of governance structure and accountability, conduct and ethics (including how CABE manages conflicts of interests), and corporate and business planning and monitoring arrangements. No significant issues were identified.

CABE has a framework of procedures covering all aspects of the conduct of business. Finance procedures are set out in the finance manual.

Other key controls

The key elements of other high-level controls within CAGE are underpinned by:

- financial memorandum and management statement from DCMS
- a three-year corporate strategy for the financial years 2008/09 to 2010/2011, which was published in January 2009
- an annual business plan and supporting budget for the financial year 2009/10 approved by the commission in March 2009
- monthly budget monitoring and reporting regularly to the SMT and the commission
- regular reporting of finances and performance against funding agreement targets to funders (DCLG/DCMS).

Review of effectiveness

As accounting officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors, the SMT and managers within CAGE who have responsibility for the development and maintenance of the internal control framework, and comments made by external auditors in their management letter and other reports.

My review has been informed by:

- an annual assurance gained from an annual programme of internal audit reviews and advice which is agreed with myself, the SMT and the audit committee
- the internal audit service, provided by PKF, which operates to the government internal audit standards

- the data security arrangements which have been considered and in which, to the best of my knowledge, no breaches of data security have taken place
- the assurances provided to me by the SMT, who have responsibility for the operational development and maintenance of internal controls and risk management framework and individual accountability on budget and financial management
- assurances gained from the work of specific committees and panels across CAGE
- the independent assessment from the light-touch review of CAGE.

I am satisfied from the results of my review of the effectiveness of the system of internal control that systems are in place to give me reasonable assurance of their effectiveness. There are no significant internal control issues to report. Members of the commission support this statement.



Sir John Sorrell
Chair
6 July 2009



Dr Richard Simmons
Chief executive
and accounting officer
6 July 2009

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 Commission for Architecture and the Built Environment for the year ended 31 March 2009 under the Clean Neighbourhoods and Environment Act 2005. These comprise the Income and Expenditure account, the Balance Sheet, the Cash Flow statement and Statement of Recognised Gains and Losses and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of the Commission for Architecture and the Built Environment, accounting officer and auditor

The Commission for Architecture and the Built Environment and the chief executive as accounting officer are responsible for preparing the annual report, which includes the remuneration report, and the financial statements in accordance with the Clean Neighbourhoods and Environment Act 2005 and the directions made there under and for ensuring the regularity of financial transactions. These responsibilities are set out in the statement of the Commission and accounting officer's responsibilities.

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

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the remuneration report to be audited have been properly prepared in accordance with the Clean Neighbourhoods and Environment Act 2005 and directions made thereunder by the Secretary of State. I report to you whether, in my opinion, the information, which comprises the management commentary and performance against targets, included in the annual report, is consistent with the financial statements. I also report whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

In addition, I report to you if the Commission for Architecture and the Built Environment has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by HM Treasury regarding remuneration and other transactions is not disclosed.

I review whether the statement on internal control reflects the Commission for Architecture and the Built Environment's compliance with HM Treasury's guidance, and I report if it does not. I am not required to consider whether this statement covers all risks and controls, or form an opinion on the effectiveness of the Commission for Architecture and the Built Environment corporate governance procedures or its risk and control procedures.

I read the other information contained in the annual report and consider whether it is consistent with the audited financial statements. This other information comprises the introduction by the chair of CABE and the unaudited part of the remuneration report. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

Basis of audit opinions

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the remuneration report to be audited. It also includes an assessment of the significant estimates and judgements made by the Commission for Architecture and the Built Environment and accounting officer in the preparation of the financial statements, and of whether the accounting policies are most appropriate to the Commission for Architecture and the Built Environment circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable

assurance that the financial statements and the part of the remuneration report to be audited are free from material misstatement, whether caused by fraud or error, and that in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the remuneration report to be audited.

