



Working with children,  
for children

# **NATIONAL CHILDREN'S BUREAU**

## **Report and Financial Statements For the year ended 31 March 2015**

**A company limited by guarantee  
Registered in London No 952717  
Registered charity No 258825**

**8 Wakley Street, London, EC1V 7QE**

## Introduction

Looking back over 2014/15, despite facing a challenging funding environment the National Children's Bureau (NCB) has continued to prosper exercising considerable influence with government and innovating in our work to deliver real change for children.

I am particularly proud of the fact that participation is one of our strengths. Children and young people's views now inform our work at all levels, supporting staff through project support sessions, staff workshops, research and NCB's Participation Think Tank. Over the past year the voice of young people has become even more effectively embedded in our governance with the appointment of two young Trustees alongside the long standing young adviser roles to the board. To facilitate this engagement all Trustees signed up to a participation-led 'ways of working' document.

NCB continues to be a significant voice in its sector. Our Policy team worked with Ipsos Mori on a survey of 3,000 young people which showed that 'Generation Next', children and young people born around the millennium, are responsible and pragmatic, wanting stricter age restrictions on social vices such as gambling. They are also disengaged from mainstream political parties but not from the political issues that affect their lives.

Our influencing work is informed by the work we carry out directly with practitioners and communities and over the last year we have secured and delivered flagship programmes. NCB is the lead agency for LEAP, a multi-agency partnership working in Lambeth as one of the five 'A Better Start' nationwide programmes funded by the Big Lottery Fund to demonstrate the difference early intervention and prevention can make to outcomes for children. With ambitions to change the life chances for generations to come, the programme will be tracking social and emotional development, diet and nutrition and communication and language through a wide range of interventions to improve pregnancy and the early years including attachment, nutrition, parenting, early learning, mental health and wellbeing.

Through the Council for Disabled Children (CDC) we have led the implementation of the government's reforms to special education needs via delivery of the Department for Education's (DfE) Strategic Reform Partner contract. In addition, CDC also delivered effective national support to the implementation of the Children and Families Act through: Independent Support; Early Support; the Information, Advice and Support Network; a significant contribution to the Preparing for Adulthood programme; and innovative work in health & social care

NCB's work covers a wide range of issues affecting children and young people. That breadth of experience gives us a unique overview of what makes a difference. Our specialist work in the last year has included The Sex Education Forum's 'SRE - It's My Right' campaign led the sector's call for statutory SRE in schools, informing the Education Select Committee Inquiry into PSHE and SRE. The sector's work on widowed parents' benefits led to policy concessions following expert advice and advocacy led by the Childhood Bereavement Network (CBN). The 'Plan If' campaign also took CBN's work to a wider audience. ABA completed the first phase of a major programme of evidence-based training and development on reducing the bullying of children with SEN and/or disabilities in school

In addition the All Party Parliamentary Group for Children (APPGC) which NCB clerks, undertook an inquiry to examine children and young people's relationships with the police. The final report set out a range of recommendations to provide a clear framework for strengthening police practice in relation to children and young people. These have been taken up by both police leaders and government with the national police chief councils developing a new young people's strategy.

In 2014/15, NCB had an income of £22.2m and achieved a healthy surplus of over £1million through a combination of receiving some substantial unrestricted donations and efficiently delivering contracted work. However, as has been the case for many organisations in the voluntary sector the accounting valuation of our pension fund liabilities has continued to increase rising from £2.9m to £5.8m. At the end of the year our underlying cash reserves remain strong at approximately £2m.

Over the last few months, in the wake of some high profile closures, there has been a great deal in the media concerning charities and their governance. Within NCB Board we have all focussed strongly on scrutinising our finances, ensuring we understand what we are spending our income on, have robust systems to measure the impact of that expenditure and husband our resources sufficiently to comply with our reserves policy. Trustees and the Executive team have worked hard together to increase our reserves and secure our sustainability.

NCB now has a new leader at the helm to take the organisation forward. Anna Feuchtwang who was the Chief Executive of EveryChild, a UK-based INGO that provides support to help keep families together and delivers services to provide care and protection for children outside of families, took up her post at the end of last year. We are delighted to have Anna leading NCB. Her priority for the year ahead is to sharpen NCB's focus and refresh the organisation's purpose so it is well equipped to build on its strengths.

