

Reimagining a better childhood

Annual report & accounts 2019–20



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

1. Influencing legislation, policy and practice to make sure it's based on high quality evidence about what works for children.
2. Enabling children and young people to actively participate in decision making and influence change.
3. Bringing organisations together to put the best interests of children first.
4. Developing a workforce that is knowledgeable and skilled to make positive changes for children.
5. Building respect and trust as a pioneering and high-performing charity.

This annual report sets out the progress we've made during 2019–20.



Chair's introduction

I'd like to thank my fellow Board members for their support during my first full year as Chair. Page Nyame-Satterthwaite's recognition through her Non-Executive Director Award is a testament not only of Page's personal achievements but also to the arrangements NCB have in place for young people to be meaningfully engaged in our work at every level.

Together with NCB's Strategic Leadership Team we have guided the organisation through a significant period of change, moving to new offices and achieving a break-even budget in a challenging economic environment.

At the beginning of this year, no-one could have foreseen the pandemic that's demanded every inch of our resilience and resourcefulness to do our best for the UK's children in the most challenging of circumstances. NCB rapidly developed digital collaboration with everyone working from home.

We have seen some extraordinary shifts in social attitudes and behaviours: previously intractable problems such as homelessness have been addressed; there has been an acceptance that the benefit system is inadequate to support a reasonable standard of living and frontline workers have been valued as never before. When we eventually resume ordinary ways of living I hope these values will persist and create a kinder context in which we can secure the best futures for our children.

Across the NCB family we've focused on bringing organisations together to prioritise mental health and wellbeing, starting right at the beginning in our Lambeth Early Action Partnership by supporting secure attachment and strong relationships. Through the Anti-Bullying Alliance, Childhood Bereavement Network, Sex Education Forum, Schools Wellbeing Partnership and our other networks, we've led partnerships to address major issues which can jeopardise children's wellbeing.

Through the Council for Disabled Children, we've influenced at the highest levels to tackle exclusion and drive improvements in services, playing a lead role in the Government review into support for children with special educational needs and disabilities.



At the helm of the End Child Poverty coalition, we've drawn attention to how child poverty levels are rampant in areas which are already poorest, urging action to loosen poverty's grip on the lives of children and families.

And in the run up to the General Election we brought 147 children's organisations together to call for party leaders to set out how they will prioritise babies, children and young people in the next Parliament. Our Manifesto made a compelling case for a cross-Government Better Childhood Strategy backed up by proper investment and clear accountability.

The pandemic has amplified some long-standing challenges such as the lack of funding and the inadequate support for the most vulnerable children. As we look to the future NCB has an important role to play as a leading influencer and sector collaborator. We will keep striving to shape Government thinking and press for children's rights to be respected and inequalities to be addressed.

Whilst the organisation has been quick to adapt successfully to new ways of working, the world has changed and priorities will be different. We will engage with thinking about the future, influencing those priorities and at the same time focusing our talent and efforts in the areas most needed.

Our sustainability depends upon our ability to keep adapting, not only to aid the recovery of the services our children count on, but to re-imagine how those services function together to deliver a better childhood for the UK.

Alison O'Sullivan
Chair

Chief Executive's welcome

NCB was invented more than 50 years ago to bring people and organisations together and strengthen the ecosystem of support and services that exists to keep the UK's children safe, secure and supported.

Over the past 10 years we have been raising our concerns that the system itself has been weakened by a lack of investment and a lack of join-up between national and local and across statutory agencies and the voluntary sector.

Where it works, it's because individual leaders make it work despite the system and children thrive. When leaders are overwhelmed by demand and frustrated by the faults in the system, services fail and children are left behind. In the last year we've supported leaders to shore up fragile systems and shone a light on groups of children whose needs are not being met.

For the last couple of months we have had to play a vital role in keeping this ecosystem alive to protect children in the face of COVID-19. In the year ahead we will have no less a vital role to play in its recovery as we reimagine and rebuild support and services to deliver a better childhood in the wake of the pandemic.

Our work over the last year has supported valuable children living in vulnerable circumstances, where gross inequality persists. We have improved evidence building, practice, policy and legislation in children's best interests.

As our *Better Childhood* Manifesto set out, almost one in three of our children and young people now grow up in poverty which holds them back in many areas of their childhood. The services that support our most vulnerable children and families have faced devastating cuts of up to 40% over the past decade, with the poorest areas facing the biggest reductions. Among the poorest third of our children, obesity and mental health difficulties are reaching epidemic levels.

We brought 147 children's organisations together to call on the Government to put children at the heart of the 2019 General Election in order to address these issues. However, the COVID-19 pandemic has turned these faultlines in the ecosystem of support

into crevasses. With the death rate in the poorest areas more than double that of the least deprived, the impact of coronavirus has been concentrated where need is already greatest.

With increased pressure on families already struggling to cope and increased pressure on services already reeling from a decade of cuts, NCB has proactively and constructively worked with policymakers at the highest level to show where there are gaps, unmet needs and particular risks.

In the areas of children's social care, SEND and early years in particular, we have taken the lead in sharing this information with the services our children count on, and receiving intelligence about work on the ground to influence decision-making.

As a society, we are beginning to accept that there will be no going back to 'normal' in any area of life. While this is a painful truth, it is also an opportunity to reimagine how we can deliver a better childhood for the UK's children and rebuild the ecosystem of support with more ambition to tackle inequality.

Our *Better Childhood* Manifesto, developed with children and young people, set out a new, positive vision of childhood, starting in pregnancy and continuing to a young person's 25th birthday. This vision absolutely still holds.

I hope you will work with us to achieve it.

Anna Feuchtwang
Chief Executive



Working together to deliver better childhoods



The Anti-Bullying Alliance brings together organisations and individuals working together to achieve our vision to stop bullying and create safer environments in which children and young people can live, grow, play and learn.

2019–20 highlights include:

- Influencing changes to the Ofsted Inspection Framework and accompanying handbooks on responding to and reducing bullying (p. 21)
- Delivering Anti-Bullying Week, reaching 7.5 million children with 78% of schools taking part. (p. 24)
- Training thousands of professionals in effective anti-bullying practice, with nearly 2,000 schools taking part in our All Together programme (p. 24)

Read more about our work:
anti-bullyingalliance.org.uk



The Northern Ireland Anti-Bullying Forum (NIABF) brings together over 25 regional statutory and voluntary sector organisations committed to stopping the bullying of children and young people in our schools and in our communities.

2019–20 highlights include:

- Delivering our first young people's assembly in Stormont bringing over 90 young people from 30 different schools together to create a clear agenda for change (p. 14)

Read more about our work:
endbullying.org.uk



The Childhood Bereavement Network brings together all those supporting bereaved children, young people and their families across the UK.

2019–20 highlights include:

- Playing a leading role in campaigning for changes to bereavement benefits the rights of unmarried co-habiting parents with children to receive support, through our response to the Work and Pensions Select Committee and submitting evidence in a successful High Court case. (p. 11)
- Bringing 350 organisations together to support one another and share resources in responding together to the COVID-19 pandemic (p. 20)

Read more about our work:
childhoodbereavementnetwork.org.uk



Lambeth Early Action Partnership (LEAP) unites local services to improve social & emotional development, communication & language development and diet & nutrition for 0–3 year olds in four South London wards.

2019–20 highlights include:

- Bringing together people and organisations in Lambeth through our partnership approach. We brought together 200 Lambeth practitioners at our ACEs conference to explore how interventions can support resilience (p. 23)
- 28 parents completed Parent Champions training, and between them our champions contributed 1,120 hours of volunteering (p. 23)

Read more about our work:
leaplambeth.org.uk



The Sex Education Forum brings schools, people and organisations together to achieve quality relationships and sex education (RSE) for all children and young people.

2019–20 highlights include:

- Delivering 32 training courses for teachers and other educators, 16 workshops & keynotes and ran our own flagship conference. We reached over 1000 participants through these events.
- Securing commitment from Local Government Association enabling leaders in local authorities to share examples of proactive responses to LGBT equalities and RSE (p. 20)
- Surveying 1000 young people for our RSE Young People's Poll 2019, which gained national media coverage (p. 10)

Read more about our work:
sexeducationforum.org.uk

Schools Wellbeing Partnership

The Schools Wellbeing Partnership is a national network of nearly 50 member organisations that works to improve the wellbeing of all children in education

2019–20 highlights include:

- Continuing working together to support schools to implement a whole school approach to wellbeing.
- Completing work with Optimus Education to tailor the Wellbeing Award for special schools
- Bringing together the sector and cross-government departments, with CYP Mental Health Coalition, to inform and influence implementation of the Transforming Children and Young People's Mental Health Agenda.

Read more about our work:
ncb.org.uk/wellbeingpartnership



The Council for Disabled Children is the umbrella body for the disabled children's sector bringing together professionals, practitioners and policy-makers.

2019–20 highlights include:

- Bringing organisations and people together to deliver a better childhood for disabled children, for example through effective joint commissioning to ensure the SEND reforms.
- Playing a leading role in the Government review into support for children with SEND, and brought the sector together to secure a more inclusive Ofsted Education Inspection Framework
- Equipping and strengthening the strategic direction and leadership function in 148 statutory services across England through the IAS programme (p. 27)

Read more about our work:
councilfordisabledchildren.org.uk

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.



How we drive and deliver change to improve childhoods

This is a snapshot of our work over the past year. Identifying, influencing, implementing and improving; this cycle shapes every aspect of our work to drive and deliver change based on evidence about what works.

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 that improve children's lives.

During 2019–20:

- We produced **23** research reports on topics ranging from early years SEND to palliative care
- Our research included working in partnership with the British Academy to gather the views and experiences of children and young people on the impact of policy development on childhood.
- Our 'deep dive' into the exclusions support provided by Information Advice and Support (IAS) services across the country helped us understand how definitions of SEND can affect access to support (p. 10)
- Through the End Child Poverty coalition we published new data showing that child poverty is rising fastest in the most deprived areas, with over 50% of children trapped in poverty in some constituencies (p. 10)

INFLUENCE

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

During 2019–20:

- We've worked both deeply and extensively across Government to shape policy development and to reflect feedback from the children's sector.
- We produced **41** policy briefings on subjects such as the Prevention green paper and Early Years Foundation Stage reforms.
- We published **29** consultation responses, including 12 on issues relating to disability & inclusion, such as restraint and restrictive intervention.
- Our response to the consultation on the new Ofsted Inspection Framework led to a stronger focus on bullying (p. 21)
- We delivered **10** Learn – Explore – Debate events throughout England to bring the early years sector together with Government (p. 27)
- **90** young people from 30 different schools in Northern Ireland came together with politicians to discuss bullying and create a clear agenda for change (p. 14)
- **147** children's organisations joined our call to put children at the heart of the General Election (p. 12)
- Our work led to **15** changes to national policy, legislation and practice, creating a better childhood for the UK.

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 2019–20:

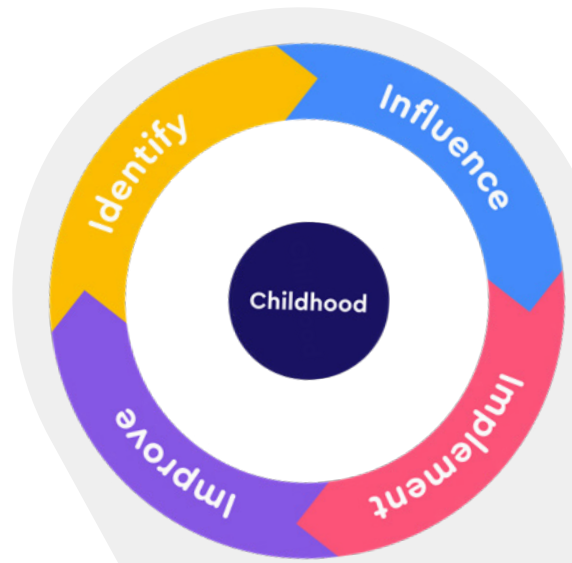
- We brought together **1,158** organisations in networks, partnership meetings and events to collaborate on delivering a better childhood, tackling bullying, bereavement, sex education, disability and other issues which can put children's welfare at risk
- **17,000** professionals were trained in effective anti-bullying practice through the Anti-Bullying Alliance's All Together Programme (p. 24)
- Our Early Years SEND Partnership programme provided core training for **1,650** managers to strengthen understanding of whole-setting approaches to SEND (p. 18)
- We have equipped and strengthened the strategic direction and leadership function in **148** statutory Information, Advice and Support Services (IASS) across England. (p. 27)
- More than **100** professionals attended our second Countdown to Statutory RSE conference

IMPROVE

By constantly listening to children, young people and our partners, we will never stop building a compelling case about how to create better childhoods.

