

Bringing about the best for children

Annual report & accounts 2018-19



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Our 2018-23 strategy focuses on five priorities for delivering a better childhood:

Influencing legislation, policy and practice to make sure it's based on high quality evidence about what works for children.

Enabling children and young people to actively participate in decision making and influence change.

Bringing organisations together to put the best interests of children first.

Developing a workforce that is knowledgeable and skilled to make positive changes for children.

Building respect and trust as a pioneering and high-performing charity.

This annual report sets out the progress we've made during 2018-19.



Every member of the NCB family brings people and organisations together to drive change on particular issues and help deliver a better childhood for the UK.



Part of the family
NATIONAL CHILDREN'S BUREAU

Chair's introduction

For more than 50 years, NCB has worked to protect and champion the rights of children and young people across the UK.

Today, that challenge is greater than ever.

In an age of austerity, we've witnessed funding for children's services cut by half, with a devastating impact on young lives.

Over the past year throughout the NCB family we've brought people and organisations together to drive change in areas where children are most at risk.

We've led the End Child Poverty coalition to underline the scale and impact of poverty and take action to loosen its grip on children's lives.

We've developed influential partnerships to tackle the issues which threaten children's mental health and wellbeing, while equipping schools to do things differently right now to redress the imbalance in the education system.

At a time when services are strained and fragmented, we're challenging and equipping policy-makers, commissioners and practitioners to develop a joined-up approach with a laser focus on delivering better outcomes for every child and young person with special educational needs and disabilities.

In an era of disinformation, trust has never had more value. That's why we've interrogated policy, generated fresh evidence and taken the voices of children to the heart of Government to build a compelling case for the change we need to see.

We've brought the children's sector together to call for children to be at the heart of Government spending decisions. Through the All-Party Parliamentary Group for children, we've shown how the crisis in funding for services is affecting children, underlining how a failure to provide early help is storing up huge trouble for families and communities.



Having taken up my role as Chair in January 2019, I'm overwhelmingly impressed by the thoughtful, committed and purposeful work that is being done across the NCB family. It has been a privilege to meet and be inspired by staff to develop a sense of the work that lies ahead.

I've been delighted by the leadership and sheer effort that went into controlling costs and winning new business to deliver a break even budget position this year. Our new projects with the Department for Education and the National Lottery Community Fund are testament to our credibility as a charity.

These new projects will enable us to build on the amazing platform of our work in Lambeth and Jersey not only to drive change across local systems but to apply all that learning more widely to deliver a better childhood for the UK.

It's been wonderful to see the strength of NCB's Board of Trustees and to live our values by welcoming new young representatives while retaining several Young NCB alumni as fully-fledged Trustees with a vital role to play in making childhood better for future generations.

All this work depends not only on the quality and expertise of our staff, but also on sound finances, robust infrastructure and good governance, which underpins everything we do.

Alison O'Sullivan
Chair

Chief Executive's welcome

NCB's vision is a world where children are safe, secure and supported. We work in partnership with all those who can help us achieve that vision, influencing decision-makers at the highest level to drive change.

We don't just change the lives of individual children. We change the lives of the UK's children.

Over the past year we've evaluated and strengthened our programme to ensure that children and young people with special educational needs and disabilities in every local authority area in England have access to impartial and free information, advice and support.

We've pioneered outcomes-based accountability to transform early years services in Jersey and Northern Ireland.

Our impact goes beyond childhood to deliver lasting change for generations.

We've influenced landmark changes over the past year, from updated relationships and sex education guidance to changes in bereavement benefits. Each change makes a substantial difference not just to children and families right now but also to those who, in future, will enjoy the quality relationships education or receive the benefits they're entitled to.

We take children's voices to the heart of Government.

During the year, our insistence on directly involving young people in giving evidence not only meant that young people's views improved a select committee's understanding of social media and mental health, but they also changed the way that select committees will seek and listen to young people's views in future.

We bring people and organisations together to bring about the best for our children.

One thread that runs through all our work is our ability to get people working together in children's best interests.

Our specialist membership groups have continued to mobilise partners on key issues affecting children, from the biggest ever Anti-Bullying Week to tailored conferences on relationships and sex education.

Young people tell us that mental health is their biggest concern. We know that exam pressure at school, poorly resourced services and increasing levels of deprivation are creating unbearable stress. Our greatest concern for the future is to make sure Government and society stop acting short-term and put children's wellbeing first.

Over the past year we've been making sure our finances are sustainable, growing the diversity of our income and preparing our new office in the heart of Hackney. It's been designed to enable us to do more of what we do best – convening all those who can help us achieve our vision of a world where children are safe, secure and supported. We're in it for the long run.

If that's your vision too, I look forward to welcoming you to our new home in the year ahead.

Anna Feuchtwang
Chief Executive



How we work

IDENTIFY

Through large-scale research projects, we investigate the needs of children and young people, uncovering evidence and insights that inform major changes to policy and practice.

During 2018–19:

- We began a research project to examine the interlocking systems of power which place children with insecure immigration status at risk.
- We conducted 89 evidence-gathering activities, from focusing on children with SEND as part of the wider Children in Need review, to holding 300 conversations with parents to derive priority areas of focus for the Royal Foundation.
- We established the NCB ethics board and held a series of qualitative and quantitative research workshops to ensure our own research and that of our partners is robust, ethical and adds value.
- We conducted research projects for, with and about NCB's key areas of practice and programmes, ensuring the credibility and robustness of our most influential work such as shaping the provision of information, advice and support for children with SEND and developing joint working between health and social care services.

INFLUENCE

Our research and partnerships give us authority and credibility with policy makers, enabling us to influence legislation at the highest levels on behalf of children and young people.

During 2018–19:

- We published 46 policy reports on issues

affecting children, from early years to online safety. We responded to 45 Government consultations on issues such as funding for children's services and the framework for schools inspection.

- We worked closely with more than 200 high-level decision-makers to focus on the changes we want to see for children. During the year, our work led to changes to 25 pieces of legislation, strategy or Government policy.
- We were one of only five organisations able to contribute to the NHS Long-term Plan as part of the high-level children's group.

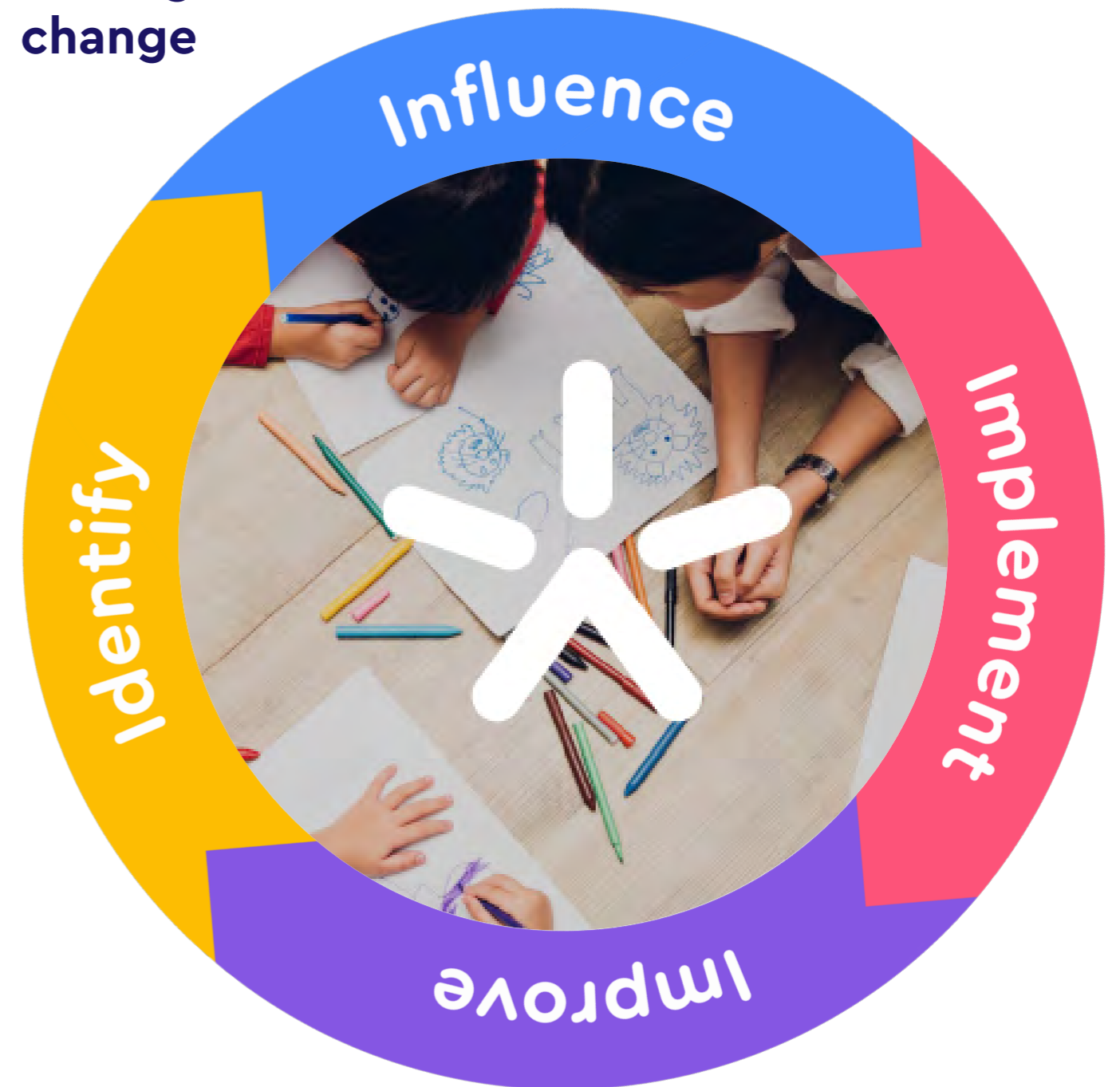
IMPLEMENT

From local projects to national programmes, we work with partners including local authorities, schools and health care providers to deliver the changes that make childhood better.

During 2018–19:

- We reached 13,709 individuals through e-learning and 400 face-to-face training activities designed to equip those working with children to improve their practice and ensure the best possible services for our children.
- Over 90% of those attending our training rated it as 'good' or 'very good' and reported that it had a positive impact on their practice.
- We gathered 2,000 professionals in strong networks tackling bullying, bereavement, sex education, disability and other issues which can put children's welfare at risk, holding over 200 network meetings throughout the year.

Driving change



Delivering change

IMPROVE

By constantly listening to children, young people and our partners, we never stop building a compelling case for future research and delivering an even better childhood.





1. Making evidence count

Ensuring decisions affecting children and young people are based on sound research about what works.

During 2018–19 we focused on driving change in four key areas where children's welfare is at risk: poverty & inequality, mental health & wellbeing, funding of services and exclusion of children with special education needs and disabilities.

Tackling poverty & inequality

Our role in the End Child Poverty coalition provides a strong platform for working together to secure media coverage on poverty and inequality, raising awareness of the issue and putting pressure on Government to take action.

During 2018–19 we led the coalition to highlight how the proportion of children in poverty who come from a working household has risen from 58% to 70% over the past seven years. This enabled us to challenge claims by the Government that employment is the most effective means of tackling poverty.

In addition, NCB produced written and oral evidence to several influential inquiries on child poverty, including the UN rapporteur on extreme poverty, the All Party Parliamentary Group on Food Poverty and the Education Select Committee Inquiry on Life Chances.

Campaigning for fairer benefits

For the past seven years our Childhood Bereavement Network has campaigned for unmarried, cohabiting partners with dependent children to be entitled to bereavement benefits.

We co-ordinated an influencing group concerned about this issue and intervened in a related court case brought by Siobhan McLaughlin. In August 2018, the Supreme Court ruled that denying Siobhan Widowed Parent's Allowance was incompatible with human rights legislation. This case paves the way for legislation to be amended in children's best interests, so bereaved parents get the support they're entitled to at a time of emotional and financial shock for the family.

Prioritising mental health & wellbeing

In April 2018 we published our *Transforming Mental Health Provision* report, summarising our findings from a series of consultation events with practitioners and parents to inform the development of the Mental Health Green Paper. The events and report were commissioned by the Department for Education and the Department of Health.

NCB's response to the subsequent Green Paper in July 2018 maintained our consistent call for mental health and wellbeing to be a shared priority for everyone within the school community. We also advocated strongly for staff in nurseries and other early years settings to be part of the mental health strategy, so they can work with parents to promote children's social and emotional development from the very start.

A whole-school approach to mental health and wellbeing was the central component of our consultation response and high-level meetings to influence the Ofsted Framework, which provided a real opportunity to address the imbalance in the education system. Following a series of discussions and workshops with senior Ofsted representatives, our evidence has led to changes to improve how all schools will be inspected on bullying.