Opinions

In my opinion:

- the financial statements give a true and fair view, in accordance with the Clean Neighbourhoods and Environment Act 2005 and directions made thereunder by Secretary of State, of the state of the Commission for Architecture and the Built Environment affairs as at 31 March 2009 and the deficit, recognised gains and losses and cash flows for the year then ended;
- the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Clean Neighbourhoods and Environment Act 2005 and directions made thereunder by the Secretary of State; and
- information, which comprises the management commentary and performance against targets, included within the annual report, is consistent with the financial statements.

Opinion on regularity

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

I have no observations to make on these financial statements.

Amyas C E Morse

Comptroller and Auditor General
National Audit Office
151 Buckingham Palace Road
Victoria, London SW1W 9SS
Date: 9 July 2009

Income and expenditure statement for the year ended 31 March 2009

	Notes	2009 £	2008 £
Income			
Other operating income	3	2,583,904	1,956,003
Interest receivable		31,250	48,980
Other income		10,625	7,993
Total Income		2,625,779	2,012,976

Expenditure			
Staff costs	4	6,525,985	5,878,202
Other operating costs	5, 6	16,700,277	7,981,617
Notional cost of capital		32,214	42,442
Total expenditure		23,258,476	13,902,261
Operating deficit for the year		(20,632,697)	(11,889,285)
Reversal of notional cost of capital		32,214	42,442
Deficit for the year before taxation		(20,600,483)	(11,846,843)
Taxation	7	(6,563)	(9,796)
Deficit for the year after taxation		(20,607,046)	(11,856,639)

All activities are continuing.

Statement of total recognised gains and losses for the year ended 31 March 2009

	Note	2009 £	2008 £
Unrealised losses on the revaluation of leasehold buildings	8	(250,882)	(22,702)
Total		(250,882)	(22,702)

The notes starting on page 32 form part of these accounts.

Balance sheet as at 31 March 2009

	Notes	2009 £	2008 £
Non current asset			
Fixed assets	8	576,704	1,011,057
Current assets			
Debtors	9	1,229,492	1,475,679
Cash at bank and in hand	10	7,492,668	1,906,209
		8,722,160	3,381,888
Creditors			
Amounts falling due within one year	11	(8,330,274)	(3,033,464)
Net current assets		391,886	348,424
Total assets less current liabilities		968,590	1,359,481
Creditors			
Amounts falling due after one year	11	(195,746)	(291,520)
Net assets		772,844	1,067,961
Financed by			
General reserve	13	704,723	748,958
Revaluation reserve	14	68,121	319,003
Total reserves		772,844	1,067,961

The notes starting on page 32 form part of these accounts.



Dr Richard Simmons
Accounting officer
6 July 2009



Sir John Sorrell
Chair
6 July 2009

Cashflow statement for the year ended 31 March 2009

	Notes	2009 £	2008 £
Net cash overflow from operating activities	15	(14,868,916)	(11,187,396)
Returns on investment and servicing of finance			
Interest received		31,250	48,980
Taxation:			
Taxation paid		(6,563)	(9,796)
Capital expenditure:			
Payments to acquire tangible fixed assets	16	(132,123)	(98,070)
Financed by			
Grant-in-aid – revenue	2	11,657,877	11,491,931
Grant in-aid – Sea Change	2	8,772,811	–
Grant-in-aid – capital		132,123	98,070
Increase in cash	10	5,586,459	343,719

The notes starting on page 32 form part of these accounts.

Notes to the accounts

1 Statement of accounting policies

These financial statements have been prepared in accordance with a direction issued by the secretary of state for culture, media and sport with the approval of HM Treasury, in accordance with paragraph 9 of schedule 2, section (87) 9 of the Clean Neighbourhoods and Environment Act 2005.

1.1 Accounting convention

These accounts have been prepared under the historical cost convention modified to account for revaluation of enhancement to operating lease. The accounting policies contained in the *Financial Reporting Manual* (FReM) apply and where FReM permits a choice of accounting policy, the accounting policy that is judged to be most appropriate to the particular circumstances of CABE for the purpose of giving a true and fair view has been selected. The particular policies adopted by CABE are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

1.2 Going concern

The comprehensive spending review settlement (CSR2007) from sponsors includes provision for the continuation of CABE's activities; there is no reason to believe this future funding will not be forthcoming. The accounts have therefore been prepared on a going concern basis.