NEXT YEAR WE WILL:

- Our plans for 2020–21 include building the evidence about the impact of COVID19 to make the case for a cross-government recovery plan that puts the best interests of babies, children and young people at its heart.



During 2019–20 we involved **1,297** children and young people in NCB-led participation, helping to shape policy development, interrogate research, strengthen campaigns and deliver high profile events.



1. Making evidence count

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

Challenging the status quo where rights and welfare are at risk

Improving mental health and wellbeing

From birth to early adulthood, our expertise in how good mental health develops across the course of a child's life informed the development of key pieces of legislation.

In Northern Ireland, our research with over 300 schools had crucial lessons for policymakers about the pressures facing children and young people growing up today. We found rising levels of anxiety and stress, with the pressure to do well in exams and from social media being important factors.

We provided detailed responses to the consultation on the new Ofsted Inspection Framework, including contributions from young people and wider stakeholders, ensuring it gave emphasis to wellbeing and mental health, inclusion, respectful relationships and personal development. As a result, the Inspection Framework was improved to give a greater focus on bullying.

Our work on the Early Years Foundation Stage reforms consultation raised important concerns voiced to us by the early years sector. We raised these concerns with the Department for Education as a member of the Early Years Foundation Stage coalition and collaborated on an article in Nursery World to bring these issues under greater scrutiny.



Championing an education system that protects children from exclusion

Children and young people can be excluded from education in many different ways. For those physically excluded from school, it can be difficult to understand if the process is consistent with the law. To give schools and parents clear information, we worked with the Association of School and College Leaders and IPSEA to publish a guide to the legal and unlawful use of exclusions and other practices such as off-rolling.

Children with Special Educational Needs and Disabilities (SEND) are at particular risk of exclusion. Our research team carried out a 'deep dive' into the exclusions support provided by Information Advice and Support (IAS) services across the country, helping us understand the assistance they provide and how definitions of SEND can affect access to help.

Relationships and sex education (RSE) is an important area where some groups of pupils are not always considered. Our Sex Education Forum survey of over 1,000 16 to 17-year-olds achieved national media coverage and showed that the quality of RSE teaching in schools is flat-lining and for many the 'talk' with parents is not filling in the gaps. The research found that LGBT+ teaching was a particular area of concern, with 18% of young people saying they learnt nothing about LGBT+ issues at school.

Tackling unacceptable levels of child poverty

Growing up in poverty restricts a child's chances of doing well at school, of living a healthy and happy life, and of finding well-paid work as adults.

In our role as Chair of the End Child Poverty coalition, we published new data showing that child poverty is becoming the norm in some parts of Britain, with more than 50% of children living trapped in poverty in some constituencies. The research, conducted with Loughborough University, showed child poverty is rising particularly rapidly in parts of major cities,



suggesting that inequality between areas is growing. We backed up the research with recommendations for loosening the grip of poverty on children's lives.

Calling for sustainable funding for the services children and young people rely on

Vulnerable children and their families rely on local services more than others. Yet our research shows that funding cuts have forced councils to scale back vital early help, resulting in more children reaching crisis point.

In 2019, we revealed how children's social care is viewed by local decision makers. Our survey of over 500 Conservative councillors in England found widespread concern that failure to fund children's services would damage the party's election standing. More than two-thirds of councillors said their council would become financially unsustainable if central Government funding cuts continued over the next five years. This was a central message in our Manifesto for a Better Childhood (see below).

Generating new evidence to fill gaps in knowledge

During 2019–20 we worked across several multi-agency programmes to share learning and knowledge between practitioners working in different areas.

NCB is supporting A Better Start, The National Lottery Community Fund's 10-year programme to give babies and very young children in five different areas the best possible start in life. We began delivery of an ambitious programme of shared learning and development, amplifying the impact of the programme and harnessing the best available evidence about what works in improving outcomes for children.

Similarly, we supported six HeadStart partnerships based in Blackpool, Cornwall, Hull, Kent, Newham and Wolverhampton as they develop sustainability plans to ensure ongoing emotional wellbeing and mental health

In 2019–20, our work led to

15

changes to national policy, legislation and practice

support for 10–16 year olds. NCB facilitated learning between the partnerships and helped programmes prepare a lasting legacy for young people once the five-year funding from The National Lottery Community Fund draws to a close in 2021.

Working with the Paul Hamlyn Foundation's Shared Ground Fund, NCB worked alongside several voluntary sector organisations to understand the impact of four different, innovative models of support for young people with insecure immigration status.

Making a powerful case for changing legislation, guidance, practice

The Childhood Bereavement Network played a leading role in campaigning for changes to bereavement benefits, surveying over 400 widowed parents to inform our response to the Work and Pensions Select Committee, and submitting evidence to a successful High Court case on the rights of unmarried co-habiting parents with children to receive support, which secured major TV and print coverage.

The Special Educational Consortium and Council for Disabled Children helped develop Government guidance on restraint and restrictive interventions for all mainstream schools and other settings, supporting them to identify and address children's needs early and make reasonable adjustments in a way that builds positive interactions and behaviour.

We supported the Department of Health and Social Care to engage the children's voluntary sector in the development of its Prevention Green Paper, drawing on the expertise of our Health Policy Influencing Group. We also continue to contribute to the modernisation of the Healthy Child Programme, playing an active role in Public Health England's stakeholder engagement programme, which brought about a commitment to extend the programme from pre-conception up to age 25.

United for a better childhood

Building on our General Election campaign to tackle the issues affecting children and realise a positive vision of childhood.

Putting children at the heart

The work started with publication of our *Manifesto for a Better Childhood*, calling for a cross-Government strategy built on the principle that children and young people themselves must have a say in the political process.

We urged Government to establish a set of binding outcomes that all departments are accountable for delivering, backed by investment to reverse the impact of a decade of cuts in order to:

- Stop children and young people growing up in poverty.
- Improve outcomes in early childhood.
- Create an inclusive education system.
- Promote and protect our children's wellbeing and mental health.

Building on this work, NCB collaborated with other leading children's charities to write to all political parties, calling on them to set out their solutions to the problems that leave millions of children scarred for life.

Our letter rapidly gained support from across the children sector and was signed by 147 children's organisations, unions and frontline charities. Published to coincide with the BBC's televised election debate, the letter urged all parties to put children and young people at the heart of their campaigns and set out how they would tackle the issues that children care about.

Working with children and young people's coalitions, we galvanised support from across the children's sector to join our call on social media. Around the day of the televised debate, the #ChildrenAtTheHeart hashtag was used over 1,400 times on Twitter.

Bringing children's voices to the heart of Government

NCB supported children and young people across the country to play their part, helping them raise their voices on social media and urge politicians not to overlook their needs. Using the hashtag #IfIWerePM, they set out their priorities for the next Government, urging policymakers to provide funding for mental health, youth and SEND services; tackle climate change and address serious youth violence.

#IfIWerePM was used over 800 times on Twitter, including by leaders of the main parties.

As Young NCB member Bethan said:

"Now more than ever it's important that children and young people have a say on decisions that affect us. Especially when our future and the world as we know it is at risk. Children and young people should be at the heart of the political process."



Influencing policy

The campaign had a direct impact on the political agenda, with our ideas being incorporated into many of the major parties' manifestos, including:

- A cross-government National Strategy for Childhood – Labour Party
- Re-invest in youth services – Liberal Democrats and Conservative Party
- Lower the voting age to 16 – Labour Party and Liberal Democrats
- Rebalance the education system towards wellbeing – Liberal Democrats
- Increase health visitor checks and reopen children's centres – Labour Party and Liberal Democrats
- Help teachers tackle bullying – Liberal Democrats and Conservative Party
- Remove the benefit cap and the two-child limit on benefits – Labour Party and Liberal Democrats

A new vision for childhood

The election required us to postpone our work with the All Party Parliamentary Group for Children to celebrate the 30th anniversary of The Children Act.

The finale of the event was due to be a spoken word poem written and performed by members of Young NCB, presenting two alternative visions of children's futures – a dystopian vision of life without adequate support, and a positive vision of life when the principles of The Children Act are developed and upheld. The outbreak of COVID-19 has brought the dystopian version closer to home.

At the same time, technology is connecting people across the planet and we are seeing the emergence of new global youth movements. Children and young people are freer to express

themselves than ever before. We have the opportunity to reimagine every aspect of the support we provide for children, young people and families.

In order to make the most of this opportunity, we will be developing the positive vision set out in our Manifesto. A vision for all children and young people, starting in pregnancy and continuing until a young person's 25th birthday.

When we finally hold The Children Act celebration event in November 2020, it will be to unite all those who can help us bring about this vision of a better childhood.

What we'll do next year to make evidence count

We will build the evidence about the impact of COVID-19 and make the case for a cross-government recovery plan that puts the best interests of babies, children and young people at its heart.

We will campaign for a strategic response to the increasing levels of child poverty.

We will make the case for renewed investment in the services and workforce that children and families rely on.

We will bring the sector together, build the evidence base and make the case for the overhaul of children's social care embedding the views of care-experienced children and young people and their families.

We will work with the Government and the disabled children's sector to make sure the SEND review is completed and implemented in full.

2. Involving children & young people

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

Putting children and young people at the heart of our work, inside and out

During the year we continued to strengthen the participation structures and approaches which underpin all our work to amplify the voices of children and young people. This involved holding internal participation training with staff and information sessions with our Board of Trustees, which continues to be an exemplar not just of how to involve young people in governance, but what a difference this involvement makes, as Page's story demonstrates (page 16).

In 2019-20, we engaged 834 children and young people through focus groups for research, campaigns and policy development, informing our responses to key Government consultations on topics such as school exclusions, prevention of health problems, and changes to the Ofsted Framework. The group also ensured that our General Election Manifesto was grounded in the real experiences and concerns of children and young people and provided invaluable insight on parental involvement in RSE.

The UK-wide theme for Anti-Bullying Week and films to support the campaign message were produced in partnership with a young people's advisory group formed for this purpose. In England, through the Anti-Bullying Alliance, young people inspired and informed the content for the campaign report *Change Starts With Us*. This report puts children and young people's voices at the centre of anti-bullying policy development with clear recommendations for what needs to happen to create an environment free from bullying.

Our work in Northern Ireland supported The Northern Ireland Anti-Bullying Forum to deliver its first young people's assembly in Stormont bringing over 90 young people from 30 different

schools together with politicians to debate the motivation and impact of bullying and create a clear agenda for change.

It was frustrating that we had to twice postpone a major Parliamentary event in the House of Commons, to be hosted by Young NCB in partnership with the All Party Parliamentary Group for Children (APPGC). The first postponement was due to the General Election, the second the COVID-19 pandemic. While the event itself couldn't take place, we marked the anniversary of the Act by producing a video with Young NCB member Bethan Hoggan, calling for the voices of children and young people to be heard in the election process.

The group had co-designed the event with NCB staff and the APPGC and were due to play an important role in its delivery alongside speakers such as present and former Ministers and the President of the Supreme Court, Lady Hale. As part of the preparation, Young NCB had set out a vision of what childhood could be like if the principles of the Children Act were truly invested in and championed right now. We look forward to setting this challenge in the autumn of 2020, a year later than planned.

Supporting policy makers, commissioners and service providers

Our FLARE group of children and young people with special educational needs and disabilities continued to advise, challenge and support Government on the impact of the SEND reforms on their lives. The then Children's Minister Nadhim Zahawi sent a video message to the Participation Conference in April 2019 recognising the importance of young people sharing their experiences.

The Participation Conference, brought together young disabled people from across the country

to hear about their rights to participation in decision that affect them. Young people also chaired and ran workshops at the event.

In addition to national and regional participation events, FLARE members also created blogs on subjects such as speaking out and coping with emotions during lockdown. These blogs give policy makers and practitioners the opportunity to hear directly from young people on issues that matter to them.