NCB was one of only five organisations asked to work with the NHS England chief executive on the development of the **NHS long term plan**. Our specific recommendation for designated keyworkers for children with learning disabilities and autism were included in the plan, published in January 2019, which also promised greater access to mental health services and improved support during the autism diagnosis process.

During the year we generated fresh evidence about gaps in **relationships and sex education**. Through polling we uncovered how young people felt their education was insufficient in addressing sexual grooming, abusive relationships and issues such as pornography, pleasure and FGM.

Addressing the crisis in funding of children's services

Research we conducted on behalf of the All Party Parliamentary Group for Children (APPGC) identified how thresholds for receiving support vary wildly across the country. The findings paint an alarming picture of a system that forces social workers to consider available resources when deciding whether they are able to support a vulnerable child, rather than responding on the basis of risk and need alone. Moreover, our evidence showed that the most deprived areas are bearing the brunt of this crisis in funding for children's services.

Through the APPGC we're calling on the Government to address the gap in funding for local authority children's services and put in place a sustainable funding formula that takes into account the particular level of need among children and families living in each local authority. We're also building a powerful moral and economic case for reversing the rapid erosion of early help services. Through the APPGC and our charity coalitions we're making this case to decision-makers at the highest level.

Including disabled children

Council for Disabled Children Director Dame Christine Lenahan's report "Good Intentions, Good Enough" recommended that a Leadership Board for SEND be established to improve the commissioning and delivery of services to improve outcomes. This new expert board was formed in December 2018 and Christine was invited to become a member, along with Directors of Children's and Adult Social Services, Local Government Association, NHS England, National Network of Parent Carer Forums and Government officials.

Council for Disabled Children staff also wrote three chapters in the Evidence Review of 21st century social work with families with disabled children and young people. The book considers how a wide range of changes to social work over recent years will impact on outcomes for families, identifying current drivers for change within the broader national context.

Evidence >> Practice >> Evidence >>

NCB's practice and programmes are informed by evidence about what works for children. In turn, we use our practice to generate fresh evidence to keep making things work better.

For example, for several years we have been delivering and refining Raising Early Achievement in Literacy (REAL), our evidence-based early literacy programme developed by the University of Sheffield. A two-year REAL project in Oldham, involving 31 schools, will report on impact at end of reception and initial results are very promising

In February the Education Endowment Foundation chose to fund a large-scale evaluation of REAL as part of its effort to build evidence around how best to promote development of young children from low-income families. We believe the large-scale randomised control trial will demonstrate REAL's impact in a way that shapes the teaching of early literacy in the UK.

Objectives for 2019–20

Our 2018–23 strategy will continue to drive our objectives to influence key legislation and policy implementation in relation to mental health & wellbeing, exclusion, poverty and Government funding.

We will continue to strengthen our support for networks and organisations which pool knowledge and expertise. During 2019–20 we will hold a joint cross-sector event with the All Party Parliament Group for Children, seeking improvements in legislation throughout children's services.

APPGC Chair Tim Loughton MP launching *Storing Up Trouble* report, July.



2. Involving children & young people

Amplifying the voices of children and families to make policy more relevant and to improve services.

Making Participation Work

Our approach to involving children and young people is built on the principles of co-production and co-delivery, because when children and young people are involved from start to finish the outcome is more relevant, engaging and accessible.

We put these principles into practice in designing our national conference, attended by 58 young people with SEND from every region in England, with varying levels of experience in participation. We co-produced the event with our FLARE group, 12 young people with SEND who act as an advisory group to the Department for Education. FLARE chose the theme of 'rights' as it relates to all aspects of their lives, shaping the workshops and advising on how to make them accessible and interesting.

The conference was co-chaired by a member of FLARE working with NCB's Chair, Alison O'Sullivan. On the day, the young delegates attended workshops, heard from a Department for Education representative, and saw a keynote speech filmed for them by Children & Families Minister Nadhim Zahawi.

During the year we supported FLARE members to create blogs to discuss the challenges and successes they experience as young disabled people, both in navigating the SEN system, and finding their identities. As well as tackling some of the additional barriers to inclusion that these young people experience, the blogs give our members and colleagues the opportunity to hear from them directly, allowing insight that is not possible when experiences are filtered.

We worked with young people to create a series of practical resources, including an example participation strategy, to help other organisations involve children and young people effectively.

Making research relevant

Our Young Research Advisors play a key role in ensuring the quality, relevance and impact of NCB research. Over the past year, we held workshops with researchers from Kings College London and University College London to tackle issues including air pollution, inequalities in child mental health and linking health and education data. The group has also contributed to NCB's responses to Parliamentary Inquiries on social media, food poverty and youth work.

Embedding participation

During the year our FLARE group meetings focused on upcoming legislation in the mental health green paper and compulsory RSE lessons, ensuring NCB's evidence reflected the lived experience of young people with SEND.

We recruited seven new children and young people to the Young NCB Advisory Group, including those from previously unrepresented groups. Topics addressed by the group included the theme for Anti-Bullying Week, Ofsted Inspection and updating guidance on working effectively with children and young people. We supported eight young people on varied work experience placements across NCB.

Sharing good practice

During 2018-19 we trained 233 practitioners in how to involve children and young people meaningfully in services and decisions that affect them. We also supported other organisations to develop good practice, including working with NHS England to enable young people to attend its Operational Delivery group, and supporting a young person to deliver the NASS conference keynote speech on special educational needs.

Speaking out at the young people's conference, April.

Bethan Hoggan giving evidence to a Select Committee, July.

Taking the voices of children & young people to the heart of Government.

In July, Young NCB Advisory Group members Bethan Hoggan and Sienna James gave evidence to the Science and Technology Select Committee on the impact of social media and screen use on young people's health.

Initially the Committee had not been planning to have an evidence session directly with young people, due to time constraints. However, NCB's policy team was able to convince them to hold a special evidence session for young people as their voices had to be heard directly on this issue.

The resulting experience was so positive that the wider Select Committee Engagement Team worked with us to create a film to promote young people's involvement in all Parliamentary Select Committees, and to develop guidelines to shape how this process can work effectively.

<< As I walked up the stone steps, admired the architecture and gazed in wonder at the hallowed halls, it all clicked: this was Parliament. This was it.

It was scary, but significant, because we knew we were helping the Committee and making sure young people were heard. The committee were all so warm and welcoming... I felt I could be really open and honest with them about my experiences and those of other young people, and that being open and honest would help make the change.

A few months later, I got another email, this time about filming in Parliament about our experiences of giving evidence, and encouraging other people to do the same and get involved. I couldn't believe it, and I still can't. People think it's two opposites: young people and Parliament. But here was proof that it's time for our voices to be listened to and that we will be heard. >>



233 practitioners trained in how to involve children & young people meaningfully in services and decisions that affect them.

Objectives for 2019-20

We will deliver support to policy makers, commissioners and service providers so they can hear the voices of the most vulnerable children and young people

We will enable children and young people to inform the work of the APPGC and have their voices heard in Parliament.

We will highlight actual life experiences of our most vulnerable children, young people and families, using these experiences to inform our own work and campaign for better outcomes

We will expand our parent champion model across local authorities in England and Health and social care trusts in Northern Ireland.

3. Bringing organisations together



Using our convening power to unite all those who can help us put the best interests of children first.

We unite people and organisations around particular issues, addressing broad themes such as poverty & inequality as well as focusing on specifics such as bullying and relationships and sex education. We're also pioneering 'place-based system change', uniting all the people and organisations who can improve outcomes for children in particular areas such as Lambeth and Jersey (see page 14).

United to tackle poverty & inequality

Our Chief Executive, Anna Feuchtwang, took over the role of Chair for the End Child Poverty Coalition, leading a coalition of 70 organisations who share our determination to loosen the grip of poverty on the UK's children.

In January 2019 our Lambeth Early Action Partnership (LEAP) held a Poverty Summit, combining NCB's national work on poverty with the view from practitioners and families in one of the UK's most deprived areas.

The summit made the most of LEAP's strong local partnerships, bringing new issues to light and grounding NCB's work in the real experiences of families living in poverty and enduring overcrowded housing, unable to provide sufficient food or warmth or to look after their health.

United for disabled children

In March 2019, the Council for Disabled Children built on a successful programme of regional events to bring together Designated Clinical Officers and Designated Medical Officers from across the country. This role is the fruit of CDC's influencing over several years to enable health and care services to work together to bring about the best for children. The event, held in partnership with NHS England focused on sharing effective practice and jointly developing a vision for the role for 2021.

Our Special Educational Consortium continued to provide an independent voice on the issues facing children with SEND, contributing consultation responses on topics including exclusions and the Ofsted Framework.

United for sustainable children's services funding

In October 2018, NCB led a group of more than 120 organisations calling for the Government to act swiftly to put children at the heart of its spending decisions. Supporters included teaching unions, children's charities, disability organisations, physical and mental health organisations and poverty campaigners.

The campaign grew out of our work co-ordinating the Children's Inter-agency Group – 15 child-focused organisations meeting together to discuss the issues affecting children and young people and to identify ways of working together in children's best interests.

We produced a joint letter for the Chancellor and Prime Minister, setting out evidence that the services children and families rely on are at breaking point, and calling for urgent action to prioritise children and families in the Government's spending decisions. The All-Party Parliamentary Group for Children wrote a separate letter of support for the campaign, and 4,685 people signed our public petition.



United for mental health and wellbeing

We brought together our 50-strong **Partnership for Mental Health and Wellbeing in Schools** to interrogate the emerging Ofsted Framework, statutory relationships and sex education guidance and the green paper on mental health, in partnership with the Children & Young People's Mental Health Coalition.

Convening these network meetings enabled us to ground our consultation responses and influencing activity in the experiences of those working on the front line of service delivery for children and young people.

The NCB family also includes several specialist membership groups to bring organisations together to tackle particular aspects of children's mental health and wellbeing.

The **Childhood Bereavement Network** continued to bring together more than 300 organisations supporting bereaved children and their families. We ran Children's Grief Awareness Week in partnership with Grief Encounter, enabling people and organisations to come together throughout the UK to raise awareness and show support for bereaved children and those supporting them.

Having been right at the heart of the campaign for statutory RSE, the **Sex Education Forum** worked with a growing network of partner and member organisations to shape the development of the statutory guidance. Together we demonstrated the evidence behind and overwhelming support for up-to-date and inclusive lessons in schools. This was reflected in the watershed vote in the House of Commons on 27 March, where 96% of the 559 UK MPs taking part in the vote supported the proposed updates.

As well as bringing schools, pupils and other people and organisations together to deliver Anti-Bullying Week (see page 16), the **Anti-Bullying Alliance** strengthened its advisory group in June 2018. The elected group, drawn from a growing membership, brings together leading anti-bullying charities, teaching unions, local authorities and others able to steer our work to bring about the best for children.

120 organisations joined our call to put children at the heart of Government spending decisions, putting our specific policy and campaigns concerns aside to focus on a clear, shared message for greater impact.

4,685 people signed our accompanying petition.

Objectives for 2019-20

Driven by our 2018-23 strategy, we will strengthen our presence in local and regional collaborations, building on our place-based programmes in Jersey and Lambeth. This includes building partnerships in Wales and Scotland.

We will also develop strategic partnerships and collaborative relationships that can open new opportunities and markets to NCB, increase our visibility and profile in our priority areas, including early years and emotional wellbeing and mental health.



Anna Feuchtwang presenting at LEAP's Poverty Summit, January.

From 'Mummy!' to 'Minister!'

Bringing organisations together to transform the early years.

Driving and delivering change locally

During 2018-19 we've focused on developing new ways of getting parents, families and services working together at a local or regional level, and using this learning to drive change more widely.

Our Lambeth Early Action Partnership (LEAP) has continued to unite local services to improve social & emotional development, communication & language and diet & nutrition for 0-4 year olds. One of the five *A Better Start* partnerships established by the National Lottery Community Fund, LEAP has expanded to offer 30 services, each developed in partnership with parents and practitioners and evaluated to draw out learning.

For example, in March 2019 we completed a 12-week pilot parenting programme for young fathers, developed in partnership with a local organisation, St Matthew Project. These fathers helped identify the parenting issues that they most wanted to cover, working with facilitators from LEAP, the NHS and other partners to design a football-based parenting course. The evaluation report is due for publication early next year.

This approach has earned attention from influential visitors. The Duchess of Cambridge visited with her team to hear about the Parent and Infant Relationship Service and see therapeutic sessions in action. Minister for Children and Families Nadhim Zahawi MP visited to hear about communication & language development and former Leader of the House of Commons Andrea Leadsom MP visited to inform her *The First 1,000 Days* review.

Driving and delivering change nationally

In September the Council for Disabled Children was awarded a Department for Education grant to establish an Early Years SEND partnership, building on an approach to shared learning we had tried and tested. We are now leading a partnership of specialist charities to drive change in five English regions. Together we are increasing the confidence, knowledge and ability of the workforce to deliver a better childhood for children with SEND.