1.3 Grant-in-aid – resource

All grant-in-aid has been recorded as financing as it is a contribution from CABE's controlling parties giving rise to a financial interest. It is recorded as financing in the cashflow statement and credited to the general reserve.

1.4 Grant-in-aid – Sea Change capital grant payments programme

Sea Change capital grant payment is allocated to local authority projects under two types of grant programmes: a large grant programme of grants between £2m and £4m and an open grants programme of grants between £200,000 and £1m.

Successful projects are awarded monies subject to funding agreements. The funding agreement has project specific conditions against set payment dates (normally three payments over 18 months). Each payment date has a set of conditions and in all cases these will include the requirement to match fund the grant received, the requirement to prove availability of total project funding, and details of how projects will publicly acknowledge the funding.

Payment is made by CABE following satisfactory evidence being submitted against conditions and provided that no significant issues have been raised by the project monitor. In addition all funding agreements have standard clauses that include the right to claw back grant if the grantee is in breach of the terms of the agreement.

CABE was given an annualised amount of £15m per annum in the financial year 2008/09. Of the £15m, £14.7m is for grant payments to third parties and the remainder is for administration and other project costs to be used by CABE. Grant receivable from DCMS is recorded as financing in the cashflow statement and credited to the general reserve only to the extent that the grant expenditure is incurred. The residual amount drawn down, but not paid or accrued at the year end (in cases where grantees have not met the conditions subsequent to draw

down), is recognised as deferred capital grant in the balance sheet, which offsets an equal cash at bank balance.

Grant offers made, but yet to become payable, are quantified in the commitment note 12.

1.5 Operating income

Operating income comprises fees and charges for services provided to other government departments, agencies, non-departmental public bodies and other public sector bodies. This is recorded gross of value added tax as the commission is registered for VAT for non-business use only.

1.6 Grant payable

Grant payable to individuals or third parties by CABE (capital or resource) in accordance with its statutory powers and duties is accounted for when the grant recipient carries out the specific activities that forms the basis of entitlement. Where grant agreements do not stipulate such conditions, grant payable is recognised on accrual basis.

1.7 Tangible fixed assets

Office equipment, leasehold improvements, fixtures and fittings, IT equipment. Fixed assets include leasehold improvement, purchase of office furniture and equipment and computer equipment. The minimum level for capitalisation of tangible fixed asset is £3,000. On initial recognition, assets are measured at cost, including any costs such as installation that are directly attributable to bringing the asset into working condition for its intended use.

For the purpose of calculating the current value, revaluation is applied using indices prepared by the Office of National Statistics to the closing carrying value of material assets only (eg enhancement to operating lease) at the year ending 31 March.

Unrealised losses at balance sheet date are written off against the proportion of the credit balance on the revaluation reserve. Any unused realised losses are charged to the income and expenditure accounts.

1.8 Assets under construction

Assets under construction comprise significant expenditure on the creation or enhancement of tangible and intangible fixed assets relating to the new CAGE information system (CIS) not brought into use at the balance sheet date. Transfers are made from assets under construction to the relevant categories of fixed assets and held at current value on receipt.

1.9 Intangible assets

Initial cost of software and licences are charged to the net expenditure statement as they are incurred. No intangible assets are capitalised except those relating to the CIS system (see assets under construction).

1.10 Depreciation

Depreciation is charged on all tangible fixed assets at rates calculated to write down the valuation of each asset to its estimated residual value evenly over its expected useful life. The asset lives currently estimated for each class of assets are:

Fixtures and fittings

Three years

Leasehold improvement

Five years

Office and IT equipment

Three years

Fixed assets are depreciated in the year of purchase but not in the year of disposal.

1.11 Leases

Operating leases and rentals are charged to the net expenditure statement on a straight-line basis over the lease term, so as to reflect

the consumption of the economic benefit. CAGE has no finance leases.

1.12 Taxation

As a non-departmental public body, the commission is liable to pay corporation tax only on interest received.