Amy's resource on Education, Health and Care support planning has been downloaded over 2,000 times by professionals and practitioners to support them in preparing other children and young people to feedback on their EHCP provisions.

In October, FLARE ran a social media week on the theme of #SENDidentity, designed to explore young people's perspectives on how they see themselves and how professionals and others can learn to see them in that light too. The campaign delivered in partnership with KIDS received more than 600,000 potential impressions on Twitter.

Drawing on the experience of parents

In the summer of 2019 we began developing a new Expert Parent Programme for parent carers of young people with profound and multiple learning disabilities and palliative care needs. This bespoke version of our original programme aims to help parents prepare for their child's transition to adult services and get the best out of our health and care system in England.

The programme was piloted through six workshops in the East of England, working in partnership with local hospices. Following the pilot workshops we're in the process of developing e-learning and training a set of

parents so they can go on and deliver the basic training themselves to other parents, maximising our reach and impact.

During the year we also held a series of parent focus groups to inform a funding bid for a major new project working with parents to transform systems for better infant mental health across the UK. This is an approach we're already modelling to great effect in our Lambeth Early Action project.

In 2019-20, we trained or supported

487

practitioners in effective participation

What we'll do next year to involve children & young people

We will make sure the impact of COVID-19 on the lives of children and young people is understood and their voices are heard and listened to when recovery plans are being developed and implemented.

Mental health and wellbeing remains a growing concern for the young people we work with and we will continue to increase young people's participation in this area highlighting the growing need and making sure young people are part of the solutions.

We will ensure that children and young people are supported to lead, inform and benefit from policy and practice work this year using digital platforms to support even wider inclusion.

Parents and carers have been staying at home and responding to the immediate needs of their family during the COVID-19 lockdown across the UK. This year we will continue to support parent/carer engagement, addressing inequalities in our locally based programmes and working with parents to improve service



Young governance

We recognise that young people are experts on their own lives and their input makes our work even more effective.

Our participation work goes beyond research, policy and programmes. Consultation and input from young people form an instrumental part of our governance work. Children and young people influence our operational and strategic development through our young governance framework, the systems and practices we have put in place in order to support and encourage young people taking part in our governance work including ensuring their voice is heard at Board level.

This year, one of our Trustees, Page Nyame-Satterthwaite, was awarded the Dame Helen Alexander 'NED (Non-executive Director) One to Watch' Award for her work at NCB. At 25, she is the youngest ever winner of this prestigious award.



From Young NCB member to winning a high profile Trustee Award

Being the youngest person ever to win the One to Watch NED Award makes this more than a personal achievement. I see this as a win for all young people that sends a clear message – young governance is important.

I feel very grateful for NCB, who have supported me on my journey to become an Award winning Trustee, and to NCB's commitment to young governance which continues to enable me and many other young people to have my voice heard and to make a meaningful impact.

I began volunteering with NCB as a member of Young NCB and the Young Advisory Board 8 years ago, where I became a part of NCB's new initiative to establish a group of 'Young Representatives to the Board'. This further developed to NCB's commitment to diversity at Board level in having a required number of Trustees aged between 18–25 at the time of appointment and I am delighted to have been one of the first when I became a Trustee in 2015.

I am proud of NCB's commitment to consistently develop their young governance framework and to say that we now have a strong and clear young governance structure in place.

In the past year, we have worked even harder to ensure that young people take part in governance at NCB. We were aware of the many barriers facing young people under 18 to attend Board meetings on a regular basis. We therefore reframed the Young Representatives

so that they now commit as a group, rather than on an individual level, to enable more young people to be part of our strategic development on the Board. In 2019–20, every Board meeting was attended by at least one of our Young Representatives.

Being a Young Representative is an important step on the journey for Young NCB and Young Advisory Group members. It links them directly to the Board and potentially a role as a Trustee either at NCB or across the wider children and young people's sector to ensure voices are heard at that level.

Having progressed myself through Young NCB and as a Young Representative, I particularly enjoy the work I do as a Trustee to link the young members groups, such as the Young Advisory Group, with the Board and I mentor our Young Representatives as they engage with our governance work. Throughout my journey the connection between NCB's membership groups for young people and the rest of the organisation is ever present. The Board always goes out of its way to be positive, supportive and has really showed me how much we value young governance here at NCB.

NCB ensures that governance is inclusive and effective by making sure children and young people from all age groups are involved, which is expected from a leading children's charity like NCB.

I am looking forward to continue seeing young governance at NCB going from strength to strength.

Page Nyame-Satterthwaite
Trustee

Summary of young governance and participation at NCB

Young NCB

Our membership group for children and young people which aims to give young people a voice and influence the work that NCB does, by talking about the things that are important to them, giving advice and consultation, and through involvement in our governance, research and policy work.

FLARE

FLARE is a young people's advisory group formed of sixteen 13–25 year-olds with SEND, and the SEND young advisors to DfE.

Young Research Advisors

Children and young people's voices and experiences inform every aspect of our research. They play a key role in ensuring the quality, relevance and impact of NCB research. Established in 2011, they YRAs are a diverse group of children and young people aged 7–18.

Young NCB Advisory Group

This group plays a key role in NCB's strategic direction and project development.

Young Representatives to the Board

Members of Young NCB who engage and collaborate with the Board with a view to becoming Trustees themselves in future.

Board of Trustees

Our governing documents require us to have two Trustees aged between 18 and 25 at time of appointment.

3. Bringing organisations together

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

Driving regional and local collaboration

Improving access and inclusion in the early years

Last year the Council for Disabled Children led the Early Years SEND partnership, working with Nasen, Contact, The Communication Trust and I CAN to improve access and inclusion in the early years throughout 73 local authorities in the five northern regions of England. Our programme combined significant, targeted training for early years settings managers with a tried and tested methodology for sharing learning across local and regional networks.

Building on the action plans generated after the initial action learning sets in spring 2019, the programme provided core training for 337 parents and 1,650 managers to build partnership working, strengthen understanding of whole-setting approaches to SEND and awareness of speech, language and communication needs. The programme also included five specialist strands, with CDC responsible for working with local areas to agree settings' responsibilities for SEN provision, set out in the Local Offer.

During the year we held three action learning

sets (ALSs) in each region to share learning and then review and plan local action. Between the regional ALSs we held local and specialist ALSs to progress local action plans and share learning across areas.

Raising early achievement in literacy

The REAL programme, initially developed by the University of Sheffield, is primarily about bringing schools and parents together as partners in each child's education. This is not simply to boost literacy in the early years foundation stage, it is about working in partnership to improve parents' confidence and establish a positive home learning environment that will stand children and families in good stead for the future.

While we held our Making It REAL training throughout the country, we focused our efforts on the North West where, in conjunction with our wider work in the early years system, the training would have the biggest impact. Of the 222 practitioners trained last year, well over half were in the North West.

The EEF awarded funding to carry out a Randomised Control Trial of the REAL programme, because of its strong evidence base, in 2019–20. We worked with 52 schools across the North West to recruit 700 families to take part in the evaluation, with the outcome due to be published next year.

In Oldham alone, where we have been working particularly closely with the local authority, 1,253 children and 1,056 parents and family benefited from the Making it REAL programme. Since 2018 we have been supporting 31 of Oldham's 89 primary schools to deliver the programme, targeting schools where children finished reception year with relatively low literacy.

At the start of the project, only 35% of the children were at the expected level for 3-year-olds in their response to books. By the end, 71%

of the children had reached the expected level for 5-year-olds. The project contributed to a 4% increase in the number of children with a good level of development in Oldham as a whole.

Moreover, increased contact with families, especially through home visits, made practitioners aware of other agencies who were – or who should be – involved with the family, such as social services or speech and language support. 71% of practitioners said that the intervention had at least 'some impact' on connecting children and families to other services and 68% said it had helped them identify additional needs in one or more of the target children.

Making it REAL forms a key component of our work in Jersey, where we've brought organisations together to deliver the Early Childhood Development Programme. Through a three-year partnership with Jersey Child Care Trust, supported by the UBS Optimus Foundation UK, we have facilitated capacity building in Jersey's early years sector and improved outcomes for young children and their families.

The evaluation report by The Centre for Research in Early Childhood showed that the programme has had "a proven impact at Government level and also across the early years sector in Jersey" during its first phase, ending in March 2020. The second phase of the programme is now underway.

As part of the programme, the Early Years Outcomes Framework used an Outcomes Based Accountability approach. The report concluded that "OBA has significantly improved planning and collaborative working on the island at a strategic level."

Keeping children safe

In August 2019 we published the final report from our Safeguarding Early Adopter

1,650

early years strategic managers trained in whole-setting approaches to SEND

Programme. Through the development of a community of practice across the 17 early adopter projects, NCB worked with local areas to innovate, share knowledge and ultimately support the national implementation of effective multi-agency safeguarding arrangements.

The learning from the report will help to ensure the transition to the new legal framework is part of an ongoing transformation towards arrangements which are increasingly efficient, responsive and dynamic in responding to children's needs.

Delivering Better Outcomes

Through the Delivering Better Outcomes Together (DBOT) programme, CDC has continued to bring partners together at local and regional levels to promote joint working in order to improve the outcomes of children and young people with SEND.



Sophie, keynote speaker at SEF's Countdown to Statutory RSE conference.

This has included six regional events, which facilitated sharing between local areas on successes and challenges related to data, outcomes based commissioning and aligning strategic programmes, with a total of 222 participants.

With a strong focus on outcomes based commissioning this year, we supported six local areas to re-imagine their approach to commissioning around improving the life experience of CYP and families. This has led to some significant cultural shifts and noticeably improved relationships between agencies:

"The journey [developing the outcomes framework] is in itself impactful, it has brought us together as partners across education, health and care and with our families to gain this joint shared understanding of what is really important to our families."

We delivered a wide range of support with a joint working focus, including deep dive conversations, shaping education, health and care plan processes, and developing integrated pathways for children and young people with neuro-developmental conditions. We provided bespoke multi-agency support to a total of 28 local areas across the year.

Strengthening our existing partnerships and networks

United against poverty

During 2019–20 we continued to lead the End Child Poverty coalition, bringing organisations together to generate evidence on the growing impact of poverty on children's lives and to build a compelling case for change.

United for disabled children

The Council for Disabled Children maintained its role as the umbrella organisation for the disabled children's sector, strengthening our partnerships around Early Years SEND in particular, as described above. The extensive networks and partnerships stretch from the very highest levels of decision-making, through local

authorities and other public bodies to the whole workforce of front-line practitioners delivering education, health, care and other services to disabled children and families.

CDC worked with Whole School SEND and a group of schools and settings in Oxfordshire to trial a review tool, Preparing for Adulthood from the Earliest Years. Schools and settings reported some immediate improvements in the way they engaged with children and young people and the longer-term, more fundamental review of policies and practices.

United for better mental health and wellbeing

Last year was a year to refresh the vision of the Schools Wellbeing Partnership, our network of 50 organisations working together to support schools to implement a whole school approach to wellbeing. As well as working with Optimus Education to tailor the Wellbeing Award for special schools (p25), we strengthened our governance and structures and completed an extensive project to bring together the universe of wellbeing resources for schools.

The Sex Education Forum (SEF) successfully repeated last year's conference in London as well as developing a new conference in partnership with Newcastle City Council. SEF also identified the need for rapid sharing of local practice relating to LGBT-inclusive RSE, reflecting experience of protests against it. We secured commitment from the Local Government Association enabling leaders in local authorities to share examples of proactive responses to LGBT equalities and RSE.

The Childhood Bereavement Network (CBN) refreshed its membership offer with webinars, summaries of research and policy, and updated resources. As well as convening or playing a lead role in a dozen high-level strategic partnerships, CBN brought 350 organisations together to collaborate on a shared response to the COVID-19 pandemic. Our leadership and advocacy role for local bereavement services has never been more important.

The Anti-Bullying Alliance (ABA) continued to bring together 140 members to influence anti-bullying policy, improve practice and raise awareness of the issue throughout England and Wales. It was the collective effort of our membership which influenced changes

to the Ofsted Inspection Framework and accompanying handbooks, placing the emphasis on schools responding swiftly and effectively to bullying, as well as reducing the amount of bullying happening.