We've pushed our partnership approach even further in Jersey, where we brought people and organisations together to develop a single Early Years Outcomes Framework for Jersey, in partnership with Jersey Child Care Trust and supported by the UBS Optimus Foundation UK.

During the year we trained 126 early years practitioners in the Outcomes Based Accountability process to keep everyone focused on bringing about change. Through our Knowledge Makes Change seminar series and newsletters we've strengthened the sharing of research and best practice to support Jersey's early years workforce. We've also embedded the REAL programme, providing training to 80 early years practitioners on the island.

In January NCB was selected to design and deliver the national programme of shared learning and development support throughout and beyond the five *A Better Start* partnerships, amplifying the impact of the Fund's investment to deliver a better childhood for the UK.

The following month, NCB was appointed as the Department for Education's Stakeholder Engagement Partner for the early years. This involves developing effective two-way communication between the Government and a growing network of over 27,000 early years practitioners and influencers.

Both of these major new projects give NCB the opportunity to drive change at a national level to give children a better start and a better future.



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practitioners trained to raise early achievement in literacy, a core component of our early years approach.



From playground to Parliament

Bringing organisations together to prevent bullying

Over the past year, we've taken major strides towards our goal to make ending bullying a priority for every school.

Part of the NCB family, the Anti-Bullying Alliance has grown in profile, influence and convening power to deliver the biggest Anti-Bullying Week ever. Our Northern Ireland Anti-Bullying Forum (NIABF) delivered the campaign in Northern Ireland.

The 2018 campaign included our first ever 'Stop Speak Support' day in partnership with the Royal Taskforce on the Prevention of Cyberbullying. We also held a Parliamentary event at Speaker's House in the House of Commons and all Department for Education Ministers were seen wearing odd socks in support of Odd Socks Day (picture, top right).

<< Anti-Bullying Week has become a major event each year for schools and is a fantastic opportunity for constructive conversations...

Today, given the discussions we are having about wider issues and the place of our country in the world, "Choose Respect" could not be a better way of promoting dialogue...

I am sure that on a cross-party basis we can agree... to make sure that we do everything we can to eliminate bullying in schools and workplaces in the future. >>

- Daniel Ziechner MP

Engaging more and more schools

- 79% of schools took part, involving 7.5 million children and young people. More than half of these schools celebrated Odd Socks Day.
- Primary and secondary school packs downloaded 130,000 times.

Hitting the headlines

- 639 newspaper and online articles, including The Sun, Daily Mail, TES, Mirror, Independent, Evening Standard, BBC.
- 666 TV and radio mentions, including Sky News, Loose Women and BBC News.

Trending on social media

- 117 million uses of #AntiBullyingWeek.
- 160% increase in Twitter impressions and 43% increase in engagement from previous year.
- #AntiBullyingWeek, #OddSocks and #ChooseRespect all trended on Twitter.
- Over 1.3 million views of our Stop Speak Support video.

Making an impact

- 91% of teachers and 96% of pupils agree that Anti-Bullying Week helps raise awareness of bullying.
- 81% of teachers and pupils agree that Anti-Bullying Week helps schools tackle bullying.
- 69% of teachers and 68% of pupils agree that Anti-Bullying Week helps to reduce bullying.

79%

of schools took part in Anti-Bullying Week in England.

81%

of teachers and pupils agree that Anti-Bullying Week helps schools tackle bullying.



4. Developing the workforce

Training and equipping an up-to-date and skilled workforce to deliver a better childhood throughout the UK.

Better services for disabled children

Information, Advice and Support Programme

In June 2018 the Council for Disabled (CDC) was awarded a two year contract to deliver the Information, Advice and Support Programme (IASP), led by CDC and delivered in partnership with Contact and IPSEA. The programme seeks to ensure that in every local authority area, children and young people with special educational needs and disabilities (SEND) and their parents have access to impartial and free information, advice and support.

During the first year, the programme team has equipped and strengthened the strategic direction and leadership function in 142 statutory Information, Advice and Support Services (IASS) across England.

This includes supporting the IASS Service Manager in each local authority statutory service to review, develop and implement a tailored two year operational IASS business plan. This business plan establishes service improvements and compliance with the new Minimum Standards, developed by the Information Advice and Support Service Network (IASSN) in partnership with key stakeholders, Department for Education and Department for Health and Social Care.

During the year we published a collection of learning examples highlighting the leadership and strategic work of IAS Service managers (or lead officers) supported and funded through the programme. We also delivered training to drive workforce development, including a series of regional workshops in partnership with NHS England to improve identification and support for children and young people with autism, and a new e-learning course on developing Education, Health & Care plans for children in year 9 and beyond.

Better ways of working together

Integration of health and care services

Over the past year we have accelerated our long-term effort to get health and care services working together in the best interests of children and young people with SEND. This effort is reflected in the production of our *It takes leaders to break down SILOs* report, funded by The True Colours Trust.

A central aspect of our drive towards integration is the ongoing work with NHS England to develop the Designated Medical / Clinical Officer (DMO/DCO) role. As well as holding the national event reported above, we continued to grow the dedicated online forum to enable sharing of good practice and peer-to-peer support. Drawing on learning from direct events with DMOs and DCOs, we produced three case studies, a film and an updated handbook that sets out important elements of the role, providing practical resources and materials for both practitioners and commissioners.

During the year we held workshops as part of our national accelerated working group to develop and refine a multi-agency SEND dataset to give an authoritative view of how each local area is doing in implementing the SEND reforms. The resulting dashboard, due for publication early in 2019-20, will enable a huge step forward in intelligent, targeted service delivery.

We also launched an online forum for commissioners at Clinical Commissioning Groups and produced a series of Joint Commissioning Bulletins to share learning from our detailed working groups to benefit a broader audience.

Delivering better outcomes together

The Council for Disabled Children works as part of a consortium to support local authority practitioners to implement the SEND reforms.

Over the past year we've delivered workshops in each of the nine local authority regions to share learning and exchange ideas for improving delivery. We provided more than 158 consultancy days to identify emerging problems and provide targeted advice and support.

Multi-agency safeguarding

NCB has been commissioned to facilitate a major cross-Government programme where 17 local authorities put in place new arrangements for multi-agency safeguarding. We are actively supporting these Early Adopters to share effective and sustainable solutions for bringing together health services, police and all the agencies involved in keeping children safe. Together we are supporting the national implementation of effective multi-agency safeguarding arrangements.

Better approaches to mental health and wellbeing

Through our policy and influencing work we're seeking to rebalance the education system to address the rising tide of mental health pressures our children are facing. At the same time, we're inspiring and sharing good practice which can help to stem this tide.

In June 2018 we celebrated with Lessness Heath Primary School, the first school to complete our Wellbeing Award, developed in partnership with Optimus Education. The award is based on a Framework devised by our Partnership for Mental Health and Wellbeing in Schools to ensure wellbeing is the responsibility of all members of a school community.

Lessness Heath prioritised its limited resources to employ a fully trained counsellor – and a wellbeing dog, Lola (right). With no other teaching responsibilities, this staff member has established an active wellbeing programme ranging from therapeutic play and draw sessions, a Family Matters programme to

400

face-to-face training activities designed to equip those working with children to improve their practice and ensure the best possible services for our children.

13,709

individuals reached through e-learning

Objectives for 2019-20

We will continue to implement our 2018-23 strategy to equip the workforce to deliver the changes that make childhood better.

Next year will include a focus on consolidating our training to support whole-school approaches to mental health & wellbeing, including bullying and relationships & sex education.

We will also strengthen our work to develop communities of practice in priority areas including early years and mental health & wellbeing.





promote parental health and wellbeing and measures to improve staff welfare.

Pupils learn the importance of core values like bravery, respect and responsibility, and are encouraged to express feelings and moods in a constructive and reflective way. They learn self-management techniques like mindfulness and support each other by electing 'wellbeing ambassadors' in every class. The voices of pupils are central to the wellbeing strategy.

By the end of the year more than 500 schools had completed or were working towards the award. While they may not all have a wellbeing dog like Lola, they all share the same whole-school approach to mental health and wellbeing.

Better approaches to bullying

In September 2018 the Anti-Bullying Alliance updated our free CPD-approved online training for professionals working with children and young people. We also launched a free Anti-Bullying information tool for parents and carers.

The training helps professionals understand, prevent, reduce and respond to all forms of bullying, including a focus on cyberbullying and bullying experienced by children with SEND. During the last quarter of 2018-19, more than 6,000 professionals had completed online training modules. The training forms just one

part of our All Together programme to promote whole-school anti-bullying approaches. Through the programme, schools are guided through the process of auditing their current practice and creating an action plan, equipped with targeted resources to drive change.

Better relationships & sex education (RSE)

In November 2018 the Sex Education Forum held a new national conference in partnership with the National Education Union, designed to share the latest policy and practice to help schools prepare to deliver quality RSE that is relevant to pupils' real lives and supported by parents. Later in the year we held two further conferences focusing on quality RSE in particular educational environments – one for Independent Schools where RSE can overlap with pastoral care, and one focusing on children with SEND.

Research we published in the autumn showed that nearly 3 in 10 teachers deliver RSE with no training whatsoever. During the year we've sought to address this by providing training for 465 teachers and other professionals, on topics such as gender identity and inclusivity, so they can teach statutory-ready RSE with confidence. We're urging Government to invest in relationships and sex education support and training for schools so we can deliver a better childhood.

Better support for grieving children

During the year the Childhood Bereavement Network provided leadership and consultancy to develop the skills, confidence and impact of member organisations supporting bereaved children. This ranged from examining the evidence for specific service developments to contributing to the Bereavement Research into Practice Symposium.

Better early years

As described on page 14, we are developing the early years workforce to improve children's early literacy. Working in partnership with local authority areas looking to establish and maintain the REAL approach, we trained 407 early years practitioners last year, directly benefiting 1,848 children.



Amy Forbes-Robertson of *It Happens* in the audience, having been one of the many policy and practice leaders sharing ideas and inspiration at our RSE Conferences in March.

5. Growing respect & trust

Putting into practice our core governance principles of leadership, integrity, transparency and accountability.

Starting with good governance

During 2018–19 there were several changes at Board level which show how NCB has lived out our core governance principles.

We appointed Alison O'Sullivan to take over the role of Chair from Elaine Simpson, building in a handover period to make the transition as smooth and stable as possible. Alison formally began the role in January 2019.

Alison welcomed four new young representatives to the Board, supporting them to take a full part in the most complex discussions. The fact that two previous young representatives are now fully-fledged Trustees underlines how we are seeking to live out our values.

By appointing a new Independent Member to the Finance, Risk and Audit Committee and Major Grants and Contracts Committee, we strengthened the checks, balances and challenge in place to ensure transparency in our financial activities.

We also appointed a Data Protection Lead Trustee in recognition of the importance of our organisation-wide approach to compliance and best practice in data management. The contact information for this Trustee is published in our privacy policy and external Privacy Statement, demonstrating that this is an issue that is taken seriously throughout our organisation.

Diversifying our income

As the Financial Review sets out below (page 28), we made good progress last year in our effort to raise income from lottery funding and from trusts and foundations, reducing our reliance on statutory income.

In particular, we secured two multi-year National Lottery Community Fund programmes in areas which are critical to achieving our vision of a

better childhood: early years and mental health and wellbeing.

At the same time, we retained the trust of Government to lead vital new programmes alongside renewed long-term projects such as the £20 million Information, Advice & Support Programme:

- We were selected by the Department for Education to be their early years stakeholder engagement partner.
- We are facilitating a new cross-Government programme to support the implementation of multi-agency safeguarding.
- We secured a grant from The Government Equalities Office to continue tackling homophobic, biphobic and transphobic bullying in schools.

Maintaining and developing our profile

In order to support our aim to raise more income from non-statutory sources, we embarked on a project to tell our story in a bold new way to better convey the importance of our work. By bringing in new communications income and cutting back on other areas of communications expenditure we were able to deliver this updated brand identity within our business-as-usual budget for the year.

An important aspect of our leadership role involves raising awareness of the issues affecting children and being a respected voice on these issues. During the year we increased our media reach by 12%, to 315 million, with 101 references to our work in the national press.

Looking after our staff

With a response rate of almost 80%, our staff survey highlighted our positive, supportive working culture:

- 84% of staff agreed that there is a supportive, encouraging and motivating working culture at NCB. Not a single staff member disagreed with this statement.
- 96% of staff said they had a good relationship at work with their colleagues.
- 84% believe the work we carry out is of consistently high quality.

The survey also provided valuable insight into priorities to address in our People Strategy. These include:

- Focusing on objective-setting in the appraisal process, with a clear connection to staff training and development.
- Supporting staff to keep workloads manageable.
- Improving systems for storing and sharing information between teams.

Looking after our data

We established a cross-organisational data protection working group to focus on compliance with new regulations. During the year we held 15 Data Protection Awareness Sessions with core teams across NCB, as part of the implementation of new policies and processes.