I am confident that through this process over the next 12 months NCB will emerge as an even stronger more resilient and sustainable organisation.

**Elaine Simpson**  
**Chair**

# **Trustees' Annual Report**

## **Incorporating the Directors Strategic Report and Administrative Report for Companies Act Purposes**

The Trustees of The National Children's Bureau present their Annual Report for the year ended 31 March 2015 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.

## **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 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 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.

At the AGM on 22 October 2015, NCB's members approved changes to the charity's governance, together with amended Articles of Association. The Articles were updated, in line with the Companies Act 2006, to provide further clarity on the governance structure and make provision for a young Trustee (age 18-25).

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

## Governance

NCB's Board of Trustees comprises three honorary officers (chair, vice-chair and treasurer) each elected by the full membership and nine further trustees (two – four individuals nominated through NCB and SMG Membership; one young trustee nominated through NCB's participation programmes; one individual to provide representation for Northern Ireland and the balance of the Board of Trustees to be made from externally advertised co-optees) Two young representatives appointed by the Board of Trustees from NCB participation programmes shall attend meetings but are not Company Directors or Charity Trustees. Each board member serves for a maximum of two, three-year terms, with the option of a one year extension at the end of their second term in exceptional circumstances. The Board meets seven times a year, including the AGM, and has overall responsibility for strategic direction, financial management, policy development and external relations. It receives regular reports on finance and performance issues, and reviews and monitors NCB's work programme on an ongoing basis. Trustees receive briefing papers in advance of each board meeting and take part in an annual Trustee awayday to review policy, strategy and direction.

NCB's Finance, Risk and Audit Committee (FRAC) includes the role of a Remuneration committee. The FRAC is delegated by the Board of Trustees to ensure that there is an appropriate framework of policies, processes and controls within NCB, that NCB operates in a financially sound and prudent manner and that NCB complies with all its financial obligations and requirements of the law, relevant regulation, and the standards of good practice accepted by the Charity Commission and by the voluntary sector in general. The Committee's powers include the authority to investigate on the behalf of the Board of Trustees anything that threatens or adversely affects the accomplishment of NCB's aims and objectives, its assets, the reliability of its records and information, its compliance with relevant laws and regulations, and its adherence to its constitution. The Finance, Risk and Audit Committee (FRAC) is authorised to obtain appropriate external legal and other professional advice in order to fulfil its responsibilities.

Trustee vacancies are advertised widely and prospective candidates are interviewed by NCB's selection committee, which is responsible for overseeing appointments and elections to the Board of Trustees and Board Advisory Group. New members receive an induction into NCB and receive further support, as appropriate. New trustees receive an induction pack, which includes information about their responsibilities under company and charity law and contains information about NCB's financial position, its strategic business plan and its policies and procedures. As part of their induction, trustees are required to sign acceptance of NCB's trustee code of conduct and to complete a conflicts of interest declaration. Prior to their first board meeting, trustees are also invited to meetings with the chair of trustees, chief executive and other senior staff. Young board members receive the same induction as adult trustees but, in addition, have access to an adult mentor before and during board meetings, and further support outside meetings from specialist NCB staff. Trustees are encouraged to develop their skills and are invited to relevant NCB conferences. They also participate in regular reviews of trustee effectiveness

## President

Baroness Claire Tyler of Enfield

## Board of Trustees

Elaine Simpson	Chair
Jane Held	Vice Chair
Ed Hannan	Treasurer

Dr Sarah Davidson MBE	
Anne Fox	(until February 2015)
Mike Greig	(until May 2014)
Liz Railton CBE	(from February 2015)
Dewi Hughes	
Cllr Ken Meeson	
Peter Phippen	(until July 2014)
Anita Tiessen	(from September 2014)
Professor Cecile Wright	(until February 2015)
Cecil Worthington	
Terrence Collis	(from July 2014)
Thivya Jeyashanker	(from Oct 2015)
Page Nyame-Satterthwaite	(from May 2015)

Eleanor Hope Ross (Nominated by Young NCB until March 2015)  
 Page Nyame-Satterthwaite (Nominated by Young NCB until March 2015)  
 Rebecca Nyame-Satterthwaite (Nominated by Young NCB)  
 Kiri Jolliffe (Nominated by Young NCB)

Members of the Board of Trustees (except those nominated by Young NCB) under charity law are also directors of the charitable company for the purpose of company law.