We continued to support the Northern Ireland Anti-Bullying Forum, increasing participation of young people and chairing a special task group for developing new guidance for the the Addressing Bullying in Schools Act (NI) 2016 due for commencement in 2020.

Developing new partnerships

During 2019–20 we began to establish new partnerships with like-minded organisations in different sectors who could help us to achieve our mission. We are starting to develop our partnership with Easy Peasy, an app-based social enterprise to help parents engage young children in play and learning activities. We established the foundations through our work in Jersey and are looking to widen and deepen the partnership to support more parents.

We have several fledgling partnerships in development with other partners in the early years space in particular, though COVID-19 has led to delays in their fruition. We are also awaiting decisions on major partnership projects designed to empower parents to change early years systems and to strengthen the role of the designated mental health lead in schools.

What we'll do next year to bring organisations together

We will strengthen our collectives and partnerships around inequalities, protecting the right to a good education and bringing organisations together to influence issues that arise post COVID-19.

We will strengthen our work with schools, including our Wellbeing in Schools Partnership, supporting our schools to recover and reconnect post COVID-19.

We will support collaboration in the early years sector, continuing to advocate for high quality early education and services to promote emotional wellbeing and health for all children.

We will work with other organisations who share our aim to put parents and carers at the heart of their children's early education and development including their emotional wellbeing and mental health.

We will invest in the Childhood Bereavement Network, making sure that resources are available to support children and young people who have suffered so much as a result of COVID-19.



The Participation Conference brought together young disabled people from the country.



Bringing people & organisations together in Lambeth

Lambeth Early Action Partnership is putting parents and communities in the lead to give children the best possible start in life.

Lambeth Early Action Partnership (LEAP) unites local services to improve social & emotional development, communication & language development and diet & nutrition for 0–3 year olds in four South London wards.

From personalised midwifery services to overcrowded housing services, LEAP has carefully designed a portfolio of 28 services in partnership with parents and communities to respond to local needs, as well as delivering 11 major capital projects to refurbish and transform local facilities.

Our Parent Champions help to keep every aspect of LEAP's services rooted in the experience of local parents. Last year 28 parents completed Parent Champions training, and between them our champions contributed 1,120 hours of volunteering. We also held targeted focus groups to help shape our work, such as exploring environmental health issues with a group of local dads.

Evidence plays a vital role in service design too – such as our work last spring to use local data to understand the pathways that women may follow for mental health support during pregnancy.

In 2019*, 41 babies were delivered as part of LEAP's new Baby Steps programme, a nine-week perinatal parent education service. There were 24 Together Time groups held through the Parent and Infant Relationship Service, with 34 families receiving 1–1 support. A group of dads completed Game of Two Halves, designed to empower and educate fathers before teaming up for a game of football.

As well as directly benefiting families, LEAP delivered 94 workforce development events for

practitioners on issues ranging from supervised toothbrushing to domestic violence. During the year we trained 342 early years practitioners to better support children's communication and early language. As a result of our targeted training, 147 referrals were made from Private, Voluntary and Independent early years settings to the Speech & Language Therapy team.

Alongside practitioner training, LEAP focused on bringing organisations together to address Adverse Childhood Experiences (ACEs) – experiences that can have a significant impact lasting into adulthood. Our ACEs conference in the autumn brought together 200 Lambeth practitioners to understand ACEs and explore how interventions can support resilience.

Our new LEAP Knowledge Makes Change seminar series, building on NCB's transformative work in Jersey, brought professionals together to learn about key national early childhood research and practice developments from our expert guest speakers and find out how LEAP is supporting local children and families.

LEAP also shares knowledge and good practice at a national level, through the A Better Start programme that NCB leads with the National Lottery Community Fund, but also through hosting a range of academic, political, royal and community visitors, notably to showcase the work of the Parent and Infant Relationship Service (PAIRS).

Now at the halfway point of the 10-year programme, LEAP is beginning a transition to focus on delivering the most impactful services on a bigger scale. We are working with New Philanthropy Capital to undertake an evidence review to inform the shape of the next five years.

** The data reported above is for the calendar year 2019 rather than the 2019–20 financial year.*

Working together with schools to improve wellbeing

Through a variety of programmes, campaigns and partnerships, we're supporting schools to take strides in boosting staff and pupil wellbeing.

Working together to tackle bullying

Raising awareness – Anti-Bullying Week

The Anti-Bullying Alliance brought people together to run the 2019 Anti-Bullying Week campaign 'Change Starts With Us' spreading the message that we have collective responsibility to work together to stop bullying. We also held Odd Socks Day as part of Anti-Bullying Week to celebrate what makes us all unique.

While the reach of the campaign was the same as the previous year, reaching 7.5 million children with 78% of schools taking part, the depth of engagement was greater.

- 163,000 downloads of our primary and secondary school packs – an increase of 25% from the 2018 campaign.
- #AntiBullyingWeek gained 202.5 million impressions (between Sept-Nov), an increase of 53.37% from 2018.
- 1.2 million views of Anti-Bullying Week videos across all channels.
- 64% of teachers and 86% of pupils agree that Anti-Bullying Week helps schools tackle bullying.

Despite the disruption of the General Election campaign which saw the cancellation of our Parliamentary Event, we were able to achieve over 345 pieces of press coverage in November and 559 broadcast hits in radio and TV.

As part of the week we worked with a group of young people from across the country to develop a series of evidence-based recommendations for schools, government, young people, parents and carers, technology companies and media and influencers about how they can help to reduce bullying [[link www.anti-bullyingalliance.org.uk/changestartswithusreport](http://www.anti-bullyingalliance.org.uk/changestartswithusreport)].



Reducing bullying and improving wellbeing in schools – All Together

ABA's All Together programme is a whole-school anti-bullying programme offered free to schools across England. The latest phase of the programme was completed in March 2020.

The independent evaluation of the programme by Goldsmiths University showed how we have reduced bullying in participating schools and closed the gap in wellbeing and bullying experienced by pupils with SEND.

- **40,000** questionnaires completed by pupils in participating schools
- **17,000** professionals trained – 16,000 online, 290 face to face for school leads and over 700 from schools and the wider workforce.
- **2,000** schools took part, of which 111 were awarded Gold, 71 Silver, and 38 Bronze All Together School status.
- **12,000** parents and carers over the course of the programme were supported via our online parent tool and with direct advice and support via Contact's helpline.

Professor Peter Smith, one of the UK's leading academics in the field of bullying, led the team of independent evaluators. Key successes noted in the evaluation include:

- Bullying reduced over the course of the programme, both among targets and perpetrators. The biggest reduction in bullying was reported by pupils with SEN.
- Wellbeing improved for pupils involved in bullying (as targets or as perpetrators). The greatest improvement overall was for pupils who had reported being frequently victimised, than for those who frequently bullied others. In demographic terms the greatest improvement was for pupils with SEN and for those in receipt of Free School Meals.

- Pupils reported feeling more positive about school after the programme compared to before. Feeling safer at school was particularly prominent for pupils with SEN.

Working together to deliver quality relationships and sex education

Through the Sex Education Forum we are working in partnership with Usborne Publishing to stimulate exploration and discussion of key questions at different stages of children's development. Our curriculum design tool helps schools to identify and frame the right questions at the right time. Usborne in turn identifies books which help to explore those questions. We worked together to celebrate World Book Day in March 2020 and this partnership has huge potential for supporting schools to deliver a better relationships and sex education for children and young people across the UK.

On 27 June we celebrated the first national RSE Day, working in partnership with Nottingham City Council who originated the idea as a regional campaign in 2019. We were delighted to hold the inaugural RSE Teaching Awards to celebrate excellence in primary, secondary and special schools.

With all schools looking ahead to statutory RSE in September 2020 and some schools facing pressure from protests over the application

of LGBT-inclusive content, RSE Day put the spotlight on the excellent Relationships and Sex Education that teaches children and young people about healthy relationships and positive sexual health.

Working across all the issues affecting wellbeing in schools

In July 2019 Optimus Education published the *Impact, Best Practice and What Works* report to highlight the impact of the Wellbeing Award for Schools that we worked in partnership to develop and continue to support.

As well as assessing the impact of the award on the 166 schools who had already achieved verification, the report also shared good practice demonstrated by and among the 1,000 schools undertaking the award.

- 95% of schools agreed that the award had helped to reduce the stigma around mental health.
- 95% agreed the award has made an impact on pupils' behaviour in some capacity.
- 93% agreed the award has made a medium or high impact on pupil wellbeing and staff wellbeing.
- 75% said the award had an impact on staff morale, staff retention or staff absence.



"It stopped a lot of bullying in my school"

- Young person, whose school took part in Anti-Bullying Week



#ANTIBULLYINGWEEK



PART OF THE NCB FAMILY



ORGANISER



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4. Developing the workforce

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

Strategic development for the whole workforce

Last year we worked through strategic partnerships throughout the UK to turn policy into practice that makes childhood better.

Getting education, health and care services working together

Effective joint commissioning is a thread running through all the work led by the Council for Disabled Children (CDC) to ensure the SEND reforms deliver a better childhood for disabled children, enabling health, social care, education and wider services to work together in the best interests of each child.

In July we published our *It Takes Leaders to Break Down Siloes* report to drive change in the design and delivery of services and support greater integration. The report set out the change we need to see in leadership, data, funding structures, universal services and family involvement.

The lack of robust data on children and young people with SEND presents a major obstacle for local services to plan effectively, identify gaps in their provision and track how children, young people and families in their area are faring. To address this challenge, we published a multi-agency SEND data dashboard alongside the report – a practical commissioning tool bringing together data from disparate education, health and care data systems. This enables local areas to plan and design integrated, needs-led services. We supported the dashboard with a series of data e-bulletins to share learning and facilitate progress among commissioners, policy makers and other professionals.

As part of the Delivering Better Outcomes Together programme, in partnership with Mott MacDonald and NDTi, we worked through extensive networks to put the report and the dashboard into practice. In each of the nine

English regions, we led targeted workshops for parent carer representatives and strategic managers working across education, health and social care. Focusing primarily on joint, outcomes-based commissioning, effective use of data and alignment of programmes, we also delivered a series of Accelerated Working Groups to help local authorities make significant improvements themselves and share their learning widely. We held a series of three webinars to share learning and best practice from the programme to reach hundreds more professionals.

CDC continues to deliver training to multi-agency partners on improving the quality of Education, Health and Care Plans. By supporting a wide range of stakeholders to understand the value of focusing on children and young people's life outcomes, rather than the services provided, we increase understanding of best practice across the area. By developing a shared understanding of the system as a whole, all stakeholders are better able to understand their individual role and perform it in a way which best supports each individual child or young person. We delivered this training in nine local areas.

Better support for children with complex needs

During 2019–20 we supported Health Education England and NHS England to develop the specification for a key working function for children and young people with learning disability and autism. This involved working with over 30 stakeholders across health and social care, hosting consultation events to draw

10,000

views of our recorded webinar with Ofsted about changes to their inspection framework.



together learning and best practice. This work is an important step towards achieving a goal set out in the NHS Long Term plan, to implement by 2023–24 the recommendation made by CDC's Director Dame Christine Lenehan in her 2017 review of the Government's care and support children with complex needs.

Information, advice and support for children and young people with SEND

Our Information, Advice and Support (IAS) 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 high quality, impartial and free information, advice and support.

Over the last year, the IAS programme team has equipped and strengthened the strategic direction and leadership function in 148 statutory services across England. This includes supporting each service manager to establish service improvements and compliance with the Minimum Standards, which were developed in partnership with Department for Education and Department for Health and Social Care.

We are pleased that 96% of services delivered the outcomes agreed in the prescribed payment-by-results contracts by the end of the year. This has led to improvements in leadership, operational planning, customer reach and increased the number of statutory services being commissioned between the local authority, health and social care.

We delivered nine regional strategic workshops engaging IAS Service Managers and local authority SEND Managers. We published 47

learning examples demonstrating how statutory services have enhanced the service offer and developed animations which have been viewed more than 6,000 times on our CDC channels alone.

Throughout the year the Information, Advice and Support Services Network (IASSN) has provided legal training and strategic support to IAS services while also delivering regional tailored support and training to the wider workforce. This includes delivery of a joint training project with NHS England on supporting young people with autism beyond the age of 16, co-produced and co-delivered with NCB young associate trainers with lived experience of SEND. Over 95% of attendees reported that the training provided was useful and will help them in their work. IASSN have also produced useful resources to help disabled children, young people and families access understand their rights and SEND Local Offer.