1.13 Capital charge

In accordance with HM Treasury requirement, a charge reflecting the cost of capital utilised by CAGE is included in the expenditure account. The charge is calculated at the real rate set by HM Treasury's standard rate of 3.5 per cent for the financial year 2008/09 on the average carrying amount of all assets less liabilities. The notional charge is credited back to the net expenditure statement for the year before taking the surplus/deficit for the year to the general reserve.

1.14 Pensions

All past and present permanent staff members are covered by the provisions of the civil service pension scheme (PCSPS), which is described in the remuneration report. This is a non-contributory and un-funded scheme except in respect of dependants' benefits. The commission recognises the expected cost of these elements on a systematic and rational basis over the period during which it benefits from employees' services by payment to the principal civil service pension scheme (PCSPS) of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS. In respect of the defined contribution elements of the scheme, the commission recognises the contributions payable for the year in the net expenditure statement.

1.15 Segmental reporting

No segmental reporting disclosures have been made as all services are interrelated and have a single

objective to further CAGE's aims stated in the Clean Neighbourhoods and Environment Act 2005.

2 Grant-in-aid

Notes	Year to March 2009 £	Year to March 2008 £
Grant-in-aid received – revenue	11,657,877	11,491,931
Grant-in-aid – Sea Change	15,000,000	0
Deferred capital grant – Sea Change	(6,227,189)	0
	8,772,811	0
Grant-in-aid received – capital	132,123	98,070
Total	20,562,811	11,590,001

Grant-in-aid for the year ended 31 March 2009 of £4,690,000 was made available by the Department for Culture, Media and Sport (DCMS). CABE also received a one-off payment of £160,000 towards the Engaging Places programme. £6,940,000 was made available by Communities and Local Government (CLG).

3 Other operating income

	Year to March 2009 £	Year to March 2008 £
Arts Council of England	1,640	28,083
Communities and Local Government	399,154	388,425
Department for Culture, Media and Sport	0*	10,000
Department of Health	133,889	22,725
English Heritage	87,248	48,464
English Partnerships	0	25,000
Housing Corporation	80,742	71,376
National Children's Bureau	0	71,226
National School	0	20,390
Olympic Delivery Authority	174,052	161,044
Tees Valley	8,121	14,786
Partnerships for Schools (DCSF)	1,232,687	640,807
Homes & Communities Agency	122,986	0
Other income	343,385	453,677
Total	2,583,904	1,956,003

*shown as financing

4 Staff costs

	Year to March 2009 £	Year to March 2008 £
Salaries and wages	4,832,284	4,454,873
Temporary staff costs	494,774	291,371
Social security costs	356,646	329,846
Superannuation	842,281	802,112
Total	6,525,985	5,878,202

Superannuation

As the PCSPS is an unfunded multi-employer defined benefit scheme, CABE is unable to identify its share of the underlying assets and liabilities. A full actuarial valuation was conducted as at 31 March 2007. Details can be found in the resource accounts of the Cabinet Office: civil superannuation (www.civilservice-pensions.gov.uk).

For the 12 months to 31 March 2009, employers' contributions of £842,281 were payable to the PCSPS at rates in the range of 17.1 per cent to 25.5 per cent of pensionable pay, based on salary bands. Employer contributions are to be reviewed every four years following a full scheme valuation by the government actuary. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

Staff numbers

The commission counts the number of staff in post to include all permanent, fixed-term and temporary staff who are paid as employees through the payroll. On this basis the average number of whole-time equivalent persons (including senior management) employed for the 12 months to March 2009 was 124 (2008 – 120).