We invested further in our data infrastructure, developing our Salesforce system to enable teams to protect and share data effectively, choosing a new development partner better placed to work with us to realise the benefits of the new system.

Focusing on quality

During the autumn we achieved ISO 9001 accreditation. The auditors noted the maturity and effectiveness of our existing systems, which required very little adjustment to achieve the accreditation.

Delivering better outcomes

Our Northern Ireland team has continued to establish expertise in Outcomes Based Accountability, including leading the application of this methodology to the entire children's workforce in Jersey (see page 14).

84%

of staff believe the work we carry out is of consistently high quality.

96%

said they had a positive relationship at work with their colleagues.

12%

increase in our media reach compared with 2017–2018.

Objectives for 2019–20

Our planned activities for the next 12 months include:

- Launching our new Salesforce system to improve our data infrastructure and make core business processes more efficient and better targeted.
- Developing a strategy for our e-learning and online communities of practice, enabling us to build new income streams while making the most of our expert knowledge to equip the workforce to deliver a better childhood.
- Taking the opportunity presented by setting up a new office to ensure our physical and digital working environment has the appropriate structures, systems, processes and policies in place to enable our people to deliver their work efficiently and effectively, achieving optimal results.
- Consulting stakeholders to ensure that our work is underpinned by good practice, that we deliver upon our commitments and that we retain our external profile as a respected leader and trusted partner.

Trustees' Annual Report

Incorporating the Directors' Strategic Report and Administrative Report for Companies Act Purposes

The Trustees of The National Children's Bureau present their Annual Report for the year ended 31 March 2019 under the Charities Act 2011 and the Companies Act 2006, including the Directors' Report and the Strategic Report under the 2006 Act, together with the audited financial statements for the year.

President

Baroness Claire Tyler of Enfield

Board of Trustees

Yvonne Campbell

Terrence Collis

Fergal McFerran

Edward Hannan (Treasurer)

Thivya Jeyashanker

Kiri Jolliffe (to 20 November 2018)

Clare Laxton

Kenneth Meeson (to 31 December 2018)

Page Nyame-Satterthwaite

Alison O'Sullivan (Chair, from 1 January 2019)

Karl Podmore (to 28 September 2018)

Elizabeth Railton CBE (Vice-Chair)

Elaine Simpson (Chair, to 31 December 2018)

Kiki Syrad

Anita Tiessen

Brendan Whittle (Representative, Northern Ireland)

Members of the Board of Trustees under charity law are also Directors of the charitable company for the purpose of company law.

Young Representatives to the Board

Bethan Hoggan

Sienna James

Mwitumwa Mukelabai

Rebecca Nyame-Satterthwaite

Connor Tomlinson

Independent Members

Sheena Parker (Finance, Risk & Audit; Major Grants & Contracts Committees)

Tony Scott (Finance, Risk & Audit; Major Grants & Contracts Committees)

Laura Sercombe (Selection Committee)

Strategic Leadership Team

Anna Feuchtwang, Chief Executive

Annamarie Hassall MBE, Director of Practice and Programmes

Dame Christine Lenehan, Director of Practice and Programmes

Celine McStravick, Director of NCB Northern Ireland

Rachel Rand, Director of Finance and Corporate Services

Charlotte Leonard (Maternity Cover), Director of Finance and Corporate Services (May – December 2018)

Auditors

Crowe U.K. LLP

St Bride's House, 10 Salisbury Square London EC4Y 8EH

Bankers

Barclays Bank PLC

1 Churchill Place, London E14 5HP

Investment managers

CCLA Investment Management Ltd

80 Cheapside, London EC2V 6DZ

Administrative Information

The National Children's Bureau (NCB) was registered as a charity in 1969 (charity number 258825), although it was originally founded in 1963 as the National Bureau for Cooperation in Child Care.

NCB is also a company limited by guarantee (registration number 952717) and has a subsidiary trading company, National Children's Bureau Enterprises Ltd (registration number 2633796). NCB's Registered Office is at 23 Mentmore Terrace, London E8 3PN. NCB was established for the public benefit in order to advance the well-being of children and young people in particular by (but not limited to):

- relieving poverty, sickness and distress
- safeguarding and maintaining health and wellbeing
- encouraging positive and supportive family and other environments for children and young people
- advancing education and training
- reducing inequalities
- ensuring that children and young people have a strong voice in all matters that affect their lives.

For the purposes of carrying out these objects, NCB's Articles of Association expect it to promote and organise cooperation and partnerships and to influence and inform policy, practice and service development by bringing together voluntary organisations, statutory authorities, individual professionals and all those concerned with the well-being of children and young people.

The liability of members in respect of the guarantee, as set out in the Articles, is limited to £1 per corporate member of the company.

Governance and Management

NCB is committed to upholding its organisational culture and values in line with the seven principles of the Charity Governance Code (2017):

- Organisational Purpose
- Leadership
- Integrity
- Decision Making and Controls
- Board Effectiveness
- Diversity
- Openness and Accountability

NCB's Board of Trustees and Senior Leadership Team reflect these standards across their practices, function and behaviours, conscious of the fact that the organisational culture is influenced and embedded from these levels.

NCB's Board of Trustees used the Charity Governance Code as guidance for its most recent internal governance review. The Code has also been embedded across NCB particularly with regard to setting the foundations for the governance objectives and outcomes in the organisational Strategy 2018–2023.

As set out in the Memorandum and Articles of Association, NCB's Board of Trustees comprises a maximum membership of fifteen, including the Honorary Officers – Chair, the Vice-Chair, and the Treasurer. One Trustee acts as the Representative to Northern Ireland and two or three of the Trustees must be under the age of 25 at the time of their appointment. Each Board member serves for a maximum of two, three-year terms, with the possibility of a one-year extension at the end of their second term in exceptional circumstances.

At Year-end 31 March 2019, the Board membership was at a healthy number of twelve with the above requirements fulfilled. Elaine Simpson concluded her full service as Chair on 31 December 2018 and with an effectively executed succession plan, Alison O'Sullivan was appointed by the Board in September 2018 and formally took up the role of Chair on 1 January 2019. This timely process enabled a productive and efficient handover phase leading to a seamless transition. Kenneth Meeson also concluded his full term of service as a Trustee and Karl Podmore and Kiri Jolliffe resigned from the Board owing to other commitments.

In maintaining our commitment to ensuring the voice of young people is heard, four new Young Representatives to the Board have been appointed from NCB's Young Advisory Group and new mechanisms have been established to maximise the communication between the two parties. While our Young Representatives are not Charity Trustees nor Company Directors, they are engaged in all regular Board business, are invited to attend Board meetings and play a pivotal role within our governance framework.

The Board of Trustees maintains an annual schedule of quarterly meetings to address statutory items of business and to explore specific topics and areas of development pertinent to NCB. Each formal Board meeting is preceded by a deep-dive session on a specific NCB area or a cross-organisational theme which provide a perfect opportunity to keep the Board engaged with 'on the ground' activity and to bring the Trustees and different staff members together. The Board also holds an annual away day, which provides time and space to focus on NCB's strategic direction and vision.

The Board is ultimately responsible for NCB's strategic and financial sustainability and growth and that this is achieved through an organisational culture based on integrity, accountability and transparency. To support the efficient execution of its duties, the Board has four sub-committees established within its governance framework, each with specific remits and delegated authorities.

The Finance, Risk and Audit Committee (FRAC) ensures that NCB is compliant in its financial obligations, auditing standards and legal requirements of regulatory bodies, including the Charity Commission, through an appropriate framework of policies, processes and controls. The FRAC also assumes the responsibilities of the Remuneration Committee.

The Major Grants and Contracts Committee (MGCC) assumes similar duties to the FRAC, but is focused on particular programmes of significant financial and reputational natures to ensure the treatment of funds and programme delivery meet funders' requirements. In addition to the appointed Trustees, two Independent Members also sit on both the FRAC and the MGCC.

The Investment Committee (IM) provides a further layer of financial prudence in setting NCB's Investment Policy and ensuring that

investment of funds is conducted in accordance with it.

The Selection Committee (SC) is responsible for making sure the Board of Trustees is appropriately populated in terms of diversity, skill-sets and numbers in order to effectively undertake its duties. The SC ensures there are effective succession planning mechanisms in place and that recruitment of Trustees is conducted with transparency and equity. In addition to the appointed Trustees, an Independent Member also sits on the SC.

The Board may, from time to time, deem it appropriate to convene other advisory or working groups to oversee particular projects or areas of business development with two such bodies active over this accounting period. The Fundraising Advisory Committee (FAC) has been established to provide strategic support, guidance and a sounding forum for NCB's new, ambitious income diversification plans and fundraising direction. The Property Steering Group (PSG) formed by members of the Board, the Strategic Leadership Team and external consultants, has been formed to oversee budgetary control and all key commercial decisions relating to the NCB's new property at 23 Mentmore Terrace, London, E8.

Trustee vacancies are advertised widely with recruitment processes and recommendation of appointments overseen by NCB's Selection Committee. In-line with its delegated authority, the Selection Committee is responsible for ensuring that the Board is at all times appropriately populated in terms of numbers and breadth of skill-sets to enable it to effectively undertake its duties. New Trustees receive a comprehensive induction into NCB, including introductory meetings with the Chair and Chief Executive and other Trustees and members of the Senior Leadership team as appropriate.

Trustees receive an induction pack which includes information about their responsibilities under company and charity law and information about NCB's financial position, its strategic business plan and its policies and procedures. As part of their induction, Trustees are required to sign acceptance of NCB's Trustee Code of Conduct and to complete a Conflicts of Interest Declaration. Young Trustees receive the same induction but in addition have access to a more experienced Board member before and during

Board meetings, and further support outside of meetings from specialist NCB staff. Trustees are encouraged to develop their skills and are invited to relevant NCB conferences and events.

Senior Pay

NCB aims to ensure that all staff are paid on a grade appropriate to the nature of the work and the experience, knowledge and skills needed to carry out the job within the organisation.

NCB also aims to ensure that all jobs are at a pay level which is reasonable when compared with the external market pay ranges for the charity and civil service sectors. The grades of all roles are assessed as part of NCB's job evaluation process, with the exception of the Chief Executive's and Directors' salaries which are determined by the Remuneration Committee of the Board of Trustees.

Fundraising

NCB has not contracted the services of professional fundraisers or commercial participators. NCB benefits as one of four recipients from donations secured by Childlife, a consortium charity whose methods include door-to-door, street fundraising and payroll giving. All activity lines are rigorously observant of industry recognised, best practise in ethical fundraising.

We delegate our low level individual giving because our work does not lend itself to a large scale, fundraising opportunity with the general public. Accordingly, the advice we give to those wishing to fundraise on our behalf, is offered on a case-by-case basis, with Institute of Fundraising best practice in mind.

NCB and Childlife are registered with the Fundraising Regulator.

No complaints have been received about our fundraising activities.

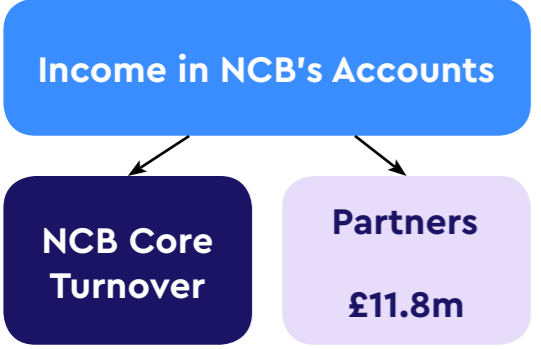
Financial Review

Understanding NCB's finances

Leading partnerships

Income shown in NCB's latest accounts is £19.4m. However, this is inflated by £11.8m of funding that is received by NCB, but is passed on to partner organisations, leaving a core income of £7.6m.

£8.2m of the funds managed on to partners is under the Information, Advice and Support Programme (IASP) we run on behalf of the Department for Education. A further £3.0m, the vast majority of the remaining amount, went to partners in the Lambeth Early Action Partnership (LEAP), a 10-year programme funded by the Big Lottery as part of their A Better Start initiative.



This situation is common for NCB, as one of our great strengths is convening the children's sector and therefore we are often asked, by Government and others, to lead partnerships. Part of our role, for the funder's convenience, is to receive, distribute and steward funding among partner organisations involved in a particular programme.