## Senior Leadership Team

Hilary Emery	Chief Executive (Until June 2014)
Anna Feuchtwang	Chief Executive (From 29 September 2014)
Phil King	Director of Finance and Business (From 2 October 2014)
Fergus Crow	Director of NCB Partnerships
Trevor Edinborough	Director of Fundraising and Business Development (Until 30 September 2014)
Annamarie Hassall MBE	Director of NCB Programmes (Interim Chief Executive from June 2014 to September 2014)
Enver Solomon	Director of Evidence and Impact
Christine Lenehan OBE	Director, Council for Disabled Children
Celine McStravick	Director, NCB Northern Ireland

## Advisors

### Auditors

Crowe Clark Whitehill LLP  
St Bride's House, 10 Salisbury Square  
London EC4Y 8EH

### Bankers

Barclays Bank PLC  
1 Churchill Place  
London E14 5HP

National Westminster Bank PLC  
PO Box 8032  
London N1 0QF

Co-operative Bank plc  
118-120 Colmore Row  
Birmingham B3 3BA

### Investment managers

CCLA Investment Management Ltd  
80 Cheapside  
London EC2V 6DZ

## Aims, objectives, progress, achievements and future plans

At its meeting in November 2013, the Board of Trustees agreed a strategic plan for 2015-2017. This plan confirmed NCB's mission, to continue to be a strong voice for children and young people, championing their rights and reducing the impact of inequalities, so that every child, especially the most vulnerable, can grow up safe, happy and healthy.

In order to achieve this mission, NCB will focus on four integrated areas,

Disability / SEN

Early Years

Education & learning

Health & Social Care

and deliver work through four core activities

Research & Evidence

Practice Improvement

Policy Influencing

Partnerships

**NCB's strategic goals** are:

**Participation** - Children and young people's voices and actions improve their lives and the lives of those around them

**Vulnerable children** - Vulnerable children and young people have improved experiences and life chances

**Prevention** - Children, young people and families successfully deal with life changes and challenges

The consolidated statement of financial activities sets out the costs associated with how we further NCB's charitable objectives. It is to be noted that, to provide more consistency in reporting, activities will now be categorised by function rather than by project. Prior year figures have therefore been restated so that both years are comparable.



<b>Strategic Goal 1</b>	
<p><b>Participation</b>  <i>Children and young people's voices and actions improve their lives and the lives of those around them</i></p>	<ul style="list-style-type: none"> <li>• To influence decision makers to reflect CYP views in policy making process and policy</li> <li>• To enable and empower CYP voices to inform and influence NCB's practice, policy and research</li> <li>• To ensure CYP involved in NCB's participation work have a positive and beneficial experience</li> <li>• To enable and empower CYP to influence decisions that affect their lives</li> </ul>
<p>Building on the early success of implementing the Participation Strategy the Participation team worked with young people to review progress, recruit new representatives and the first young Trustees. Work is embedded across NCB, supporting staff through project support sessions, staff workshops and NCB's Participation Think Tank. YNCB members set priorities for influencing and have continued to champion the voice of young people in our governance, policy, research and practice.</p> <p>Successful examples include:</p> <ul style="list-style-type: none"> <li>• Young Research Advisers and YNCB Advisory Group</li> <li>• APPGC inquiry into policing involved young people in all evidence sessions and voices reflected throughout the report and</li> <li>• CDC's EPIC Group played a vital role advising government and influencing the implementation of the Children and Families Act in relation to provision for children and young people with SEN and/or disabilities.</li> </ul>	