	2009 £	2008 £
Corporate	18	18
Knowledge and skills	26	21
Campaigns and education	23	23
Enabling	24	24
Design review	20	18
Space	13	16
Total	124	120

5 Other operating costs

	2009 £	2008 £
Programme costs	4,362,638	3,976,641
Grants	1,286,986	1,445,629
Capital grants – Sea Change*	8,495,690	0
Administration expenses	709,686	746,279
Rent, rates and maintenance	1,064,761	1,014,445
Depreciation	315,042	383,558
Loss on disposal of fixed assets	552	0
Professional fees	117,480	90,121
Travel, subsistence and allowances	320,442	298,854
Auditor's remuneration	27,000	26,090
Total	16,700,277	7,981,617

6 Capital grant – Sea Change*

	Year to March 2009 £	Year to March 2008 £
Blackpool Council	2,000,000	0
Kent County Council	1,925,000	0
East Riding of Yorkshire Council	1,500,000	0
Hastings Borough Council	1,000,000	0
Berwick-upon-Tweed Borough Council	500,000	0
Rother District Council	500,000	0
Bournemouth Borough Council	409,500	0
Devon County Council	188,338	0
Torbay Council	157,327	0
North Somerset Council	100,000	0
Other	215,525	0
Total	8,495,690	0

The Sea Change programme is new and therefore there are no comparisons.

* Please see no. 12 (page 40) for Sea Change commitments

7 Taxation

	Year to March 2009 £	Year to March 2008 £
Corporation tax at 21% (2008 – 20%)	6,563	9,796

As a non-departmental public body, the commission is liable to pay corporation tax only on bank interest received.

8 Tangible fixed assets

	Office equipment £	Leasehold improvements £	Fixtures and fittings £	IT equipment £	Assets under construction	Total £
Cost						
As at 1 April 2008	12,275	1,827,528	328,108	414,040	0	2,581,951
Revaluations	0	(250,882)	0	0	0	(250,882)
Additions	6,095	0	0	3,286	122,742	132,123
Write-offs	(6,292)	0	(102,703)	(307,684)	0	(416,679)
Disposals	0	0	0	(9,422)	0	(9,422)
As at 31 March 2009	12,078	1,576,646	225,405	100,220	122,742	2,037,091
Accumulated depreciation						
As at 1 April 2008	12,275	851,875	309,504	397,240		1,570,894
Charge for the period	508	289,884	16,424	8,226		315,042
Write-offs	(6,292)	0	(102,655)	(307,180)		(416,127)
Disposals	0	0	0	(9,422)		(9,422)
As at 31 March 2009	6,491	1,141,759	223,273	88,864		1,460,387
Net book value						
As at 31 March 2009	5,587	434,887	2,132	11,356	122,742	576,704
As at 1 April 2008	0	975,653	18,604	16,800	0	1,011,057

There are no revaluations for office equipment, fixtures and fittings and IT equipment, except for leasehold improvements in line with accounting policy in note 1.

In 2009, CABE undertook a fundamental review of the items capitalised in the fixed asset register. This resulted in immaterial write-off of assets with a net book value of £552.

9 Debtors

	Year to March 2009 £	Year to March 2008 £
Amounts falling due within one year		
Trade debtors	935,256	1,211,164
Other debtors	16,614	13,578
Prepayments	277,622	250,937
Total	1,229,492	1,475,679
Debtors include amounts owing from:		
Local authorities	12,444	234,327
Central government bodies	895,179	1,099,194
Others	321,869	142,158
Total	1,229,492	1,475,679

10 Analysis of changes in cash during the year ended 31 March 2009

	At 1 April 2008 £	Cash inflow £	March 2009 £
	1,906,209	5,586,459	7,492,668

11 Creditors

	2009 £	2008 £
<hr/> Amounts falling due within one year		
Taxation	6,563	9,796
Trade creditors	239,583	1,061,284
Other creditors	95,788	95,775
Deferred capital grant (Sea Change)	6,227,189	0
Accruals and deferred income	1,536,716	1,649,161
Income tax and social security	224,435	217,448
Total	8,330,274	3,033,464
<hr/> Creditors include amounts owing to:		
Local authorities	6,305,779	64,717
Central government bodies	1,151,221	1,076,316
Others	873,274	1,892,431
Total	8,330,274	3,033,464
<hr/>		
Amounts falling due after more than one year		
<hr/> Creditors include amounts owing to:		
Central government bodies	124,624	150,159
Others	71,122	141,361
Total	195,746	291,520

12 Commitments

a) Operating leases

Operating lease commitments falling due during the next year analysed between the following ranges in which the commitment expires.