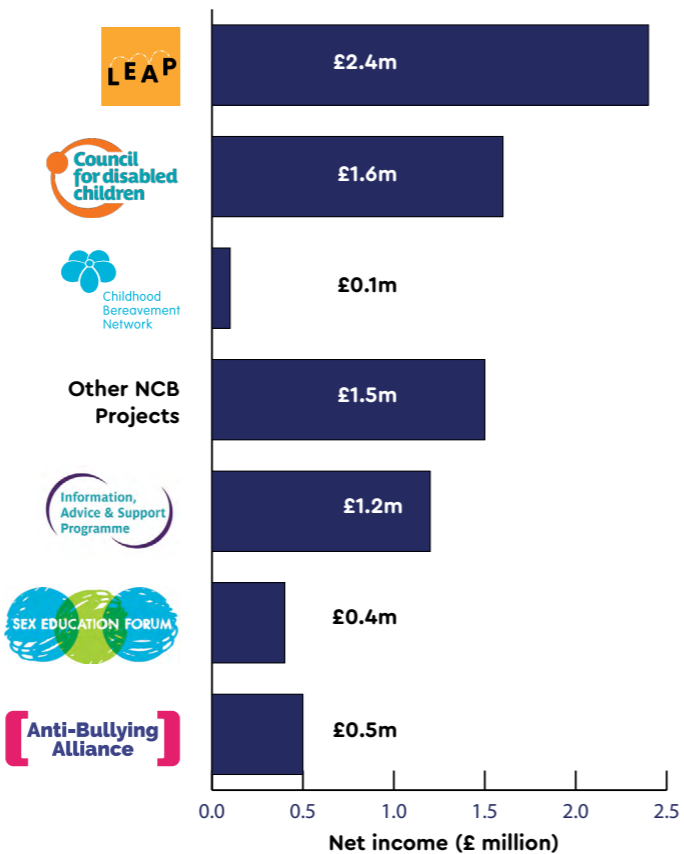
We still recognise this as income in our accounts, despite not funding NCB activity, for two reasons:

- We are required to by accounting standards.
- It helps ensure our budget holders have ease of visibility of all their financial transactions, helping ensure our excellent financial management.

NCB's structure

NCB is a family, bringing together expert member networks to provide a unifying voice in the sector, including the Council for Disabled Children, the Anti-Bullying Alliance, the Childhood Bereavement Network, and the Sex Education Forum.

The £7.6m 2018/19 net income (i.e. excluding money to partners) can be broken down as follows:



NCB's unrestricted income

NCB's accounts for 2018/19 show unrestricted income of £12.1m. It is important to understand that, according to charity accounting rules, this must include income earned by NCB through contracts and the sale of training and memberships, even though this income merely covers the unavoidable cost of delivering those contracted services. Only the £75k shown as donations and legacies was genuinely given to NCB with free choice as to how to use it.

NCB's reserves and reserves policy

In line with the Charity Commission's best practice, NCB's Trustees maintain a reserves policy. Whilst we would otherwise spend our funds on achieving charitable impact, we retain sufficient free reserves (i.e. unrestricted funds, excluding those tied up in our property or set aside to be spent soon), to protect against the impact of volatility in future funding and operations and other risks, to ensure we sustain our impact for future beneficiaries.

- NCB's trustees have adapted a standard, benchmarked framework to assess the reserves required to safeguard the charity against future risks and provide for future opportunities. In their assessment, the trustees review the organisation's risk register and consider the possible financial impacts of those risks, of which the following are considered material:
- NCB may need to cover costs and ensure continuity of impact and, ultimately, solvency in the case of abrupt changes to funding over the coming years.
- Government funding, specifically, could be delayed or significantly changed, initially as at 1st April 2020 as the end of a spending review period, requiring NCB to cover staff and other costs in an interim period.
- The defined benefit pension scheme is valued on a triennial basis and, whilst we remain confident of meeting contribution needs from operational budgets, there could be sharper volatility affecting these needs.
- We will need to continue to make cyclical investment in new products and services, to meet emerging policy aims and societal needs and generate the next income streams for NCB to sustain the charity.
- Other adverse events could require unbudgeted payment, such as failure of compliance with HMRC or GDPR.
- Costs will need to be met in the event of closing the charity down, eg administrator costs, redundancies.

NCB only receives around £50k to £100k of donation-type income each year, with all other income tied closely to delivery expenditure. This means it is difficult to rebuild free reserves when spent, which encourages NCB to take a more conservative approach to retaining these funds for adverse events. The current free reserves

have been built primarily from the recent sale of freehold property (net of reinvestment in the new London office), meaning Trustees consider there to be less pressure to promptly spend these funds than if they had been donated with the expectation of achieving timely impact.

Trustees therefore assess that NCB should hold a minimum of £1m of free reserves at any time. In considering the above risks, Trustees are also comfortable that reserves significantly higher than this also represent an appropriate balance between using funds for impact and maintaining organisational integrity to ensure NCB continues to meet the future anticipated need to improve childhoods for years to come. This considers that the risks above are extremely unlikely to all be of imminent concern at any one time.

Current free reserves are £1.4m, with a further £0.1m designated against one of the above risks, making a total of £1.5m held against the above risks. Considering the status of the above risks and the risk appetite of the Board, Trustees are comfortable this level is in line with this policy. NCB's operational budget is to break even, matching income and expenditure, across this strategic period and maintain these reserves. We will therefore continue to look for external investment funding to help us develop solutions to meet emerging needs.

In addition to our free reserves, we are completing work on our long leasehold property asset for which we have designated £5.7m of funds, including those already spent and committed.

NCB also has a long-term **pension deficit**, which is paid off via an agreed, standard recovery plan (and against which we designated a small amount of reserves to help meet periodic changes in the recovery plan), and **restricted project funds** of £0.52m (2018 £0.84m) received in advance and strictly ring-fenced for delivery of the projects agreed with the funders. The total funds held by the charity therefore stand at negative £0.99m (2018 positive £1.64m).

Summary for the year under review

2018/19 was the first full year of the new five year strategy and accompanying income generation strategy, to grow the income generating areas of the charity. These two strategies have combined to address the deficits experienced in recent years and bring the organisation to run at a break even this year and in future years.

The result seen in the financial statements can be broken down as follows:

- There was a small operating surplus on unrestricted funds (excluding the pension scheme) of £4k (£0.004m), representing an important move to running at break-even whilst maintaining investment in income generation for future years.
- Net expenditure on operational restricted funds was £0.3m, reflecting merely the timing of spend on grant funded projects.
- This resulted in the net of NCB's assets and current liabilities being relatively maintained at £7.9m (2018 £8.2m) and free reserves being maintained at £1.4m. NCB is therefore in a strong financial position, with free reserves in line with policy, a significant property asset being invested in and a target to continue to break even again in the coming year and beyond.
- Alongside this positive result and immediate position NCB's overall net assets decreased from £1.64m to negative £0.99m due to the increase in deficit in our defined benefit pension scheme from £6.6m to £8.9m. Whilst we must show the valuation according to FRS102 methodology in our accounts, this is a very long term liability. NCB manages this in a 15 year recovery plan with the scheme provider, paying an agreed deficit recovery amount annually. Our break-even result for this year is strong evidence that we will continue to sustainably meet the pension fund requirements.
- NCB completed the purchase of a new main London office and is investing in the fit out of this new long-term home and asset, ahead of a summer move.

Financial performance

Income

Overall income decreased slightly during the year from £19.8m in 2017/18 to £19.4m. Unrestricted income reduced to £12.1m (£15.2m in 2017/18), reflecting a reduction in subcontracts on one continuing major contract, while restricted income grew from £4.7m to £7.3m, reflecting a phase of increased activity in our 'A Better Start' programme for National Lottery Community Fund. Outside of these the charity continues to hold a number of government contracts and has secured significant grants for its projects and research from a range of government, trust and other sources. The latter are listed in full at the back of this report.

Fundraising

Last year NCB identified the need to diversify its income focussing on Lottery and Trusts and Foundations as sources of funding.

Our relationship with the National Lottery has continued to flourish with NCB being selected to partner with them on two multi-year programmes: supporting a programme of shared learning and development for "A Better Start" and the provision of support and development services for the "HeadStart" Project.

With the recruitment and embedding of a new fundraising team of four, we have started to build relationships with Trusts and Foundations, especially those who could support our core functions and have received a grant from the Paul Hamlyn Foundation for a project testing an advocacy model for care leavers with insecure immigration status.

We have established a pipeline of opportunities and a suite of processes to support income generation and started work on an a project to revitalise and embed the Salesforce database across the organisation which will transform the way we report and communicate internally and externally.

NCB is proud to be part of the charity Childlife which engages in individual giving and payroll giving fundraising activity to support four charities. This year the relationship has been strengthened with greater integration and closer working towards increased income.

The Fundraising Advisory Committee, a new committee consisting of and reporting to the Board of Trustees, met three times within the financial year and have helped to define ways of prioritising, reporting and benchmarking our fundraising efforts.

Key successes:

- National Lottery Communities Fund (Previously Big Lottery): Provision of Support and Development Services for the HeadStart Phase 3 Project; Programme of Shared Learning & Development sessions for A Better Start.
- DfE contracts: Safeguarding Early Adopters Facilitator; Improving the quality of provision for children with SEND in early years settings; Early Years Stakeholder Engagement Contract.
- Education Endowment Foundation and DfE grant to evaluate Making it REAL Home Learning Environment.
- Government Equalities Office grant to continue our work on tackling homophobic, biphobic and transphobic bullying in schools.

Expenditure

Expenditure reduced in line with the changes in activity on our major contracts and grants, as expected, from £21.1m last year to £19.9m this year.

Financial position

NCB's total reserves reduced from £1.64m at the start of the year to a negative £0.99m at the end of the year. NCB has a strong general funds position (£1.4m) retained in line with the reserves policy by virtue of the break-even performance in the year. In addition total assets, less current liabilities, reflect the funds invested in and held aside for the new London office (£7.9m 2019, £8.2m 2018). Whilst the increased deficit in the pension fund (£8.9m, £6.6m 2018) is significant, this is a long-term liability subject

to fluctuations in economic conditions at the balance sheet date and is being managed and paid off under a standard recovery plan, with annual contributions managed comfortably within our annual budgeting.

Other matters

Leasehold Property

NCB completed on the purchase of a property in March 2019 to act as a main office and Trustees have designated funds to allow for the completion of this purchase, fit out and moving costs in 2019. Further details are set out in the financial statements and notes 7 and 15 to the accounts.

Pension fund

The valuation of NCB's defined benefit pension scheme as at 31 March 2019 (under FRS102 principles) has seen an increase in the scheme deficit to £8.9m (from £6.6m in 2017/18), mainly due to a decrease in the discount rate applied to liabilities. Estimates used by the actuary in the calculation of this accounting deficit valuation have been benchmarked by the Trustees and are considered appropriate. Further details are shown in Note 18 to the accounts.

NCB closed its defined benefit scheme to new entrants in 2012/13 and now runs a defined contribution scheme for new starters. NCB continues to meet and monitor its annual obligations to the scheme, including the repayment of the deficit, as agreed with the scheme provider. The value of the agreed contribution towards closing the deficit for the coming year is £180k, following the latest triennial valuation as at 31st March 2016.

Going concern

As is normal in the preparation of accounts, Trustees are required to determine whether the accounts are to be compiled on a going concern basis.

The recent sale of the freehold property has put NCB in a strong reserves and cash position. Setting aside the funds spent, committed on or designated for the property purchase and fit out, NCB is left with £1.4m of free reserves,

which meets the reserves policy set out above and puts NCB in a good position for the coming period.

Building on this, Trustees and management have agreed a financial plan for future years, which aims to continue at a break-even and allows for investment in increasing and diversifying funding through our income generation plan.

Taking all these factors into consideration Trustees believe it is reasonable to expect that NCB will generate sufficient resources to finance its operations for the foreseeable future and believe there are no material uncertainties that call into doubt the charity's ability to continue. Accordingly the accounts have been prepared on the basis that the charity is a going concern.

Subsidiary

National Children's Bureau Enterprises Ltd exists to manage, as and when appropriate, conference and lettings programmes, various funding activities and support services for other charities. Its results are consolidated in these financial statements. The majority of work has largely been stopped, and the residual, incidental trading activity handled within the charity itself, resulting in no turnover (2018 £2.9k) or profit (2018 £2.2k) in the company for the year. NCB Enterprises' entire profit is gift aided to the charity.

Investment Policy

NCB's investment policy is to limit investment in more volatile assets and to keep key reserves in cash deposits. The Trustees continue to monitor this approach to investment, to ensure the best use of the significant funds from the sale of the freehold property. This is the role of the Investment Committee which is chaired by a Trustee, with the Chair and the Treasurer as members, and with the Chief Executive and the Finance Director in attendance.

The Investment Committee advises the Board on investment policy to ensure risk, return and liquidity are balanced in the best interests of the charity and, where necessary, will seek independent external advice. In addition, it recommends to the Board the proportion of its investments to be held in longer term funds against maintaining prudent cash, or

cash equivalent, balances, or retaining for use directly on charitable activities, infrastructure and operations.

For any future investment in equities and other financial products, the charity will continue with an ethical investment policy, including avoiding companies with more than 50 per cent of their turnover in gambling, tobacco or armaments. The Investment Committee will also advise the Board on maintaining a reasoned ethical approach, and will seek to take external advice to set this against the need for proper returns on new funds.