Developing the early years workforce

Stakeholder Engagement

Our role as Department for Education stakeholder engagement partner for the early years involved strengthening the early years sector's understanding of the latest policy and practice developments and feeding learning back to Government to improve future policy.

We delivered 10 Learn – Explore – Debate events throughout England to bring the early years sector together with Government officials to share and discuss the latest information on policy developments. Many of these events were sold out within a day or two of booking opening. Likewise the webinars we held on

topics such as changes to the Ofsted Inspection Framework, Early Years Foundation Stage reforms and Reception Baseline Assessment were immensely popular. The live Ofsted webinar was fully subscribed within hours of booking opening, and the recorded seminar was viewed more than 10,000 times.

As well as restructuring and refreshing the Foundation Years website to connect early years practitioners with the latest policy, practice and guidance, we delivered bulletins and newsflashes to bring the latest policy and practice developments to the early years sector. Compared with the previous year, we doubled the reach of the Foundation Years social media channels, increasing engagement by 36% on both Twitter and Facebook.

A Better Start

During the year we also developed our work strengthening and sharing learning from the five A Better Start sites established by the National Lottery Community Fund to transform early years services in five target areas. We brought the sites together through communities of practice to share learning on data, communications and engagement with the local workforce and community.

Prioritising wellbeing

Better relationships and sex education (RSE)

Through our role on the Department for Education Working Group for Relationships, Sex and Health Education, Sex Education Forum advocated for high quality face-to-face training as part of the implementation package for statutory RSE, drawing attention to the expressed needs of teachers for opportunities to practise how they deal with challenging aspects

of RSE.

Better approaches to bullying

The Anti-Bullying Alliance's online CPD training helps professionals understand, prevent, reduce and respond to all forms of bullying, including a focus on cyberbullying, looked after children, mental health, young carers and children with SEND.

This online training forms just one part of our All Together programme (p24) to promote whole-school anti-bullying approaches.

Better support for bereavement services

During the year the Childhood Bereavement Network provided leadership and consultancy to develop the skills, confidence and impact of member organisations supporting bereaved children. The Network also launched its *Growing in Grief Awareness* audit tool for schools, helping them to think through their opportunities to learn about bereavement approaches to pastoral support and staff training and confidence.

What we'll do next year to develop the workforce:

We will build on our significant success in delivering our digital training offer to ensure the widest range of practitioners can access quality training and support.

We will thoroughly explore the technology to ensure it is delivered in ways which are creative and accessible to the widest number of participants.

We will work specifically with commissioners and managers in health, education and care, in partnership with families, to build skills in commissioning for better outcomes for vulnerable children and families.

We will build on our programme of co-produced training ensuring the expertise of children, young people and families as co-trainers is recognised and celebrated.

More than 100 professionals attended Sex Education Forum's second Countdown to Statutory RSE conference in November.

17,000

Practitioners trained through the Anti-Bullying Alliance All Together programme.



5. Growing respect & trust

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

Starting with good governance

In March we were delighted by Page Nyame-Satterthwaite's success in the Non Executive Directors (NED) Awards (p16), demonstrating the positive impact of the participation values we've embedded in our governance.

Over the last year, the Board has set out to embed equality, diversity and inclusion in a similar way, adopting a bold set of principles and a statement of intent. This is not only to set the cultural tone at NCB but to make a contribution towards addressing the issue across the wider charitable sector.

Optimising our physical and digital working environment

Following two large and complex property transactions, moving the majority of our staff into our new office in London Fields in September was another step in the transformation of our organisational culture, providing a physical space and digital systems to enable staff to work collaboratively across teams and through external partnerships.

As well as holding membership and training events in the office conference facilities, all staff are able to use video conferencing, webinar and other tools to bring people together internally and externally. In the latest staff survey over 80% of staff said the office environment enables them to do good work and almost 90% said they have the tools and technology to work effectively away from the office. We are most proud of the statistic that 97% of staff understood the benefits of collaboration across teams.

This is about efficiency as well as collaboration: embracing a fully agile approach to working – moving IT systems into the cloud, becoming largely paperless and occupying a physical office footprint of less than half the size of the former office – has brought considerable cost and environmental benefits.

We have harnessed technology to enable us to

remove our staffed reception and our ratio of desks to staff members is only 65%. Our fit-out of the office achieved a BREEAM Excellent rating, ensuring we are environmentally responsible as well as minimising utility costs. As well as saving travel time, the increased flexibility of our working model is actively supporting our development of a more diverse and inclusive staff base and Board of Trustees.

In response to the growing threat from COVID-19 we were able to encourage staff to work from home in advance of the lockdown measures and then to close all office spaces and move staff to homeworking overnight.

Living up to the trust our partners place in us

The trust we've established and maintained across Government and with a range of public bodies including the National Lottery Community Fund enables us to operate at the depth and scale required to deliver a better childhood for the UK. Our success is shown not only by retaining and extending contracts, but by the fact that we're able to maintain our unique position in bringing the Government and the children's sector together – working in partnership to influence policy based on real experience of what works for children.

Diversifying our income

As well as securing and delivering on the major projects referred to above, we have focused on attracting funding from Trusts and Foundations, especially those who are able to provide unrestricted funds or funds to support our core activity. We are particularly grateful to the John Ellermann Foundation for supporting our core participation and policy work this year.

Our participation work was the focus of our involvement in the Big Give campaign. Thanks to the Childhood Trust, our Champion Funder for the Big Give, as well as our trustees, staff and supporters, we exceeded our target and raised

over £6k for Young NCB, the vital group which keeps our policy and influencing work grounded in the lives and experiences of young people. In March we appointed a Corporate Fundraising specialist to develop our strong proposition for corporate partnership and support, through Anti-Bullying Week, RSE Day and more broadly.

In October we launched an ambitious programme of work to transform our digital learning system, supported by Associates from the On Purpose programme, brought in to provide a laser focus on delivering this project. While the digital learning system will primarily be a vehicle for developing the workforce and bringing people together, we are exploring its potential to provide a valuable income stream.

Looking after our staff

Our annual staff survey highlighted areas of real strength as well as identifying priority areas for development.

- 88% of staff said there is a supportive, encouraging and motivating working culture.
- 93% of staff said they had a good relationship at work with their colleagues.

While our data showed that our values generally need to be more visible and embedded, the *Better Together* and *Taking Care* values are particularly prized, with collaboration and respect featuring positively in staff feedback.

In September we appointed a new Head of HR to take forward our People Strategy and have already taken steps to clarify our learning and development offer, from formal courses to more experiential learning. We have held training courses for those new to line management, with a further leadership development programme scheduled early in 2020–21 to strengthen our senior management team.

Using data effectively

In March we launched our new Salesforce system, featuring extensive updates and improvements to enable teams to use and share data safely and effectively. As well as strengthening membership and event management, the new system is focused on supporting stakeholder management, from recording our engagement with thousands of schools to keeping track of the complex web of high-level influencing relationships held throughout the NCB family.

Overnight

Our agile working approach enabled us to switch to homeworking overnight to maintain productivity amid COVID-19.

97%

of staff understood the benefits of collaboration between teams

What we'll do next year to grow respect & trust

We will invest in and implement our digital strategy, focusing on online delivery of our practice and programmes work to keep bringing organisations together and developing the workforce.

We will harness our financial expertise and strong relationships to ensure NCB remains financially sustainable and well placed to support the enhanced needs arising in our key strategic areas.

We will develop a central repository to record and monitor all aspects of current and upcoming compliance with statutory, regulatory and best practice requirements.

We will recruit new Trustees to make measurable progress in line with our statement of intent to increase equality, diversity and inclusion at Board level.

We will build on the work done in 2019–20 to finalise and implement our staff Equality, Diversity and Inclusion plan.

Develop our "Family Friendly" and "Flexible Working" policies to incorporate best practice and reflect the lessons we are learning as we work effectively through the COVID-19 restrictions.

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 31st March 2020 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 to 19 June 2019)
Thivya Jeyashanker
Clare Laxton
Page Nyame-Satterthwaite
Alison O'Sullivan (Chair)
Elizabeth Railton CBE (Vice-Chair)
Kiki Syrad
Anita Tiessen (to 31 December 2019)
Robert Whelan (Treasurer, from 20 June 2019)
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
Connor Tomlinson

Independent Members

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

Laura Sercombe (Selection Committee)

Judith Worthy (Finance, Risk & Audit; Major Grants & Contracts Committees)

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

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 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, Hackney, 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 well-being
- 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 a maximum of two terms each of three-years, with the possibility of a one-year extension at the end of their second term in exceptional circumstances. At Year-end 31 March 2020, the Board membership was 11, with the above requirements fulfilled.

Edward Hannan stepped down from the Board and his role as Treasurer in June 2019, six months prior to the conclusion of his full term of service owing to professional commitments. Following a successful recruitment campaign undertaken with pro-bono support from Forster Chase, Robert Whelan was appointed as Treasurer. Anita Tiessen stepped down from the Board in December 2019, one year ahead of her full term of service, also owing to other professional

commitments.

Page Nyame-Satterthwaite, Trustee, was the extremely worthy recipient of the Non-Executive Director (NED) One to Watch Award 2020 and more on Page's superb achievement can be found on page 16.

In maintaining our commitment to ensuring the voice of young people is heard, NCB's four Young Representatives to the Board have settled well into their roles over this year and having young people's perspectives directly at this level is highly valued by the Trustees. Our young governance framework continues to be strengthened through this developed relationship with Young NCB and our Young Advisory Group in particular.

NCB's Board want equality, diversity and inclusion to be firmly embedded in NCB's organisational culture and champion going beyond simply aiming to meet minimum statutory requirements. This starts with the Trustees, as a more diverse Board supports our leadership, effectiveness and decision making from encompassing an even greater variety of perspectives, professional and lived experiences and through a healthy mix of genders, age ranges, ethical, social and cultural backgrounds.

As such, the Trustees have embraced a bold new approach to set out and achieve this through a robust set of principles underpinned by objectives and practices that reflect NCB's core values, to ensure it continues to deliver its mission to build a better childhood for every child. Preparations have been made to embark upon a wide-reaching Trustees recruitment campaign over the coming 2020/2021 financial year which NCB will undertake with specialist support from Inclusive Boards.

New Trustees receive a comprehensive induction with regard to their responsibilities as a Trustee under company and charity law, and to NCB as a whole; its mission, values, strategy and financial position. Further mechanisms are being put in place to support Trustees from more diverse backgrounds, including a Trustee 'buddy system' and different means of accessibility to the Board and how its business is conducted.

The Board undertakes collective periodic self-assessment and performance reviews and each Trustee benefits from an annual one-to-one meeting with the Chair or the Vice-Chair.

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 structured session to which all staff are invited, with these focused 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 staff together. The Board also holds an annual two day retreat with the Strategic Leadership Team, which provide 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 three formal 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 Selection Committee (SC) ensures 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.

In addition, there is the Fundraising Advisory Committee (FAC) which provides strategic support, guidance and a sounding forum

for NCB's ambitious income diversification plans, fundraising direction and investment opportunities.

In response to the unprecedented scale of the COVID-19 pandemic, the Honorary Officers (the Chair, Vice-Chair and Treasurer of the Board of Trustees) commenced fortnightly meetings with the CEO and key senior executive members from April. The Executive have ensured Covid-19 and associated ramifications are reflected on NCB's risk register. Meetings of the Board of Trustees and the four sub-committees continue on the annual schedule of quarterly meetings, and are conducted remotely during the lock-down. In addition, extraordinary meetings are convened as required in between the scheduled meetings for expediency in dealing with additional matters of business and decisions needed to be taken.

NCB enacted its business continuity plan once Government advice on Covid-19 was updated from "contain" to "delay" in mid-March 2020. All physical offices closed within 24 hours and all staff commenced home working. An extensive exercise was completed to ensure clear two-way communications with all funders where NCB is engaged on active delivery and the majority of face to face project work was moved on-line. Where NCB's work is embedded in the local community, activities were refocused to support the Covid-19 crisis response.

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.