	March 2008 Land and building £000	Other £000	March 2009 Land and building £000	Other £000
Within 1 year	0	0	0	0
Between two and five years	0	24	0	65
After five years	555	0	625	0
Total	555	24	625	65

Property rentals relates to all of the commitment expiring after five years. Lease commitments are gross of VAT as CABE is not VAT-registered on its core business.

b) Sea Change capital grants programme

During the year CABE was asked to deliver the Sea Change programme on behalf of DCMS. It is a local authority capital grants programme. The programme is in three waves and grants for each wave are paid out by CABE over more than one financial year. The release of grant payments is contingent on the grantee successfully satisfying conditions of the agreement before staged payments can be released. Funding agreements currently exist for a total of £20,780,790. Of the total, £19,229,790 is due in less than one year and £1, 551,000 due in between one and two years.

The analysis is as follows:

Body	Wave 1 £	Wave 2 £	Total £	Paid per note 5 £	Funding agreement issued £	Within 1 year £	More than 1 year £
Kent County Council	3,850,000	30,000	3,880,000	1,925,000	1,955,000	1,955,000	0
Torbay Council 1 (Berry Head)	705,001		705,001	157,327	547,674	547,674	0
Torbay Council 2 (Cockington Court)	1,542,531		1,542,531	–	1,542,531	1,542,531	0
Blackpool Council	4,000,000		4,000,000	2,000,000	2,000,000	2,000,000	0
Berwick-upon-Tweed Borough Council	1,000,000		1,000,000	500,000	500,000	500,000	0
Rother District Council	1,000,000		1,000,000	500,000	500,000	400,000	100,000
North Somerset Council	951,447		951,447	100,000	851,447	756,447	95,000
Arun District Council	480,800		480,800	31,000	449,800	449,800	0
Bournemouth Borough Council	455,000		455,000	409,500	45,500	45,500	0
Devon County Council	376,676		376,676	188,338	188,338	188,338	0
Torrige District Council	100,000		100,000	50,000	50,000	50,000	0
Thanet District Council	30,000		30,000	27,000	3,000	3,000	0
East Riding of Yorkshire Council	30,000		30,000	27,000	3,000	3,000	0
North Devon Council	30,000		30,000	27,000	3,000	0	3,000
Wyre Borough Council	30,000		30,000	27,000	3,000	3,000	0
North Tyneside Council	29,525		29,525	26,525	3,000	0	3,000
Great Yarmouth Borough Council		3,000,000	3,000,000		3,000,000	2,700,000	300,000
Sefton Metropolitan Borough Council		4,000,000	4,000,000		4,000,000	3,600,000	400,000
Hastings Borough Council		2,000,000	2,000,000	1,000,000	1,000,000	900,000	100,000
East Riding of Yorkshire Council		3,000,000	3,000,000	1,500,000	1,500,000	1,200,000	300,000
Essex County Council		30,000	30,000		30,000	30,000	0
North Norfolk District Council		25,000	25,000		25,000	25,000	0
South Tyneside Council		1,000,000	1,000,000		1,000,000	900,000	100,000
Wansbeck District Council		1,000,000	1,000,000		1,000,000	900,000	100,000
Worthing District Council		500,000	500,000		500,000	450,000	50,000
Swale Borough Council		24,000	24,000		24,000	24,000	0
Teignbridge District Council		26,500	26,500		26,500	26,500	0
Penwith District Council		30,000	30,000		30,000	30,000	0
Total	14,610,980	14,665,500	29,276,480	8,495,690	20,780,790	19,229,790	1,551,000

13 General reserves	£
Balance as at 1 April 2008	748,958
Deficit for the year to 31 March 2009	(20,607,046)
Grant-in-aid for the year	20,562,811
Balance as at 31 March 2009	704,723

14 Revaluation reserve	£
Balance as at 1 April 2008	319,003
Revaluation for the year	(250,882)
Balance as at 31 March 2009	68,121