Risk and Internal Control

The Trustees continue to review the risks facing the NCB group, controls in place and mitigating actions being taken. The Trustees note the specific areas set out in the Risks & Mitigating Actions table below that give rise to the potential major risks for the next financial year.

In 2018, the Board of Trustees agreed it was prudent and timely to review NCB's risk management approach in identifying key organisation-wide strategic risks and assessing corresponding appetite, mitigating factors and monitoring. External consultancy was received to support the Board of Trustees and Strategic Leadership in taking a fresh approach.

A new General Statement of Risk Appetite has been produced, as have a set of generally acceptable levels of risks measured against core business areas as well as a newly designed Risk Register for monitoring purposes with these to be fully integrated into NCB's existing processes and practices during the financial year ahead. The Trustees remain of the view that appropriate control procedures are in place to manage risks and that the systems of financial control comply in all material aspects with the guidelines issued by the Charity Commission.

Risks & Mitigating Actions

Risk	Mitigating action
Failure to develop strategic approach to income generation across the organisation, combined with continued over reliance on statutory funding, leads to lost opportunities and organisational decline.	<ul style="list-style-type: none"> • Collaborative working throughout SLT and within individual teams to support income generation. • Fundraising Advisory Committee, with Trustee membership, established to provide support and challenge function. • Fundraising Team restructured. • Strengthened programme of bid support and bid management from Fundraising & Communications team. • Income generation/diversification strategy • Key metrics for development and fundraising pipelines
Failure to cover core costs resulting in an in-year loss and reduction of unrestricted reserves (and longer term financial unsustainability).	<ul style="list-style-type: none"> • Full cost recovery analysis performed and project costing template for bids/tenders updated accordingly. • Bids that deviate from the template (ie. bids for work that may not achieve full cost recovery) must be approved by a Director (or full SLT if large) prior to submission. • Detailed quarterly forecasting process.
NCB becomes noncompliant with legislation and regulation due to insufficient resources, including specific risks around Data Protection and Safeguarding resulting in reputational damage.	<ul style="list-style-type: none"> • Data Protection lead Trustee and Data Protection Officer • Cross organisational Data Protection Working Group to support role out of new policies and practices across teams • Annual review of key policies to ensure relevance and compliance • Periodic compliance reports to Finance, Risk and Audit Committee • Internal Safeguarding measures included in development of NCB's People Plan.

Public benefit

The trustees continue to have regard to the public benefit provided by NCB in relation to its charitable purposes and have given due consideration to the guidance issued by the Charity Commission on this subject.

children and young people's experiences and life chances by reducing the impact of inequalities. The trustees believe NCB can clearly demonstrate that it provides a public benefit.

We review aims, objectives and activities annually and, as part of that process, we consider the outputs of our activities, assess the benefit of those outputs on the lives of disadvantaged children and young people and develop future objectives to ensure that our work continues to deliver our charitable aims, which is reflected in our mission to improve

Statement of responsibilities

Incorporating the Directors' Strategic Report and Administrative Report for Companies Act Purposes

The Trustees are responsible for preparing the Strategic Report, the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its net incoming resources for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue to operate.

The trustees are responsible for keeping proper accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as each of the trustees of the company at the date of approval of this report is aware there is no relevant audit information (information

needed by the company's auditor in connection with preparing the audit report) of which the company's auditor is unaware. Each trustee has taken all of the steps that he/ she should have taken as a trustee in order to make himself/ herself aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Compliance with statutory requirements

The financial statements have been prepared in compliance with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice 'Accounting and Reporting by Charities' (SORP 2015) issued under the auspices of the Charity Commission.

Funders, stakeholders and sponsors

We would like to express our grateful thanks to government departments, charitable bodies, companies and individuals for their considerable support in financing NCB's activities.

Auditors

Crowe U.K. LLP has indicated its willingness to be reappointed statutory auditor.

This Annual Report of the Trustees, under the Charities Act 2011 and the Companies Act 2006, was approved by the Board of Trustees on 25 September 2019, including approving in their capacity as company directors the Strategic Report contained therein, and is signed as authorised on its behalf by:

Alison O'Sullivan

Alison O'Sullivan
Chair

National Children's Bureau
Company Number: 952717

Independent Auditor's Report

Independent Auditor's Report to the Members and Trustees of National Children's Bureau

Opinion

We have audited the financial statements of National Children's Bureau for the year ended 31 March 2018 which comprise Group Statement of Financial Activities, the Group and Company Balance Sheets, the consolidated Cash Flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2019 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the

financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent company has not kept adequate accounting records; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 34, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's or the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities.

This description forms part of our auditor's report.



Tina Allison
Statutory Auditor
London
Date: 9th October 2019

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Consolidated statement of financial activities

(Incorporating an income and expenditure account)
Year ended 31 March 2019

		Restricted funds	Unrestricted pension reserve	Unrestricted other funds	2019	2018
	Notes	£'000	£'000	£'000	£'000	£'000
Income from:	1&2					
Donations and legacies		-	-	75	75	58
Charitable activities		7,286	-	11,973	19,259	19,733
Other trading activities		-	-	4	4	7
Income from investments	3	-	-	54	54	22
Total		7,286	-	12,106	19,392	19,820
Expenditure on:	1, 4, 7					
Raising funds						
Fundraising		-	-	1	1	1
Other trading activities		-	-	-	-	1
Charitable activities		7,609	-	12,085	19,694	20,660
Exceptional costs	6	-	-	16	16	155
Operating pension scheme movements in year	18	-	187	-	187	245
Total		7,609	187	12,102	19,898	21,062
Net expenditure		(323)	(187)	4	(506)	(1,242)
Other recognised (losses) / gains:						
Actuarial gains / (losses) on defined benefit pension scheme	18	-	(2,128)	-	(2,128)	838
Gain on disposal of freehold	7	-	-	-	-	17
Net movement in funds		(323)	(2,315)	4	(2,634)	(387)
Reconciliation of funds						
Total funds brought forward		843	(6,570)	7,371	1,644	2,031
Total funds carried forward		520	(8,885)	7,375	(990)	1,644

Notes 1 to 21 form part of these financial statements. All activities derive from continuing operations. Full comparative figures are shown in note 19.

Balance sheets

As at 31 March 2019

		Group		Charity	
	Notes	2019	2018	2019	2018
		£'000	£'000	£'000	£'000
Fixed assets:					
Tangible assets	1 & 7	3,492	1,010	3,492	1,010
Shares in subsidiary undertaking	11	-	-	-	-
Total fixed assets		3,492	1,010	3,492	1,010
Current assets:					
Debtors	12	1,612	1,510	1,617	1,515
Notice deposits	10	8,514	9,060	8,514	9,060
Cash at bank		955	2,911	945	2,900
Total current assets		11,081	13,481	11,076	13,475
Liabilities:					
Creditors: Amounts falling due within one year	13	(6,678)	(6,277)	(6,678)	(6,276)
Net current assets		4,403	7,204	4,398	7,199
Total assets less current liabilities		7,895	8,214	7,890	8,209
Defined benefit pension scheme liability		(8,885)	(6,570)	(8,885)	(6,570)
Total net assets	17	(990)	1,644	(995)	1,639
The funds of the charity:					
Restricted funds	1 & 15	520	843	520	843
Unrestricted funds:					
- Other funds	1 & 16	5,002	2,466	4,997	2,461
- Designated new building fund	1 & 16	2,373	4,905	2,373	4,905
Unrestricted pension reserve	18	(8,885)	(6,570)	(8,885)	(6,570)
Total charity funds		(990)	1,644	(995)	1,639

Notes 1 to 19 form part of these financial statements. The net result for the year ending 31 March 2019 was a deficit of £2.933m (2018 deficit of £0.387m).

The financial statements were approved and authorised for issue by the trustees on 25 September 2019 and were signed on their behalf by:

Alison O'Sullivan

Alison O'Sullivan, Chair
National Children's Bureau, Company number: 952717

Consolidated cash flow statement

For the period ended 31 March 2019

Cash flows from operating activities	2019	2018
	£'000	£'000
Net cash (used in) / provided by operating activities	(22)	58
Cash flows from investing activities		
Interest and dividends from investments	54	22
Proceeds of sale of investment	-	10
Proceeds of sale of freehold	-	7,500
Purchase of leasehold property and equipment	(2,534)	(1,030)
Net cash provided by investing activities	(2,480)	6,502
Change in cash and cash equivalents in the reporting period	(2,502)	6,560
Cash and cash equivalents at the beginning of the reporting period	11,971	5,411
Cash and cash equivalents at the end of the reporting period	9,469	11,971
Analysis of cash and cash equivalents	2019	2018
	£'000	£'000
Cash in hand	955	2,911
Notice deposits	8,514	9,060
Total cash and cash equivalents	9,469	11,971
Reconciliation of cash flows from operating activities	2019	2018
	£'000	£'000
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(506)	(1,242)
Adjustments for:		
- Depreciation charges	52	37
- Increase in creditors	401	664
- Decrease in debtors	(102)	359
- Gain on sale of freehold	-	17
- Interest and dividends receivable	(54)	(22)
- Pension reserve net gain, excluding actuarial gains	187	245
Net cash provided by operating activities	(22)	58

Notes to the financial statements

For the year ended 31 March 2019

1. ACCOUNTING POLICIES

Basis of preparation

The financial statements have been prepared under the historical cost convention, unless otherwise stated in the relevant accounting policy note.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – Charities SORP (FRS 102) and the Companies Act 2006.

NCB is a registered charity and company limited by guarantee, incorporated in the UK and registered at WeWork, 115 Mare Street, London E8 4RU. The charity meets the definition of a public benefit entity under FRS 102.

Going Concern

After making enquiries, the Trustees have a reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees' Responsibilities.

Group accounts

Group financial statements have been prepared on a line by line consolidation basis in respect of NCB and its wholly owned subsidiary National Children's Bureau Enterprises Limited (Note 11). No separate statement of Financial Activities has been presented for the charity alone as permitted by Section 408 of Companies Act 2006.

The charity has taken advantage of the exemptions in FRS 102 from the requirements to present a charity-only Cash Flow Statement and certain disclosures regarding the charity's financial instruments.

Consortium charity

NCB is one of four charities in the field of childcare which receive grants from the consortium undertaking, Childlife. The grants are recognised in the Statement of Financial Activities with Donations and appeals. The accounts of Childlife are considered not material for the purpose of consolidation.

Income

Income includes donations on a received basis. Grant and contract income is recognised when the charity has entitlement, any performance conditions are met, it is probable that income will be received and the amount can be reliably measured. All other income is recognised on a receivable basis in respect of the year.

Income in advance

Income is treated as received in advance only when the charity has to fulfil conditions before becoming entitled to it.

Expenditure

All expenses are accounted for on an accruals basis. Expenditure is classified under NCB's principal categories of activity rather than types of expenses in order to provide more useful information to users of the financial statements.

Expenditure comprises direct expenditure, including staff costs, attributable to the activity. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with budgeted use of the resources. Support services are allocated by income or by full-time equivalent staff.

Fundraising costs are those incurred in seeking legacies and donations.

Support services includes chief executive office, governance, facilities, finance, human resources and equipment depreciation.

Governance includes trustees, audit and general legal expenses.

Value added tax

NCB is a partially-exempt body for VAT purposes. Expenditure subject to VAT, which is not fully recoverable by NCB, is shown inclusive of irrecoverable VAT in the financial statements.

Pension costs

NCB is an admitted body of the South Yorkshire Pension Fund (SYPF), which is a defined benefit scheme. Employer's contribution to the pension scheme, which are made in accordance with consulting actuaries' periodic calculations to spread the cost of pensions over the employees' working lives, are charged in the year in which they become payable.

A cost of pension is calculated by the actuaries to comply with the accounting standard FRS 102 allocated to activities in proportion to employer contributions.

Employers' contributions are also made to a defined contribution scheme, managed by Standard Life, and employees' personal pensions. These are charged in the year in which they become payable.

Tangible fixed assets

Tangible fixed assets are stated at their original cost (including any incidental expenses of acquisition such as surveyors fees).

Furniture and IT equipment, shown at cost, is depreciated on a straight line basis at 20% to 33% per

annum. Software is depreciated on a straight line basis over 7 years. All fixed assets costing under £500 are written off in the year of purchase.

Lease Commitments

Rental costs under operating leases are charged

to the SOFA in equal amounts over the period of the leases.

Investments

Investments are stated at market valuation at the balance sheet date. The surplus or deficit of this revaluation is shown in the Statement of Financial Activities as unrealised gains or losses.

On disposal of investments the differences between their opening valuation for the year (or cost if acquired during the year) and the proceeds are shown as realised investment gains or losses in the Statement of Financial Activities.

Cash at bank and in hand

Cash at bank and in hand includes cash and short term liquid investments with a short maturity of one month or less from the date of acquisition or opening of deposit or similar account.