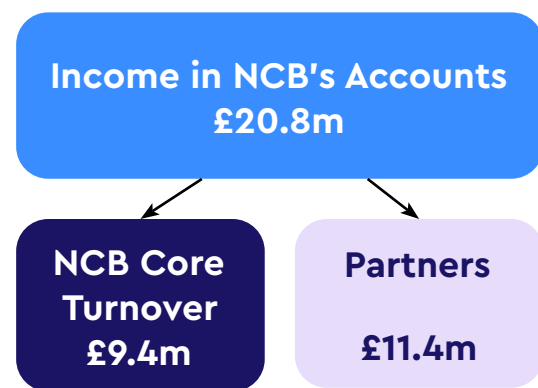
Financial Review

Understanding NCB's finances

Leading partnerships

Income shown in NCB's latest accounts is £20.8m. However, this is inflated by £11.4m of funding that is received by NCB, but is passed on to partner organisations, leaving a core income of £9.4m.

£6.7m 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 £3.9m, 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

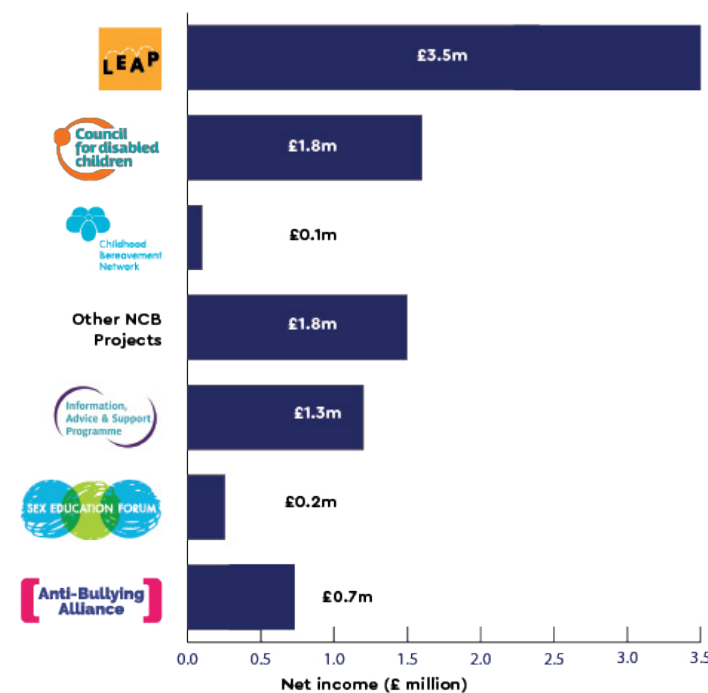
NCB is a family, bringing together expert membership networks to provide a unifying

voice in the sector, including the Council for Disabled Children, the Anti-Bullying Alliance, the Childhood Bereavement Network, and the Sex Education Forum.

The £9.4m 2019/20 net income (i.e. excluding money to partners) can be broken down as follows:

NCB's unrestricted income

NCB's accounts for 2019/20 show unrestricted income of £10.9m. 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 £114k shown as unrestricted 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 (ie 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, disruption to operations and other risks, and to invest in adapting and evolving our services, 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 due to coronavirus disruption to spending plans, requiring NCB to cover staff and other costs in an interim period.
- The defined benefit pension scheme is valued on a triennial basis. We do not require input from reserves in the current period. Macro-economic conditions could increase the need for additional funding in future.
- 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 would need to be met in the event of closing the charity down, eg administrator costs, redundancies. (While this is not remotely perceived to be needed, it is prudent to set this aside at all times.)

NCB typically 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. NCB anticipates

that the need for its system improvement, to continue delivering a better childhood, will continue to exist for the foreseeable future.

Trustees therefore assess that NCB should hold a minimum of £1m 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 £2.0m (with a further £0.2m designated against one of the above risks), in line with this policy and rightly at the higher end in light of the need to manage through some disruption ahead due to coronavirus impacts. As is outlined elsewhere in this report this disruption will impact funding across multiple years, but this is not anticipated to be severe, still leaving appropriate reserves to cover the other needs and risks listed. NCB's operational budget is to break even, matching income and expenditure, while delivering across this strategic period and therefore maintain these reserves. We will therefore continue to look for external funding for all our programmes and investment funding to help us develop new solutions to meet emerging needs.

In addition to our free reserves, we have now completed the work on our long leasehold property asset and, having capitalised or expensed the funds used to date, we have designated just £0.1m of funds at this year end to cover retention payments and contingency for final finishing touches, and £0.4m for potential further VAT costs under the capital goods scheme. Funds from underspending against the original £5.7m budget, and from VAT recovery to date, have been released to free reserves above. Designated funds total £0.7m and £5.5m including the fixed asset fund.

NCB also has a long-term **pension deficit**, which is managed 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 £0.71m (2019 £0.52m) 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 £0.8m (2019 negative £1.0m).

Summary for the year under review

2019/20 was the second year of the new five year strategy and accompanying income generation strategy, designed to grow and strengthen the diversity of income generating areas of the business. These two strategies have combined to address the deficits experienced in recent years and bring the organisation to run at a break even on unrestricted funds again this year (as last 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 £0.2m (2019 £0.004m), representing an important continuation of running at break-even whilst maintaining investment in income generation for future years.

Net income from operational restricted funds was £0.2m, 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 £8.2m (2019 £7.9m) and free reserves being strengthened to £2.0m, largely from releasing underspend from the funds set aside for purchasing and fitting out the new office. NCB is therefore in a strong financial position, with free reserves in line with policy above, a significant property asset and a strong, strategic income generation approach to help ease the disruption in 2020/21 and continue the strong financial performance in the years ahead.

Alongside this positive result and immediate position NCB's overall net assets increased from negative £1.0m to £0.8m due to the smaller deficit in our defined benefit pension scheme from £8.9m to £7.4m. 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 long-term approach with the fund, meeting all funding requirements set out by the fund's actuaries every three years. Our continuing break-even result for this year is strong evidence that we will continue to sustainably meet the pension fund requirements.

NCB completed the move into the new, main

London office in the summer of 2019.

Financial performance

Income

Overall income increased slightly during the year from £19.4m in 2018/19 to £20.8m. Unrestricted income reduced to £10.9m (£12.1m in 2018/19), reflecting merely a reduction in subcontracts on one continuing major contract, while restricted income grew from £7.3m to £9.9m, reflecting continued 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 increased in line with the changes in activity on our major contracts and grants, as expected and outlined above, from £19.9m last year to £21.0m this year.

Financial position

NCB's total reserves increased from negative £1.0m at the start of the year to a £0.8m at

the end of the year. NCB has a strong general funds position (£2.0m) 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 (£8.2m 2020, £7.9m 2019). Whilst the decreased deficit in the pension fund (£7.5m, £8.9m 2019) is still 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

Disruption from Covid-19

NCB has experienced disruption to its operations due to Covid-19, as have most organisations. In addition to the explanation of this impact given in the report above, there was very minor financial impact in the year under review and we anticipate some impact in the year ahead (2020/21) and beyond. This impact is still being fully assessed, but includes:

- Continuation of the vast majority of our delivery under government contracts, with much delivery switching to digital, and therefore maintenance of a good level of our major income streams.
- Some change in focus of our work and therefore resources, including in our LEAP programme in Lambeth (funded by National Lottery Community Fund), to focus on more direct reactive and recovery work for our beneficiaries.
- The costs associated with mothballing our office spaces and universal home working.
- The furloughing of a small number of staff, working outside of public funded programmes, and therefore limited use of the UK government's Coronavirus Job Retention Scheme and some residual costs.

Leasehold Property

NCB completed on the purchase of a property in March 2019 to act as a main office. Fit out of the space was completed, and the office brought into use, in September 2019. Trustees have retained a small amount of designated funds to allow for retention payments and some final works to enhance the space. Further details are set out in the financial statements and notes 7 and 16 to the accounts.

Pension fund

The valuation of NCB's defined benefit pension scheme as at 31 March 2020 (under FRS102 principles) has seen a decrease in the scheme deficit to £7.4m (from £8.9m in 2019), mainly due to a decrease in the inflation rate applied to liabilities, as well as a levelling off of life expectancy increases. 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 latest triennial valuation (as at 31st March 2019) calculated that no deficit recovery contributions were required for the next three years. NCB continue to hold funds to meet future increased obligations over the long term, and to allow proactive and responsive management of the scheme as it evolves, including in light of the impact of the Covid-19 virus on the investment of the fund's assets.

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. All organisations will be placing increased scrutiny on this exercise in light of the disruption caused by the Covid-19 virus and the measures to control its spread and the economic impacts thereof. It is therefore particularly important to disclose our review and conclusions.

The recent sale of the freehold property, and

subsequent investment in a new property has put NCB in a strong reserves and cash position. This has taken place alongside restructuring in 2018, two subsequent years of break-even financial performance in running our charitable activities and the establishment of a medium-term financial strategy to strengthen the diversity of our income while continuing to break-even each year.

This plan began to strengthen our finances in 2019/20 and will do so further in 2020/21 and beyond.

NCB currently holds £2.0m of free reserves, which meets the reserves policy set out above, including in light of the impacts from the Covid-19 disruption described above, and assures the Board of Trustees we can address risks that become issues, and puts NCB in a good position to adapt for the coming period.

Economic disruption has of course been caused by Covid-19 and the measures to restrict its spread, and there exists varying degrees of uncertainty over future funding for all charities, from all sources. The impact on NCB is not large in the coming financial year; we continue to deliver on our main government contracts and grant-funded programmes, as well as our LEAP programme for National Lottery Community Fund, which make up the majority of our income. Looking further ahead, we do expect some changes to funding and are always conscious that we do not have certainty over much of our future funding. These are difficult to ascertain at this stage. We remain well positioned to continue our key role with and for government. So, while we cannot be certain of the level of government spending and funding for our areas of work, because of the economic uncertainty and while awaiting published spending plans, we know that government will be keen to continue to address the issues for children and young people with which we work and we are a trusted partner who would expect to continue a significant role and therefore significant financial activity too. Our LEAP programme is confirmed to continue at the same level of turnover, making up a very significant part of our economy of scale. We also expect to see continued success from our investment in securing funding from trusts and foundations and corporate sponsors, and indeed we will continue to invest in this in

2020/21. So we expect a good level of funding over the coming two years, both restricted and unrestricted, and are not currently taking significant adaptive action.

We continue to look ahead at, and vigilant of, upcoming changes to government spending plans and we are poised to review our plans again at any trigger point along our funding roadmap (eg announcements of cuts to funding or changes of focus of spend) and we have well thought out and rehearsed responses to adapt our plans and costs to significant change in any area of our work, or overall.

Nevertheless, whilst we do not anticipate large reductions in funding, we have also undertaken a stress-testing exercise of future scenarios to look ahead to possible negative impacts in future years. This has assured us that NCB has the appropriate reserves, and that we are sufficiently sighted on possible future funding changes, that NCB could meet the costs of adapting to even the harshest reduction in funding due to economic conditions and refocussing of funding, such that we can continue to improve childhoods for years to come, however the relevant funding landscape looks over the next two years.

We therefore 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 or profit in the company for the year, as was the case in the prior year. We have begun taking steps towards making the company dormant, but still available for any emerging opportunities to generate funds.

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 NCB group, controls in place and mitigating actions being taken. Following a comprehensive review, a new general statement of risk appetite has been implemented with a corresponding set of principles around generally acceptable levels of risks measured against core business and with the NCB wide risk register redesigned accordingly.

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.

The Trustees note the following specific areas that give rise to the potential major risks for the next financial year:

Risk	Mitigating action
Financial Insufficient response to changing funding conditions due to significant external drivers such as Covid -19, a UK/global recession or timing of the Comprehensive Spending Review resulting in an in-year deficit and reduction of unrestricted reserves (and longer term financial unsustainability).	<ul style="list-style-type: none"> Quarterly current year reforecasting exercise brought forward to provide earlier information to support both operational and strategic decision making. Development of three year financial analysis focussed on a range of scenarios with particular attention on key metrics including unrestricted reserves and cashflow. Additional spending controls introduced for budgeted but uncommitted spend. Development of range of mitigating actions to reduce costs and identification of potential opportunities to increase impact, reach and funding.
Delivery Failure to adapt delivery models to sufficiently work in a virtual environment leading to reduced impact for beneficiaries, impaired relationships with funders and partners, and financial penalties for missed KPIs	<ul style="list-style-type: none"> Close liaison with funders and delivery partners to agree changes to programmes, or design upcoming work, to harness value of virtual delivery. Senior leadership and management teams focused on maintaining and building upon strong stakeholder relationships. Increased prioritisation of workstream to develop an organizational digital strategy with initial focus on integrated Learning Management System.
People Extended period of enforced remote working leading to reduced staff engagement and less effective cross-organisational working resulting in lower productivity on both personal and organisational levels	<ul style="list-style-type: none"> Frequency and detail of all internal communications significantly increased including monthly all staff meetings with an ongoing focus on staff wellbeing. Planned 18 month senior management leadership training programme redesigned and commenced virtually. Staff supported to work as flexibly as they need to with high tolerance of unusual working patterns and provision of additional equipment to support safe and efficient home working provided where reasonably possible.