15 Reconciliation of the operating surplus to net cashflow from operating activities

	2009 £	2008 £
Operating deficit	(20,632,697)	(11,889,285)
(Increase) decrease in debtors	246,187	(344,581)
Increase in creditors	5,201,036	669,450
Cost of capital charge	32,214	42,442
Interest received	(31,250)	(48,980)
Depreciation	315,042	383,558
Loss on disposal of fixed assets	552	0
Net cash outflow from operating activities	(14,868,916)	(11,187,396)

16 Capital expenditure

	Year to March 2009 £	Year to March 2008 £
Acquisitions of fixed assets	132,123	98,070

17 Related party transactions and connected bodies

CABE is sponsored by the Department for Culture, Media and Sport (DCMS), which is regarded as a related party. The material transactions with the DCMS were in respect of the receipt of grant-in-aid (note 2).

CABE receives further funding from Communities and Local Government (CLG). The material transactions with CLG were in respect of grant-in-aid (note 2). CABE also entered into service level agreements with CLG, which later transferred to the Homes & Communities Agency.

There were other material transactions with the following entities that are sponsored by DCMS:

- English Heritage
- Olympic Delivery Authority

There were material transactions with the following entities that are sponsored by CLG:

- Housing Corporation
- Homes & Communities Agency

During the year CABE had material transactions with the following government departments and central government bodies:

- Partnerships for Schools
- Department of Health

During the year CABE had the following material transactions in which there was a related interest:

Dr Richard Simmons, chief executive of CABE. His relative is employed by E.ON, the company sponsored CABE for the climate change festival for the value of £25,000. Dr Simmons's relative had no part in the transaction.

Joanna Averley, deputy chief executive of CABE. Her husband

is director of Innovacion. The company was paid £8,961.63 in relation to professional services.

Di Haigh, director of architecture and design review at CABE. Her relative is employed by Design for London (DfL). DfL was paid £20,000 on behalf of the Olympic Development Authority under a service level agreement.

Irena Bauman, a commissioner, is a director of Bauman Lyons Architects. There were transactions totalling £4,692.86 for enabler services by Bauman Lyons Architects.

Robin Nicholson, a commissioner, is a non-executive director of NHBC which sponsored CABE for the Building for Life scheme for £7,300. He is engaged as a volunteer with the Construction Industry Council which received payments totalling £15,081.77.

Paul Morrell, an ex-commissioner, is a consultant at Davis Langdon LLP which received payment of £3,525 for risk management services.

Deyan Sudjic, a commissioner. His wife is a member of the council of the Royal College of Art which received grants totalling £23,000.

Jason Prior, a commissioner, is president of EDAW plc which received payments totalling £10,493.71 for consultancy services.

Ken Shuttleworth, a commissioner, is a director of Make Limited which received payments totalling £6,739.42 for consultancy services.

All of the above were for the provision of services to CABE in accordance with CABE's normal procurement processes. Where conflict of interest is identified, CABE has procedures and

controls in place to manage such conflicts.

18 Losses and special payments

The operational framework setting the governance arrangements between CABE and DCMS requires that CABE should have a process to document and report any losses and special payments. CABE has a process in place and total losses of £1,748 were incurred. These transactions were considered immaterial.

19 Post balance sheet events

There are no post balance sheet events to disclose.

20 Financial instrument

The commission is required to disclose the role financial instruments had during the period, in creating or changing the risks faced in undertaking its activities. The commission's activities and the way government bodies are financed means that the commission is not exposed to the degree of financial risk faced by business entities. The commission has powers to borrow or invest under S.88 (4)(i) Clean Neighbourhoods and Environment Act, but controlled by management statement and financial memorandum from DCMS. Financial assets and liabilities generated by day-to-day operational activities are not held to change the risks facing the commission in undertaking its activities.

Liquidity risk: no significant exposure given the commission's net expenditure is financed through grant-in-aid. Interest rate risk: there is no exposure as the commission does not have any financial liabilities and financial assets are held in a variable rate bank deposit account.

Foreign currency risk: not significant as foreign currency income and expenditure is negligible.

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