<b>Strategic Goal 2</b>	
<p><b>Vulnerable Children</b>  <i>Vulnerable children and young people have improved experiences and life chances</i></p>	<ul style="list-style-type: none"> <li>• To provide resources and opportunities for practitioners</li> <li>• To provide peer-to-peer knowledge exchange for network members</li> <li>• To provide information, training and support for practitioners</li> <li>• To secure evidence that learning has informed practice</li> <li>• To influence the implementation of strategies for taking policy into practice</li> <li>• To influence legislation, regulation and guidance in the interests of vulnerable CYP</li> <li>• To gather evidence that CYP have better access to appropriate services</li> </ul>
<p>The Sex Education Forum's 'SRE - It's My Right' campaign led the sector's call for statutory SRE in schools, informing the Education Select Committee Inquiry into PSHE and SRE as well as party manifestos.</p> <p>CDC provided leadership for the sector and within government for the implementation of the SEN and/or disability-specific aspects of the Children and Families Act through delivering the DfE Strategic Partner contract</p> <p>Through the Council for Disabled Children (CDC) we have led the implementation of the government's reforms to special education needs via delivery of the Department for Education's (DfE) Strategic Reform Partner contract. In addition, CDC also delivered effective national support to the implementation of the Children and Families Act through: Independent Support; Early Support; the Information, Advice and Support Network; a significant contribution to the Preparing for Adulthood programme; and innovative work in health &amp; social care</p> <p>Other progress against NCB's policy objectives included:</p> <ul style="list-style-type: none"> <li>• Formation of the mental health taskforce, report published and commitment of £1.25 billion.</li> <li>• Good progress on schools' role in promoting children's health: coverage in new Ofsted inspection framework included health</li> <li>• New DfE priority on school promoting 'character, resilience and grit'</li> <li>• Improvements to statutory guidance on medicines in schools and pupils with long-term conditions.</li> </ul>	
<b>Strategic Goal 3</b>	
<p><b>Prevention</b>  <i>Children, young people and families successfully deal with life changes and challenges</i></p>	<ul style="list-style-type: none"> <li>• To gather evidence that CYP and families have better access to services</li> <li>• To gather evidence that families and communities have greater confidence in engaging with practitioners</li> <li>• To improve the availability and dissemination of knowledge and strategies</li> <li>• To provide resources and opportunities for practitioners</li> <li>• To secure evidence that learning has informed practice</li> <li>• To influence the implementation of strategies for taking policy into practice</li> <li>• To influence, legislation, regulation and guidance in ensuring the interests of CYP and families are recognised and met</li> </ul>

Compelling evaluation for year one of the Early Childhood Unit led 'Making it Real' programme, showed that this approach to early literacy makes a difference to outcomes for children. ECU achieved Open College Network registration as an assessment centre.

The success of the Big Lottery 'A Better Start' bid, brought the Lambeth Early Action Partnership (LEAP) to NCB and Big Lottery investment of £36million over 10 years. A core team has been established, Established the LEAP team, secured a Lambeth base and commenced a capital build programme.

C4EO was re-established in adoption, social care, fostering and social care leadership training and secured funding from Public Health England to develop a 'call for Practice' and Validation of Local Practice (VLP) bringing health and early years together. The website has been revised and new products and offers available.

The sector's work on widowed parents' benefits led to policy concessions following expert advice and advocacy led by the Childhood Bereavement Network (CBN). The 'Plan If' campaign also took CBN's work to a wider audience.

NCB integrated two new national partnerships leading the relevant sectors and connecting organisations working for change: the Partnership for Well-being and Mental Health in Schools and iRights.

NCB in Northern Ireland completed its work on the Infant Mental Health Strategy working with practitioners and parents to ensure their voice is heard.

In addition, NCB in Northern Ireland delivered keynote at global Outcomes Based Approach (OBA) conference in Johannesburg and subsequently delivered dissemination workshop for 70 participants in NI highlighting impact practice globally

CDC delivered effective, national Independent Support and Early Support programmes for DfE as part of the implementation of the Children and Families Act.

ABA completed a programme of evidence-based training and development on reducing the bullying of children with SEN and/or disabilities in school. Over a 2-year period, the programme improved the skills and confidence of participants in more than 1,500 schools, and amongst 2,500 practitioners across the children's workforce and over 600 parent carers of disabled children and those with SEN.