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 FRS 102) 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 DD/MM/2020, 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 2020 which comprise the Group Statement of Financial Activities, the Group and Charitable 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).

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 2020 and of the group's incoming resources and application of resources, including its income and expenditure 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 and the strategic 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 require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the 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 43), 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.

Use of our report

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 and trustees 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, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Tina Allison

Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor

London

Date: 16 July 2020

Consolidated statement of financial activities

(Incorporating an income and expenditure account)

Year ended 31 March 2020

		Restricted funds	Unrestricted pension reserve	Unrestricted other funds	2020	2019
	Notes	£'000	£'000	£'000	£'000	£'000
	1&2					
Income from:						
Donations and legacies		61	-	114	175	75
Charitable activities		9,827	-	10,732	20,559	19,259
Other trading activities		-	-	4	4	4
Income from investments	3	-	-	35	35	54
Total		9,888	-	10,885	20,773	19,392
Expenditure on:	1&4					
Raising funds						
Fundraising		-	-	32	32	1
Charitable activities		9,697	-	10,534	20,231	19,694
Exceptional costs	6	-	-	160	160	16
Operating pension scheme movements in year	18	-	609	-	609	187
Total		9,697	609	10,726	21,032	19,898
Net (expenditure) income		191	(609)	159	(259)	(506)
Other recognised (losses) / gains:						
Actuarial gains / (losses) on defined benefit pension scheme	18	-	2,048	-	2,048	(2,128)
Net movement in funds		191	1,439	159	1,789	(2,634)
Reconciliation of funds						
Total funds brought forward		520	(8,885)	7,375	(990)	1,664
Total funds carried forward		711	(7,446)	7,534	799	(990)

Notes 1 to 19 form part of these financial statements.
Full comparative figures are shown in note 19.

Balance sheets

As at 31 March 2020

		Group		Charity	
		2020	2019	2020	2019
	Notes	£'000	£'000	£'000	£'000
Fixed assets:					
Tangible assets	1 & 7	4,808	3,492	4,808	3,492
Shares in subsidiary undertaking	11	-	-	-	-
Total fixed assets		4,808	3,492	4,808	3,492
Current assets:					
Debtors	12	1,858	1,612	1,858	1,617
Notice deposits	10	1,038	8,514	1,038	8,514
Cash at bank		7,352	955	7,352	945
Total current assets		10,248	11,081	10,248	11,076
Liabilities:					
Creditors: Amounts falling due within one year	13	(6,811)	(6,678)	(6,816)	(6,678)
Net current assets		3,437	4,403	3,432	4,398
Total assets less current liabilities		8,245	7,895	8,240	7,890
Defined benefit pension scheme liability		(7,446)	(8,885)	(7,446)	(8,885)
Total net assets / (liabilities)	17	799	(990)	794	(995)
The funds of the charity:					
Restricted funds	1 & 15	711	520	711	520
Unrestricted funds:					
- Other funds	1 & 16	7,434	5,002	7,429	4,997
- Designated new building fund	1 & 16	100	2,373	100	2,373
Unrestricted pension reserve	18	(7,446)	(8,885)	(7,446)	(8,885)
Total charity funds		799	(990)	794	(995)

Notes 1 to 19 form part of these financial statements. The net result of the charity for the year ending 31 March 2020 was a surplus of £1.8m (2019 deficit of £2.6m).

The financial statements were approved and authorised for issue by the trustees on 17 June 2020 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 year ended 31 March 2020

Cash flows from operating activities	2020	2019
	£'000	£'000
Net cash provided by / (used in) operating activities	324	(22)
Cash flows from investing activities		
Interest and dividends from investments	35	54
Purchase of leasehold property and equipment	(1,438)	(2,534)
Net cash provided by investing activities	(1,403)	(2,480)
Change in cash and cash equivalents in the reporting period	(1,079)	(2,502)
Cash and cash equivalents at the beginning of the reporting period	9,469	11,971
Cash and cash equivalents at the end of the reporting period	8,390	9,469

Analysis of cash and cash equivalents	2020	2019
	£'000	£'000
Cash in hand	7,352	955
Notice deposits	1,038	8,514
Total cash and cash equivalents	8,390	9,469

Reconciliation of cash flows from operating activities	2020	2019
	£'000	£'000
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(259)	(506)
Adjustments for:		
- Depreciation charges	122	52
- Increase in creditors	133	401
- (Decrease) in debtors	(246)	(102)
- Interest and dividends receivable	(35)	(54)
- Pension reserve net gain, excluding actuarial gains	609	187
Net cash provided by / (used in) operating activities	324	(22)

Notes to the financial statements

For the year ended 31 March 2020

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 23 Mentmore Terrace, London E8 3PN. The charity meets the definition of a public benefit entity under FRS 102.

Going Concern

In their assessment of going concern the Trustees have considered the current and developing impact on the business as a result of the COVID19 virus. This has not had a significant, immediate impact on NCB's operations in the coming financial year; we continue to deliver on our main government contracts and grant-funded programmes, as well as our LEAP programme for National Lottery Community Fund, which make up the majority of our income, but the Directors are aware that if the current situation becomes prolonged then this may change. Looking further ahead, we do expect some changes to funding and we have undertaken a stress-testing exercise of future scenarios to look ahead to possible negative impacts in future years. NCB has appropriate reserves, we are sufficiently sighted on possible future funding changes, and NCB could meet the costs of adapting. Having regard to the above, the trustees believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

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.

1. ACCOUNTING POLICIES (Continued)

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).

Leasehold property, shown at cost, is depreciated on a straight line basis over 100 years. Fitting out costs have been capitalised and are depreciated on a straight line basis over

20 years, from when they are brought into use.

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 seven 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.

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	2020 £'000	2019 £'000
Donations and legacies	-	-	175	175	75
Charitable activities	1,698	8,100	10,761	20,559	19,259
Other trading activities	-	-	4	4	4
Income from investments	-	-	35	35	54
Totals for 2019	1,698	8,100	10,975	20,773	19,392
	1,262	6,024	12,106	19,392	

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

3. INVESTMENT INCOME

	2020 £'000	2019 £'000
Notice deposits:		
Bank and other interest receivable	35	54

4. EXPENDITURE

	Staff £'000	Other expenses £'000	Support services £'000	2020 £'000	2019 £'000
Raising funds					
Fundraising	32	-	-	32	1
Charitable activities	4,559	14,507	1,165	20,231	19,694
Support services	420	745	(1,165)	-	-
Exceptional	160	-	-	160	16
Expenditure before pension scheme movements	5,171	15,252	-	20,423	19,711
Totals for 2019	4,603	15,108	-	19,711	

	2020 £'000	2019 £'000
Support services		
Facilities	625	727
Human resources	122	101
Finance	248	245
Governance (see below)	28	34
Management	142	144
	1,165	1,251

	2020 £'000	2019 £'000
Governance costs		
Trustees' expenses	5	6
Auditors' remuneration (excluding non-governance costs listed below)	19	20
Other expenses	4	8
	28	34

	2020 £'000	2019 £'000
Expenditure includes		
Depreciation	122	52
Auditors' remuneration	19	20
- Statutory audit current year provision	(1)	-
- Statutory audit overprovision prior year	7	5
- Project audits prior and current years	1	4
- Other work		

5. STAFF AND TRUSTEES

	2020 £'000	2019 £'000
Staff costs		
Salaries and wages	4,134	3,738
Social security costs	420	387
Staff pension cost	617	478
	<u>5,171</u>	<u>4,603</u>
	2020 number	2019 number
Average head count staff numbers		
Full-time staff	91	84
Part-time staff	18	19
	<u>109</u>	<u>103</u>
Staff earning over £60,000		
Between £60,000 and £70,000	5	3
Between £70,000 and £80,000	2	2
Between £100,000 and £110,000	<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 £458k (2019 £431k).

In compliance with recent recommendations for disclosure from the National Council for Voluntary Organisations (NCVO), NCB has chosen to disclose the full-time equivalent, gross salaries of the strategic leadership team at 31 March 2020:

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 NCB Northern Ireland	£62,627

No remuneration is payable to trustees. Travel and accommodation expenses totalling £5,473 (2019: £5,785) were reimbursed to six trustees (2019: ten).

Trustee Indemnity Insurance £650 (2019: £737) was purchased in the year.

£160k redundancy costs were incurred in the year (2019 £16k) and £7k outstanding at the year end (2019 £16k).

6. EXCEPTIONAL COSTS

Costs in relation to restructuring include:

	2020 £'000	2019 £'000
Payments in respect of redundancy	57	16
Pension costs in respect of redundancy	103	-
	<u>160</u>	<u>16</u>

7. TANGIBLE FIXED ASSETS

Valuation	Leasehold property	Asset under construction	Furniture and equipment	Total
Group and charity				
Valuation as at 1 April 2019	-	3,327	306	3,633
Additions	4,574	(3,327)	191	1,438
Disposals			-	-
Valuation as at 31 March 2020	<u>4,574</u>	<u>-</u>	<u>497</u>	<u>5,071</u>
Depreciation as at 1 April 2019	-	-	141	141
Charge	49	-	73	122
Depreciation as at 31 March 2020	<u>49</u>	<u>-</u>	<u>214</u>	<u>263</u>
Net book value as at 31 March 2020	4,525	-	283	4,808
Net book value as at 31 March 2019	-	3,327	165	3,492

In March 2018 NCB exchanged contracts to purchase a 250 year lease on a property as a new London office, completed the purchase in March 2019 and completed office fit-out works and began using the office in September 2019. Amounts already paid are capitalised above. Small further amounts committed to are detailed in note 8 and Trustees have set aside funds for the final 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 £0.03m (2019 £1.1m).

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

9. OPERATING LEASE COMMITMENTS

The Group and charity has future minimum operating lease payments under non-cancellable leases as follows:

	2020 £'000	2019 £'000
Due within one year		
Land and buildings	6	103
Equipment	3	-
Due in 2 to 5 years		
Equipment	5	-
	<u>14</u>	<u>103</u>

Lease payments recognised in the year amounted to £135k (2019: £287k).

10. NOTICE DEPOSITS

Group and charity Notice deposits

	2020 £'000	2019 £'000
Barclays	511	507
CCLA	527	8,007
	<u>1,038</u>	<u>8,514</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 results of the subsidiary undertaking have been consolidated on a line by line basis.

On departure from the previous property, letting activities and shared services have wound down. Activity may start up again from the new office, and from emerging fundraising approaches. In the meantime, we have begun steps to make the company dormant.

	2020 £'000	2019 £'000
Turnover	-	-
Cost of sales	-	-
Gross profit	-	-
Administrative expenses	-	-
Net profit before gift aid	-	-
Amount gift-aided to NCB	-	-
Net profit retained	-	-

The aggregate of the assets, liabilities and funds was:

	2020 £'000	2019 £'000
Assets	5	9
Liabilities	-	(4)
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	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Trade debtors	1,054	542	1,054	542
Amount due from subsidiary undertaking	-	-	-	4
Other debtors and prepayments	108	392	108	393
Accrued income (grants due for projects)	696	678	696	678
	<u>1,858</u>	<u>1,612</u>	<u>1,858</u>	<u>1,617</u>

13. CREDITORS FALLING DUE WITHIN ONE YEAR

	GROUP		CHARITY	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Trade Creditors	3,332	2,246	3,332	2,246
Social Security and other taxes	687	587	687	587
Pension contributions	41	39	41	39
Amount due to subsidiary undertaking	–	–	5	–
Other creditors and accrued charges	2,576	3,223	1,969	3,223
Income received in advance	175	583	782	583
	<u>6,811</u>	<u>6,678</u>	<u>6,816</u>	<u>6,678</u>

	B/fwd 1 Apr 2019 £'000	Received 2020 £'000	Income 2020 £'000	C/fwd 31 Mar 2020 £'000
Income received in advance in respect of 2019/20				
Services and other income	583	10,567	10,975	175
	<u>583</u>	<u>10,567</u>	<u>10,975</u>	<u>175</u>

14. RELATED PARTY TRANSACTIONS

NCB Enterprises Ltd (a wholly owned subsidiary of NCB, also registered at 23 Mentmore Terrace, London E8 3PN) made a donation of £25 to NCB in the year ending 31 March 2019 and no amount is due for the year ended 31 March 2020.