Financial Instruments

The company only has financial assets and liabilities of a kind that qualifies as basic financial instruments. Basic financial instruments are initially recognised at transaction value, and subsequently measured at the settlement value.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and provisions

Creditors and provisions are recognised where the group has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Fund accounting

Restricted funds are funds subject to specific conditions imposed by donors. The purpose and

use of restricted funds are set out in note 15.

Designated funds comprise funds which have been designated at the discretion of the Board of Management for specific purposes. The purpose and use of designated funds are set out in note 16.

The Fixed Asset fund, in note 16, represent the investment in tangible assets.

General funds are available for use in furtherance of the general objectives of NCB.

Key judgements and assumptions

In the application of the charity's accounting policies, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects the current and future periods.

Details of the main accounting estimates can be found in the notes to the accounts. The valuation of the defined benefit pension scheme is in note 18.

2. INCOME

	Government grant income £'000	Other grant income £'000	Other income £'000	2019 £'000	2018 £'000
Donations and legacies	-	-	75	75	58
Charitable activities	1,262	6,024	11,973	19,259	19,733
Other trading activities	-	-	4	4	7
Income from investments	-	-	54	54	22
	<u>1,262</u>	<u>6,024</u>	<u>12,106</u>	<u>19,392</u>	<u>19,820</u>
Totals for 2018	<u>997</u>	<u>3,675</u>	<u>15,148</u>	<u>19,820</u>	

Government grants are for project delivery work secured by a bidding process.

3. INVESTMENT INCOME

	2019 £'000	2018 £'000
Notice deposits:		
Bank and other interest receivable	54	22
	<u>54</u>	<u>22</u>

4. EXPENDITURE

	Staff £'000	Other expenses £'000	Support services £'000	2019 £'000	2018 £'000
Raising funds					
Fundraising	-	1	-	1	1
Other trading activities	-	-	-	-	1
Charitable activities					
Support Services	4,196	14,247	1,251	19,694	20,660
Restructure	407	844	(1,251)	-	-
	-	16	-	16	155
Expenditure before pension scheme movements	<u>4,603</u>	<u>15,108</u>	<u>-</u>	<u>19,711</u>	<u>20,817</u>
Totals for 2018	<u>4,494</u>	<u>16,323</u>	<u>-</u>	<u>20,817</u>	

Support Services

	2019 £'000	2018 £'000
Facilities	727	707
Human resources	101	190
Finance	245	218
Governance (see below)	34	34
Management	144	109
	<u>1,251</u>	<u>1,258</u>

Governance costs

	2019 £'000	2018 £'000
Trustees' expenses	6	5
Auditors' remuneration (excluding non-governance services listed below)	20	18
Other expenses	8	11
	<u>34</u>	<u>34</u>

Expenditure includes

	2019 £'000	2018 £'000
Depreciation	52	35
Auditors' remuneration - Statutory audit current year provision	20	19
- Statutory audit overprovision prior year	-	(1)
- Project audits prior and current years	5	(1)
- Other work	4	-
	<u>4</u>	<u>-</u>

5. STAFF AND TRUSTEES

	2019 £'000	2018 £'000
Staff costs		
Salaries and wages	3,738	3,626
Social Security costs	387	376
Staff pension cost	478	492
	<u>4,603</u>	<u>4,494</u>

Average head count staff numbers

	2019 number	2018 number
Full-time staff	84	77
Part-time staff	19	25
	<u>103</u>	<u>102</u>

Staff earning over £60,000

between £60,000 and £70,000	3	1
between £70,000 and £80,000	2	4
between £100,000 and £110,000	1	1
	<u>1</u>	<u>1</u>

The key management personnel of the parent company, the Charity, comprise the Trustees, Chief Executive, Director of Finance & Corporate Services, Director of NCB Northern Ireland and two further Practice & Programmes Directors. The total employee remuneration and benefits received by the five key management personnel were £431k (2018 £524k, six personnel).

In compliance with recent recommendations for disclosure from the National Council for Voluntary Organisations (NCVO), NCB have chosen to disclose the full-time equivalent, gross salaries of the senior leadership team at 31 March 2019, which were:

Role	Salary
Chief Executive	£101,670
Director of Finance and Corporate Services	£76,659
Co-Director of Practice & Programmes	£73,897
Co-Director of Practice & Programmes	£73,897
Director of External Affairs	Post deleted
Director of NCB Northern Ireland	£62,627

No remuneration is payable to trustees. Travel and accommodation expenses totalling £5,785 (2018: £4,810) were reimbursed to ten trustees (2018: seven)

Trustee Indemnity Insurance £737 (2018: £527) was purchased in the year.

£16k redundancy costs were incurred in the year (2018 £28k) but nothing was paid out in year (2018 £31k).

6. EXCEPTIONAL COSTS

	2019 £'000	2018 £'000
Costs in relation to finalising the reshaping of the organisation and selling and moving out of the Wakley St property include:		
Payments in respect of redundancy	16	22
Salary costs for notice periods of staff made redundant in year	-	15
Costs relating to the sale of Wakley St freehold	-	26
Other restructuring costs	-	92
	<u>16</u>	<u>155</u>

7. TANGIBLE FIXED ASSETS

Valuation

Group and Charity

	Asset under construction	Furniture and equipment	Total
Valuation as at 1 April 2018	795	304	1,099
Additions	2,532	2	2,534
Disposals	-	-	-
Valuation as at 31 Mar 2019	<u>3,327</u>	<u>306</u>	<u>3,633</u>
Depreciation as at 1 April 2018	-	89	89
Charge	-	52	52
Disposals	-	-	-
Depreciation as at 31 Mar 2019	<u>-</u>	<u>141</u>	<u>141</u>
Net book value as at 31 Mar 2019	3,327	165	3,492
Net book value as at 31 March 2018	795	215	1,010

In March 2018 NCB exchanged contracts to purchase a 250 year lease on a property as a new London office and the purchase was completed in March 2019. Office fit-out works are ongoing. Amounts already paid are capitalised above as an asset under construction. Further amounts committed to are detailed in note 8 and Trustees have set aside funds for the remaining costs (including those committed), as set out in note 16.

8. CAPITAL COMMITMENTS

Amounts contracted for but not provided in the financial statements, all relating to the future property purchase, amounted to £1.1m (2018 £2.3m).

Further details of planned expenditure are also set out in note 16.

9. OPERATING LEASE COMMITMENTS

The Group has annual commitments under non-cancellable operating leases expiring as follows:

	2019 £'000	2018 £'000
Under one year		
Land and buildings	103	334
Equipment	-	-
	<u>103</u>	<u>334</u>

Lease payments recognised in the year amounted to £287k (2018: £88k).

10. INVESTMENTS AND NOTICE DEPOSITS

	2019 £'000	2018 £'000
Group and Charity		
Quoted investments		
Market value as at 1 April 2018	-	10
Disposal	-	(10)
Market value as at 31 Mar 2019	<u>-</u>	<u>-</u>
Quoted investments - Historic value as at 31 Mar 2019	<u>-</u>	<u>-</u>

	2019 £'000	2018 £'000
Group and Charity		
Notice deposits		
Barclays	507	6,754
CCLA	8,007	2,306
	<u>8,514</u>	<u>9,060</u>

11. SHARES IN SUBSIDIARY UNDERTAKING

This represents NCB's holding of 100 ordinary shares of £1 each, which is a 100% interest, in the share capital of National Children's Bureau Enterprises Limited, a company registered in England and Wales (no. 2633796). The company gift aids its taxable profits to NCB. A summary of its trading results is shown below. Audited financial statements are filed with the Registrar of Companies. The result of subsidiary undertaking have been consolidated on a line by line basis. The subsidiary undertakes conferences and lettings programmes and various fundraising activities for NCB, and provides support services for other charities.

On departure from the previous property, letting activities and shared services have wound down. Activity may start up again once the new office is completed, and from emerging fundraising approaches.

	2019 £'000	2018 £'000
Turnover	-	3
Cost of sales	-	(1)
Gross profit	<u>-</u>	<u>2</u>
Administrative expenses	-	-
Net profit before gift aid	<u>-</u>	<u>2</u>
Amount gift-aided to NCB	-	(2)
Net profit retained	<u>-</u>	<u>-</u>

The aggregate of the assets, liabilities and funds was:

	2019 £'000	2018 £'000
Assets	9	11
Liabilities	(4)	(6)
Net assets	<u>5</u>	<u>5</u>
Share capital (100 shares £1)	-	-
Accumulated Profit and Loss	5	5
Total funds	<u>5</u>	<u>5</u>

12. DEBTORS

	Group		Charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Trade debtors	542	826	542	826
Amount due from subsidiary undertaking	-	-	4	6
Other debtors and prepayments	392	299	393	298
Accrued income (grants due for projects)	678	385	678	385
	<u>1,612</u>	<u>1,510</u>	<u>1,617</u>	<u>1,515</u>

13. CREDITORS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Trade Creditors	2,246	2,412	2,246	2,412
Social Security and other taxes	587	561	587	561
Pension contributions	39	52	39	52
Other creditors and accrued charges	3,223	2,328	3,223	2,327
Income received in advance	583	924	583	924
	<u>6,678</u>	<u>6,277</u>	<u>6,678</u>	<u>6,276</u>

	B/fwd 1 Apr 2018 £'000	Received 2019 £'000	Income 2019 £'000	C/fwd 31 Mar 2019 £'000
Income received in advance in respect of 2019/20				
Services and other income	924	11,765	12,106	583
	<u>924</u>	<u>11,765</u>	<u>12,106</u>	<u>583</u>

14. RELATED PARTY TRANSACTIONS

NCB Enterprises Ltd (a wholly owned subsidiary of NCB, also registered at Wework, 115 Mare Street, London, England, E8 4RU) made a donation of £25 to NCB in the year ending 31st March 2019 (2018: £2,191).

The amount owed to the parent company at 31st March 2019 was £4,167 (2018: £5,886).

Further details are shown in note 11.

Anna Feuchtwang was a director of Childlife until 4 June 2018 and Annamarie Hassall was a director from 4 June 2018; a consortium which donated £50,000 to NCB during 2018-19.

15. RESTRICTED FUNDS

Group and Charity	B/fwd 1 April 2018 £'000	Income £'000	Expenses £'000	C/fwd 31 Mar 2019 £'000
Project and Unit funds				
Grants from Government Departments	74	1,262	(1,163)	173
Grants from Big Lottery	137	5,478	(5,587)	28
Grants from Sainsbury Family Charitable Trusts	98	46	(87)	57
Other grants and income	511	500	(772)	239
Supplementary Notes Page 36	820	7,286	(7,609)	497
Other funds	23	-	-	23
	<u>843</u>	<u>7,286</u>	<u>(7,609)</u>	<u>520</u>

Comparative figures for prior year

Group and Charity	B/fwd 1 April 2017 £'000	Income £'000	Expenses £'000	C/fwd 31 Mar 2018 £'000
Project and Unit funds				
Grants from Government Departments	178	997	(1,101)	74
Grants from Big Lottery	-	3,197	(3,060)	137
Grants from Sainsbury Family Charitable Trusts	89	68	(59)	98
Other grants and income	829	410	(728)	511
Supplementary Notes Page 36	1,096	4,672	(4,948)	820
Fixed asset fund - restricted element	189	-	(189)	-
Equipment grants	5	-	(5)	-
Other funds	23	-	-	23
	<u>1,313</u>	<u>4,672</u>	<u>(5,142)</u>	<u>843</u>

16. UNRESTRICTED OTHER FUNDS

	B/fwd 1 April 2018 £'000	Income £'000	Expenses £'000	Allocations and Transfers £'000	C/fwd 31 Mar 2019 £'000
Designated funds					
Fixed asset fund	1,010	-	(52)	2,534	3,492
New building fund	4,905	-	-	(2,532)	2,373
Pension fund	37	4	(198)	259	102
	<u>5,952</u>	<u>4</u>	<u>(250)</u>	<u>261</u>	<u>5,967</u>
General Funds	1,419	12,102	(11,852)	(261)	1,408
Group - unrestricted funds before pension reserve	<u>7,371</u>	<u>12,106</u>	<u>(12,102)</u>	<u>-</u>	<u>7,375</u>
	<u>7,371</u>	<u>12,106</u>	<u>(12,102)</u>	<u>-</u>	<u>7,375</u>
Group - unrestricted funds before pension reserve					
Charity - unrestricted funds	7,366				7,370
Subsidiary undertaking	5				5

Comparative figures for the prior year

	B/fwd 1 April 2017 £'000	Income £'000	Expenses £'000	Gains on sale of fixed assets £'000	Allocations and Transfers £'000	C/fwd 31 March 2018 £'000
Designated funds						
Fixed asset fund - designated element	404	0	(44)	(380)	1,030	1,010
New building fund	-	-	-	-	4,905	4,905
Pension fund	43	4	(192)	0	182	37
	<u>447</u>	<u>4</u>	<u>(236)</u>	<u>(380)</u>	<u>6,117</u>	<u>5,952</u>
General Funds	517	15,144	(15,625)	7,500	(6,117)	1,419
Group - unrestricted funds before pension reserve	<u>964</u>	<u>15,148</u>	<u>(15,861)</u>	<u>7,120</u>	<u>0</u>	<u>7,371</u>
Revaluation Fund	6,917			(6,917)		0
	<u>7,881</u>	<u>15,148</u>	<u>(15,861)</u>	<u>203</u>	<u>0</u>	<u>7,371</u>
Group - unrestricted funds before pension reserve						
Charity - unrestricted funds	959					7,366
Subsidiary undertaking	5					5

The **Fixed asset fund** represents the net book value of the unrestricted element of tangible fixed assets.