The Integrated Review study was an implementation study commissioned by DfE looking at the development of the integrated child development reviews local authorities will be required to carry out and share with the parents of 2-2 ½ year-olds from September 2015. In addition to a full research report, the Research Centre and Early Childhood Unit produced a toolkit to support local early years and health teams in this area of their work. This provides advice on some of the key factors teams need to consider and well as information about possible assessment tools

**Strategic Goal 4**

**Business Objectives**

- To support teams in achieving greater diversification in income streams and funders
- To provide the support to staff in developing high quality and innovative proposals to customers and funders
- To empower and support staff in enhancing the skills needed to be innovative in developing products and services
- To develop and deliver a clear and effective marketing strategy for products and services, including memberships

Social media interaction grew increasing combined Facebook and Twitter followers to a total of 15,000

Introduction of stronger governance processes for bidding and a cross organisational approach to identifying and securing funding opportunities has increased collaboration in order to diversify funding streams. An on-line funding pipeline is in place to identify and track new opportunities.

## Planning for 2015/16

The table below summarises the objectives and outcomes that have been agreed in order to complete delivery of the aims and objectives within the 2015 - 2017 strategic plan. Each of the four individual Directorates, Evidence & Impact; Finance & Business; Partnerships and Programmes hold an operational plan which is informed from the strategic plan.

NCB's business objectives are also detailed below at an operational level. These are monitored within the corporate business plan that provides links into individual Directorate operational plans.

<b>Strategic Goal One</b>	<b>Participation Outcomes</b>	
<b>Participation Objectives</b>		
To influence decision makers to reflect CYP views in policy making process and policy	1.1	Decision makers reflect CYP views in policy making process and policy
To enable and empower CYP voices to inform and influence NCB's practice, policy and research	1.2	CYP voices inform and influence NCB's practice, policy and research
To ensure CYP involved in NCB's participation work have a positive and beneficial experience	1.3	CYP have a positive experience of participation, benefiting personally and socially
To enable and empower CYP to influence decisions that affect their lives	1.4	CYP influence decisions that affect their lives
<b>Strategic Goal Two</b>	<b>Vulnerable Children Outcomes</b>	
<b>Vulnerable Children Objectives</b>		
To provide resources and opportunities for practitioners	2.1	Practitioners make greater use of resources and opportunities
To provide peer-to-peer knowledge exchange for network members	2.2	Network members learn from each other
To provide information, training and support for practitioners	2.3	Practitioners become more knowledgeable, skilled and/or confident
To secure evidence that learning has informed practice	2.4	Network members incorporate learning into practice
	2.5	Practitioners incorporate learning into practice
To influence the implementation of strategies for taking policy into practice	2.6	Policies are implemented more effectively
To influence legislation, regulation and guidance in the interests of vulnerable CYP	2.7	Legislation, regulation and guidance are altered in the interests of CYP
To gather evidence that CYP have better access to appropriate services	2.8	Vulnerable CYP have better access to appropriate services

<b>Strategic Goal Three</b>		<b>Prevention Outcomes</b>	
<b>Prevention Objectives</b>			
To gather evidence that CYP and families have better access to services	3.1	CYP and their families have better access to appropriate services	
To gather evidence that families and communities have greater confidence in engaging with practitioners	3.2	Families and community members feel more confident about engaging with practitioners	
To improve the availability and dissemination of knowledge and strategies	3.3	Families incorporate knowledge and strategies into their lives	
To provide resources and opportunities for practitioners	3.4	Practitioners make greater use of resources and opportunities	
To secure evidence that learning has informed practice	3.5	Practitioners become more knowledgeable, skilled and/or confident in engaging with families	
To influence the implementation of strategies for taking policy into practice	3.6	Practitioners incorporate learning into practice	
	3.7	Policies are implemented more effectively	
To influence, legislation, regulation and guidance in ensuring the interests of CYP and families are recognised and met	3.8	Legislation, regulation and guidance is altered in the interests of CYP and families	
<b>Business Objectives</b>		<b>Business Outcomes</b>	
To support teams in achieving greater diversification in income streams and funders	4.1	Sustainable, long term and varied funding streams	
To provide the support to staff in developing high quality and innovative proposals to customers and funders	4.2	High quality proposals and submissions with an improved success rate.	
To empower and support staff in enhancing the skills needed to be innovative in developing products and services	4.3	Increased range of products, services and toolkits	
To develop and deliver a clear and effective marketing strategy for products and services, including memberships	4.4	Improved level of higher value sales	