The amount owed from the parent company at 31 March 2020 was £5,374 (2019: £4,167 due to the parent company). Further details are shown in note 11.

Annamarie Hassall was a director of Childlife; a consortium which donated £63,500 to NCB during 2019–20.

15. RESTRICTED FUNDS

Group and Charity	B/fwd 1 Apr 2019 £'000	Income 2020 £'000	Expenses 2020 £'000	C/fwd 31 Mar 2020 £'000
Project and Unit funds				
Grants from Government Departments	173	1,698	(1,828)	43
Grants from Big Lottery	28	7,401	(7,372)	57
Grants from Sainsbury Family Charitable Trusts	57	111	(91)	77
Other grants and income	239	678	(406)	511
Supplementary Notes Page 65	<u>497</u>	<u>9,888</u>	<u>(9,697)</u>	<u>688</u>
Other funds	23	–	–	23
	<u>520</u>	<u>9,888</u>	<u>(9,697)</u>	<u>711</u>

15. RESTRICTED FUNDS (Continued)

Comparative figures for prior year

Group and Charity	B/fwd 1 Apr 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
	<u>820</u>	<u>7,286</u>	<u>(7,609)</u>	<u>497</u>
Other funds	23	–	–	23
	<u>843</u>	<u>7,286</u>	<u>(7,609)</u>	<u>520</u>

16. UNRESTRICTED OTHER FUNDS

	B/fwd 1 Apr 2019 £'000	Income £'000	Expenses £'000	Allocations and transfers £'000	C/fwd 31 Mar 2020 £'000
Designated funds					
Fixed asset fund	3,492	–	(122)	1,438	4,808
Capital Goods Scheme fund	–	–	–	413	413
New building fund	2,373	–	–	(2,273)	100
Pension fund	102	4	(198)	284	192
	<u>5,967</u>	<u>4</u>	<u>(320)</u>	<u>(138)</u>	<u>5,513</u>
General Funds	1,408	10,881	(10,406)	138	2,021
Group – unrestricted funds before pension reserve	<u>7,375</u>	<u>10,885</u>	<u>(10,726)</u>	<u>–</u>	<u>7,534</u>
Group – unrestricted funds before pension reserve					
Charity – unrestricted funds	7,370				7,529
Subsidiary undertaking	5				5

16. UNRESTRICTED OTHER FUNDS (Continued)

Comparative figures for the prior year

	B/fwd 1 Apr 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
	5,952	4	(250)	261	5,967
General Funds	1,419	12,102	(11,852)	(261)	1,408
Group – unrestricted funds before pension reserve	7,371	12,106	(12,102)	–	7,375
Group – unrestricted funds before pension reserve					
Charity – unrestricted funds	7,366				7,370
Subsidiary undertaking	5				5

The **Fixed asset fund** represents the net book value 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 office property. For the costs already recognised see note 7 and for those committed to see note 8.

The **Capital Goods Scheme fund** is set aside for any additional expense of unrecovered VAT during the ten year period of the Capital Goods Scheme that NCB is required to run regarding expenditure on the new leasehold property. This represents NCB's full exposure through the period.

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	–	711	–	711
Unrestricted – other funds	4,808	2,726	–	7,534
Net Assets before Pension Reserve	4,808	3,437	–	8,245
Pension Reserve	–	–	(7,446)	(7,446)
Group Net Assets	4,808	3,437	(7,446)	799

Comparative figures for the prior year

	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	3,492	4,403	–	7,895
Pension Reserve	–	–	(8,885)	(8,885)
Group Net (Liabilities)	3,492	4,403	(8,885)	(990)

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 2020 was £434,627 (2019 £337,004), which included £179,900 deficit recovery repayment (2019 £176,000) and £103,287 in respect of redundancy.

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 2019 valuation, the contribution rate was increased to variable rates between 24% and 28% of pensionable salaries from 1 April 2020. This includes the contribution from the employee. There is no deficit recovery payment due across this triennial period.

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 2020 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 decreased from £8.9m to £7.4m 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:

	2020 £'000	2019 £'000
Assets		
Equities	17,603	18,432
Government bonds	4,597	5,696
Other bonds	2,486	2,685
Property	3,064	3,519
Cash	1,021	1,197
Other	5,278	4,753
Total market value of assets	34,049	36,282
Present value of scheme liabilities	(41,495)	(45,167)
(Deficit) in the scheme	(7,446)	(8,885)

	2020 Assumptions	2019 Assumptions	2018 Assumptions	2017 Assumptions	2016 Assumptions
The major assumptions used by the actuary were:					
Increase in salaries	3.4%	2.8%	2.8%	2.8%	3.0%
Rate of increase in pensions	2.2%	2.3%	2.2%	2.3%	2.0%
Discount rate	2.4%	2.4%	2.7%	2.8%	3.6%
Inflation assumption	2.1%	2.2%	2.1%	2.3%	2.0%

	2020 £'000	2019 £'000	2018 £'000	2017 £'000	2016 £'000
Analysis of the amount charged to operating result					
Current service cost	370	347	408	343	421
Past service cost	306	–	–	–	–
Administration expenses	5	5	5	7	8
Curtailment loss	150	–	–	298	–
Total operating charge	831	352	413	648	429
Analysis of other finance (expense) income					
Expected return on pension scheme assets	862	933	943	1,010	930
Interest on pension scheme liabilities	(1,075)	(1,106)	(1,138)	(1,169)	(1,117)
Net (expense) income	(213)	(173)	(195)	(159)	(187)
Analysis of remeasurements – liabilities and assets					
Remeasurements – assets	(2,324)	1,100	461	5,021	(673)
Remeasurements – liabilities	2,282	–	377	144	2,006
Change in assumptions	2,090	(3,228)	–	(7,381)	–
Net (loss) / gain	2,048	(2,128)	838	(2,216)	1,333
Movement in (deficit) during the year:					
Deficit in scheme at beginning of year	(8,885)	(6,570)	(7,163)	(4,719)	(5,835)
Movements in year					
Operating charge	(831)	(352)	(413)	(648)	(429)
Contributions	435	338	363	579	399
Other finance expense	(213)	(173)	(195)	(159)	(187)
Remeasurements gain (loss) – liabilities and assets	2,048	(2,128)	838	(2,216)	1,333
Deficit in scheme at end of year	(7,446)	(8,885)	(6,570)	(7,163)	(4,719)

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 2020 was £176,165 (2019: £135,120).

Personal pension plans

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 2020 was £5,912 (2019: £5,912).

19. CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES WITH COMPARATIVES

Notes	Restricted Funds £'000	Un-restricted Pension Reserve £'000	Un-restricted Other Funds £'000	2020 £'000	Restricted Funds £'000	Un-restricted Pension Reserve £'000	Un-restricted Other Funds £'000	2019 £'000
Income from:								
Donations and legacies	61	-	114	175	-	-	75	75
Charitable activities	9,827	-	10,732	20,559	7,286	-	11,973	19,259
Other trading activities	-	-	4	4	-	-	4	4
Income from investments	3	-	35	35	-	-	54	54
Total	9,888	-	10,885	20,773	7,286	-	12,106	19,392
Expenditure on:								
Raising funds								
Fundraising	-	-	32	32	-	-	1	1
Charitable activities	9,697	-	10,534	20,231	7,609	-	12,085	19,694
Restructure	6	-	160	160	-	-	16	16
Operating pension scheme movements in year	18	-	609	609	-	187	-	187
Total	9,697	609	10,726	21,032	7,609	187	12,102	19,898
Net (expenditure)	191	(609)	159	(259)	(323)	(187)	4	(506)
Other recognised (losses) / gains:								
Actuarial gains / (losses) on defined benefit pension scheme	18	-	2,048	2,048	-	(2,128)	-	(2,128)
Net movement in funds	191	1,439	159	1,789	(323)	(2,315)	4	(2,634)

SUPPLEMENTARY NOTE (unaudited)

For the year ended 31 March 2020

Project	Funder	Funding balances 31 March 2019 £	Income £	Expend- iture £	Funding balances 31 March 2020 £
Lambeth Early Action Partnership	National Lottery Community Fund	26,935	7,400,780	7,371,858	55,857
	Lambeth CCG	44,321	-	22,874	21,447
	LB Lambeth	117,256	-	-	117,256
All Together programme Variation 01	Department for Education	73	241,450	241,523	-
Anti-Homophobic, Biphobic and Transphobic (HBT) Bullying Programme 2019-2020	Department for Education	46,944	161,534	208,478	-
Early Years SEND Systems Support	Department for Education	66,719	828,967	895,686	-
EYSEND Research	Department for Education	-	145,753	145,753	-
Anti Bullying Forum (NI)	Department for Education NI	-	84,415	84,415	-
Reducing Restrictive Physical Intervention on Children in Healthcare settings	Department of Health	1,995	-	1,995	-
The REAL Programme (part of the Home Learning Environment Round)	Education Endowment Foundation	22,293	407,708	199,358	230,643
Friends, Families and Travellers	Esmee Fairbairn Foundation	-	5,784	5,784	-
European Youth tackling Obesity	EU commission	10,231	-	-	10,231
Research Donations	Haskel Family Foundation	818	-	-	818
Early Years Pathway – Kilner JH Award	Kilner JH Award	1,345	-	1,345	-
Childhood Bereavement Network	Other funders	-	15,000	-	15,000
Children missing education	Lankelly Chase Foundation	806	-	-	806
Positive Choices	London School of Hygiene and Tropical Medicine	2,166	610	2,776	-
MatrixCausesFund	Matrix Causes Fund	-	-	-	-
Lottery Development Grant	National Lottery Community Fund	-	50,000	48,644	1,356
Community of Practice	NHS England	-	57,240	27,557	29,683
Health – SEND reforms CCG support	NHS England	-	27,773	22,698	5,075
Integrated Personal Commissioning Programme	NHS England	41	81,415	72,701	8,755
NHS England Joint Training	NHS England	-	9,750	9,750	-
Participation of Children and Young People in Transforming Care	NHS England	142	-	-	142
Transforming Care 16–25 Year Review	NHS England	46,819	18,233	65,052	-
Outside the Box in Haringey PHE	Public Health England	-	19,130	4,004	15,126
Safe to Net 17–18	Safe to Net	-	18,940	18,940	-
Wellbeing in Schools Partnership	The Partnership	6,640	2,500	9,140	-
Together for Short Lives	Together for Short Lives	7,216	40,797	43,612	4,401
True Colours CDC Core	True Colours Trust	-	50,000	-	50,000
True Colours Timing	True Colours Trust	-	14,470	13,008	1,462
Integration mapping and good practice development	True Colours Trust	30,262	-	30,262	-
My rights, Your responsibility	True Colours Trust	6,681	-	6,681	-
Use and Understanding of Data on Disabled Children	True Colours Trust	85	-	-	85
Jersey Early Childhood Development	UBS Optimus	6,563	99,566	89,735	16,394
Diverse Friendships	University of Bristol	5,715	-	-	5,715
ETHOS project	University of Roehampton	-	-	(875)	875
Anti-Bullying Week Donations	Various	-	46,450	-	46,450
Childhood Bereavement Network – Research	Waldron Trust	25,000	-	-	25,000
	True Colours Trust	1,059	-	-	1,059
	True Colours Trust	18,316	46,953	41,311	23,958
Young Minds	Young Minds	291	-	-	291
Youth Access	Youth Access	-	12,974	12,974	0
		496,732	9,888,192	9,697,039	687,885

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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