The **Pension fund** is used to support funding the agreed annual deficit recovery contributions to the defined benefit pension scheme, as well as other small ad hoc pension costs.

The **New building fund** is set aside to fund the remaining costs for the purchase (and all associated fees), fit-out and move to the new London

General funds represent the net of accumulated surplus and deficits of income and expenditure after transfers to designated funds.

17. ANALYSIS OF GROUP NET ASSETS / (LIABILITIES) BETWEEN FUNDS

	Tangible Fixed Assets £'000	Net Current Assets £'000	Pension Scheme Liability £'000	Total £'000
Restricted Funds	-	520	-	520
Unrestricted - other funds	3,492	3,883	-	7,375
Net Assets before Pension Reserve	<u>3,492</u>	<u>4,403</u>	-	<u>7,895</u>
Pension Reserve	-	-	(8,885)	(8,885)
Group Net Assets	<u><u>3,492</u></u>	<u><u>4,403</u></u>	<u><u>(8,885)</u></u>	<u><u>(990)</u></u>

Comparative figures for the prior year

	Tangible Fixed Assets £'000	Net Current Assets £'000	Pension Scheme Liability £'000	Total £'000
Restricted Funds	-	843	-	843
Unrestricted - other funds	1,010	6,361	-	7,371
Net Assets before Pension Reserve	<u>1,010</u>	<u>7,204</u>	-	<u>8,214</u>
Pension Reserve	-	-	(6,570)	(6,570)
Group Net Assets	<u><u>1,010</u></u>	<u><u>7,204</u></u>	<u><u>(6,570)</u></u>	<u><u>1,644</u></u>

18. PENSION ARRANGEMENTS

The disclosures set out below relate to pension arrangements to which contributions are made by the charity - a defined benefit scheme, a defined contribution scheme and individual personal pension arrangements.

Defined benefit scheme

The charity is an admitted body to the South Yorkshire Pension Fund (SYPF), which is a defined benefit scheme, managed by the South Yorkshire Pension Authority (SYPA). The assets of the scheme are held separately from those of the charity by South Yorkshire Pensions Authority. Contributions to the scheme are charged to the Statement of Financial Activities so as to spread the cost of pensions over the employees' working lives with the charity. The cost of NCB's contribution to SYPF for the year ended 31 March 2019 was £337,004 (2018 £355,907), which included £176,000 deficit recovery repayment (2018 £172,200).

There are two different valuations which are relevant to the scheme.

Triennial valuation

A full triennial actuarial valuation is carried out every three years. This is used to determine the funding position of the scheme and calculate the cash contributions to the scheme to close the deficit position if one exists.

Following the March 2016 valuation, the contribution rate was increased to variable rates between 18% and 22% of pensionable salaries from 1 April 2017. The deficit recovery payment as noted above was also agreed.

The actuarial method in use at the most recent triennial valuation was the Projected Unit method.

Accounting valuation

The charity is required to comply with the full requirements of FRS102 in valuing the scheme for the annual accounts. A further valuation of the scheme for accounting purposes as at 31 March 2019 was therefore undertaken by a qualified independent actuary. This valuation is undertaken using a series of assumptions and judgments which are agreed by Trustees. The valuation of the scheme is very sensitive to these assumptions and thus there is a significant risk that this valuation will change materially during the coming year, as it has in past years.

The deficit increased from £6.6m to £9.2m during the year. The key assumptions and results of the valuation are shown below.

Set out below are disclosures required for the purposes of FRS 102. The fair value of assets in the scheme and the expected return were:

	2019 £'000	2018 £'000
Assets		
Equities	18,432	19,478
Government bonds	5,696	4,843
Other bonds	2,685	2,578
Property	3,519	3,171
Cash	1,197	1,672
Other	4,753	3,101
Total market value of assets	<u>36,282</u>	<u>34,843</u>
Present value of scheme liabilities	<u>(45,466)</u>	<u>(41,413)</u>
(Deficit) in the scheme	<u><u>(9,184)</u></u>	<u><u>(6,570)</u></u>

	2019 Assumptions	2018 Assumptions	2017 Assumptions	2016 Assumptions	2015 Assumptions
The major assumptions used by the actuary were:					
Increase in salaries	2.8%	2.8%	2.8%	3.0%	3.0%
Rate of increase in pensions	2.3%	2.2%	2.3%	2.0%	2.0%
Discount rate	2.4%	2.7%	2.8%	3.6%	3.3%
Inflation assumption	2.2%	2.1%	2.3%	2.0%	2.0%
	2019 £'000	2018 £'000	2017 £'000	2016 £'000	2015 £'000

Analysis of the amount charged to operating result					
Current service cost	347	408	343	421	330
Administration expenses	5	5	7	8.00	-
Curtailement loss	-	-	298	-	-
Total operating charge	352	413	648	429	330
Analysis of other finance (expense) income					
Expected return on pension scheme assets	933	943	1,010	930	1,517
Interest on pension scheme liabilities	(1,106)	(1,138)	(1,169)	(1,117)	(1,257)
Net (expense) income	(173)	(195)	(159)	(187)	260
Analysis of remeasurements - liabilities and assets					
Remeasurements - assets	1,100	461	5,021	(673)	1,966
Remeasurements - liabilities	-	377	144	2,006	(5,278)
Change in assumptions	(3,228)	-	(7,381)	-	-
Net (loss) / gain	(2,128)	838	(2,216)	1,333	(3,312)
Movement in (deficit) during the year:					
Deficit in scheme at beginning of year	(6,570)	(7,163)	(4,719)	(5,835)	(2,867)
Movements in year					
Operating charge	(352)	(413)	(648)	(429)	(330)
Contributions	338	363	579	399	414
Other finance (expense) income	(173)	(195)	(159)	(187)	260
Remeasurements - liabilities and assets	(2,128)	838	(2,216)	1,333	(3,312)
Deficit in scheme at end of year	(8,885)	(6,570)	(7,163)	(4,719)	(5,835)

Defined contribution scheme

The charity participates in a defined contribution scheme independently managed by Standard Life. Contributions to the scheme are charged to the statement of financial activities as they become payable. NCB makes twice the employees' percentage contribution, up to a maximum of 8% of pensionable salaries. The cost of NCB's contributions for the year ended 31 March 2019 was £135,120 (2018: £125,853).

Personal pension plans

Payments are also made to employees' personal pensions which are charged in the year in which they become payable. NCB matches employees' contributions up to a maximum of 8% of pensionable salaries. The cost of NCB's contributions for the year ended 31 March 2019 was £5,912 (2018: £5,853).

19. CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES WITH COMPARATIVES

		Restricted Funds	Unrestricted Pension Reserve	Unrestricted Other Funds	2019	Restricted Funds	Unrestricted Pension Reserve	Unrestricted Other Funds	2018
	Notes 1 & 2	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income from:									
Donations and legacies		-	-	75	75	-	-	58	58
Charitable activities		7,286	-	11,973	19,259	4,672	-	15,061	19,733
Other trading activities		-	-	4	4	-	-	7	7
Income from investments	3	-	-	54	54	-	-	22	22
Total		7,286	-	12,106	19,392	4,672	-	15,148	19,820
Expenditure on:									
Raising funds	1, 4 & 7								
Fundraising		-	-	1	1	-	-	1	1
Other trading activities		-	-	-	-	-	-	1	1
Charitable activities		7,609	-	12,085	19,694	4,956	-	15,704	20,660
Restructure	6	-	-	16	16	-	-	155	155
Operating pension scheme movements in year	18	-	187	-	187	-	245	-	245
Total		7,609	187	12,102	19,898	4,956	245	15,861	21,062
Net (expenditure)		(323)	(187)	4	(506)	(284)	(245)	(713)	(1,242)
Other recognised (losses) / gains:									
Actuarial gains / (losses) on defined benefit pension scheme	18	-	(2,128)	-	(2,128)	-	838	-	838
Gain on sale of fixed assets		-	-	-	-	(186)	-	203	17
Net movement in funds		(323)	(2,315)	4	(2,634)	(470)	593	(510)	(387)

20. FINANCIAL INSTRUMENTS

At the balance sheet date the group held financial assets at amortised cost of £1,370k (2018 £1,370k) and Financial liabilities at amortised cost of £4,740k (2018 £4,740k).

The group held assets at fair value through income and expenditure of £ nil (2017 £10k). Movements in the year through the statement of financial activities comprised loss of £95 (2017 gain £292) and income from the investment portfolio of £269 (2017 £269).

SUPPLEMENTARY NOTE (Unaudited)

for the year ended 31 March 2019

Project	Funder	Funding balances 31 March 2018 £	Income £	Expenditure £	Funding balances 31 March 2019 £
Lambeth Early Action Partnership	Big Lottery Fund	136,489	5,477,752	5,587,306	26,935
	Lambeth CCG	154,917	-	110,596	44,321
	LB Lambeth	252,568	-	135,312	117,256
MakingitREALfortheArts	Bridge Arts	245	5,000	5,245	-
Build Change Trust	Build Change Trust	-	2,409	2,409	-
All Together programme	Department for Education	10,772	122,955	133,727	-
All Together programme Variation 01	Department for Education	-	133,333	133,260	73
Anti-Homophobic, Biphobic and Transphobic (HBT) Bullying Programme	Department for Education	10,746	176,828	187,574	-
Anti-Homophobic, Biphobic and Transphobic (HBT) Bullying Programme 2019-2020	Department for Education	-	70,017	23,073	46,944
Early Years SEND Systems Support	Department for Education	-	549,244	482,525	66,719
Anti Bullying Forum (NI)	Department for Education (NI)	-	85,218	85,218	-
Reducing Restrictive Physical Intervention on Children in Healthcare settings	Department of Health	9,354	1,224	8,583	1,995
The REAL Programme (as part of the Home Learning Environment Round)	Education Endowment Foundation	-	50,000	27,707	22,293
European Youth tackling Obesity	EU commission	10,231	-	-	10,231
Making it REAL in Hastings	Foyle Foundation	-	30,000	30,000	-
Research Donations	Haskel Family Foundation	818	-	-	818
Early Years Pathway - Kilner JH Award	Kilner JH Award	-	1,500	155	1,345
Children missing education	Lankelly Chase Foundation	806	-	-	806
Positive Choices	London School of Hygiene and Tropical Medicine	10,070	27,446	35,350	2,166
MatrixCausesFund	Matrix Causes Fund	2,847	-	2,847	-
Health - SEND reforms CCG support	NHS England	6,834	54,140	60,974	-
Integrated Personal Commissioning Programme	NHS England	16,240	12,312	28,511	41
Participation of Children and Young People in Transforming Care	NHS England	10,105	-	9,963	142
Transforming Care 16-25 Year Review	NHS England	-	46,860	41	46,819
NHS England Joint Training	NHS England	-	9,760	9,760	-
Safe to Net 17-18	Safe to Net	-	15,293	15,293	-
Partnership for Mental Health and Wellbeing in Schools	The Partnership	-	7,500	860	6,640
Royal Foundation	The Royal Foundation	-	35,550	35,550	-
Together for Short Lives	Together for Short Lives	-	24,678	17,462	7,216
Childhood Bereavement Network	True Colours Trust	736	-	736	-
	Waldron Trust	25,000	-	-	25,000
- Core	True Colours Trust	730	-	730	-
- Research	True Colours Trust	2,839	-	1,780	1,059
	True Colours Trust	17,225	45,612	44,521	18,316
Integration mapping and good practice development	True Colours Trust	54,402	-	24,140	30,262
My rights, Your responsibility	True Colours Trust	7,730	-	1,049	6,681
Use and Understanding of Data on Disabled Children	True Colours Trust	13,856	-	13,771	85
Jersey Early Childhood Development	UBS Optimus	48,843	258,262	300,542	6,563
Diverse Friendships	University of Bristol	-	23,100	17,385	5,715
ETHOS project	University of Roehampton	14,854	20,471	35,325	-
Young Minds	Young Minds	291	-	-	291
TOTAL		819,548	7,286,464	7,609,280	496,732

United for a better childhood

The National Children's Bureau brings people and organisations together to drive change in society and deliver a better childhood for the UK. We interrogate policy, uncover evidence and develop better ways of supporting children and families.

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