# Financial review for the year

## Summary

2014/15 saw a significant improvement in financial performance:

- There was an operating surplus (profit) on **unrestricted funds** of £1.2m compared with a deficit (loss) of £(0.3)m the previous year. Trustees consider this to be the key indicator of financial performance, and the return to surplus this year demonstrates the progress made towards achieving a more sustainable financial position.
- £0.8m of **restricted funds** brought forward from the previous year were mostly disbursed during 2014/15, with funds of £1.2m being carried forward to 2015/16 and beyond
- NCB's overall **net assets** decreased from £4.0m to £3.4m mainly due to the increased FRS17 pension liability which increased by £2.9m to £5.8m in the year, but offset by a surplus of £1.2m in unrestricted reserves and an increase in restricted funds of £0.4m, together with a £0.7m property revaluation from £5.1m to £5.8m.

## Financial Performance

### Income

Overall income increased significantly during the year to £22.2m from £10.5m in 2013/14. Unrestricted income increased to £17.9m from £6.6m in 2013/14. The increased income arose mainly from NCB's role as an integrator of programmes delivery on behalf of funders.

During the year, NCB commenced the 'A Better Start' programme, funded by the Big Lottery Fund, as part of the Lambeth Early Action Partnership. This is significant for NCB as it is a ten year programme, securing long term funding and impact.

NCB received continued support from a variety of funders, listed at the back of this report, with a significant donation from Economy Energy and some very generous legacies.

### Expenditure

Whilst NCB was successful in securing significant income during 2014/15, the Trustees are pleased to note the reduction in expenditure to improve NCB's sustainability at a time of fluctuating income levels.

### Overall Result for the Year

Total net income (surplus) for the year of £1.9m comprises increased restricted funding of £0.4m carried forward to next year, pension scheme movements in the year of £0.3m and an operating surplus on other Unrestricted funds of £1.2m.

Trustees consider NCB's operating result on Unrestricted funds to be the key indicator of financial performance and the surplus of £1.2m achieved this year is very encouraging after the deficit of £(0.3)m experienced last year.

This improvement reflects the overall increase in funding of our programmes, but also the reduction in cost of our core support functions.

## Financial Position

NCB's total reserves fell from £4.0m at the start of the year to £3.4m at the end of the year, with the deficit on the defined benefit pension scheme increasing by £2.9m (£2.9m to £5.8m), partly offset by a £0.7m increase in the current market value of our property. This resulted in a reduction in Unrestricted funds (net of the pension deficit) from £3.2m to £2.2m over the year.

Restricted funds nearly always represent time-bound programmes of work and, although we completed some significant projects in the year, for which we had brought forward funds from 2013/14, we continue to hold £1.2m of restricted funds for project work to be completed in 2015/16 and beyond.

## Other Matters

### Freehold property

Contracts were exchanged with a developer in February 2014 for sale of the charity's Wakley Street property. Completion is, however, subject to planning permission, which has not yet been granted, although, on exchange of contracts last year, NCB received a non-refundable deposit of £355k

NCB has continued to reflect the existing use valuation of its property in its accounts and this increased in the year to £5.8m (£5.1m in 2013/14).

### Pension fund

The valuation of NCB's defined benefit pension scheme as at 31st March (under FRS17 principles) has seen a significant increase in the scheme deficit to £5.8m (from £2.9m in 2013/14). A significant factor in the FRS17 calculation is the forecast yield on long-term bonds (also referred to as the Discount Rate) as at the year end. Unfortunately, as shown in Note 18, this fell from 4.5% last year to 3.3% this year, resulting in a doubling of the deficit. This deficit calculation does not represent an immediate call on NCB's cash reserves. The relative volatility of bond yields (which affects both the discount rate and the expected return on assets) explains the variability of the FRS17 liability as shown in Note 18.

NCB closed its defined benefit scheme to new entrants in 2012/13 and now runs a defined contribution scheme for new starters. NCB continues to meet and monitor its annual obligations to the scheme, including the repayment of the deficit, as agreed with the scheme provider. The value of the agreed contribution towards closing the deficit for the coming year is £165k.

At 31 March 2015, 60 people (53% of all staff at that date) were members of the defined benefit pension scheme (2014 – 77). Total membership of the scheme, including those with deferred benefits and those now drawing their pension, is 427 (2014 – 428)

### Going Concern

The Trustees' planning process included a review of likely income in 2015/16 and further ahead, as well as considering the financial standing and future sustainability of the organisation. Taking all these into consideration trustees believe it is reasonable to expect that NCB will generate sufficient resources to finance its operations for the foreseeable future and believe there are no material uncertainties that call into doubt the



charity's ability to continue. Accordingly the accounts have been prepared on the basis that the charity is a going concern.

As an element of the assurance gained by Trustees, NCB have established an overdraft facility for working capital purposes.

### **Restatement of Prior Year Comparators**

Over recent years, there have been some significant changes in the Statement of Financial Activities in the categorisation of NCB's activities in furtherance of the charity's objects. This reflects the variety of the work carried out and its relatively short-term nature. As from this year, to provide more consistency in reporting, activities will be categorised by function rather than by the content of project activity. Prior year figures have been restated so that both years are comparable.

### **Subsidiary**

National Children's Bureau Enterprises Ltd manages conference and lettings programmes, various funding activities and provides support services for other charities. Its results are consolidated in these financial statements. The majority of activity was in shared support services, resulting in a slightly reduced turnover for NCB Enterprises of just under £37K (£265K for 2013/14), and a gross profit of £13K (£49K in 2013/14). Administration costs decreased to £10K. The net profit of £3K represents 8% of turnover (£12K and 5% in 2013/14). NCB Enterprises' entire profit is gift aided to the charity.

### **Risk and Internal Control**

The trustees continue to review the risks facing the NCB group, have set out an updated, strengthened Risk Appetite and Management policy and formal delegation of responsibility for ongoing risk management work. Within this context the trustees note the following specific areas that give rise to the potential major risk areas for the next financial year;

- income streams are not secured as planned
- planning permission for our freehold development is not granted or delayed;
- the move to temporary accommodation causes a loss of business continuity;
- unforeseen issues require further calls on unrestricted reserves.

Trustees have considered the potential impact and likelihood of risks throughout NCB's activities and have identified the key controls in place. They are of the view that an appropriate control framework is in place to manage such risks. NCB has control procedures in place to maintain strong internal controls and the trustees are satisfied that the systems of financial control comply in all material aspects with the guidelines issued by the Charity Commission.

### **Reserves Policy**

General reserves are required to enable NCB to (i) continue its operations in the event of short-term fluctuations in income and expenditure, (ii) to cover any unforeseen events beyond its control including meeting its contractual financial obligations and (iii) to facilitate investment in programmes and activities in pursuit of its charitable objectives, where it may not be able to attract external funding.

The reserves policy adopted by the trustees is for NCB to hold a level of free reserves (defined as net current unrestricted assets, ie excluding fixed assets and the pension deficit) equivalent to 12 weeks' costs for all staff, which would equate to £1.07m based on forecast staff levels for 2015/16. As at 31st March 2015 the free reserves are £2.3m.

## Investment Policy

The current investment policy is to limit investment in more volatile assets and to keep key reserves in cash deposits. The trustees have begun a process of refreshing this approach to investment, to ensure the best use of the significant anticipated funds arising from the sale of the freehold property. The Board have formed an Investment Committee to be 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 will advise 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 will recommend 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 our new funds.

## Public Benefit

The trustees continue to have regard to the public benefit provided by NCB in relation to its charitable purposes and have given due consideration to the guidance issued by the Charity Commission on this subject. We review aims, objectives and activities annually and, as part of that process, we consider the outputs of our activities, assess the benefit of those outputs on the lives of disadvantaged children and young people and develop future objectives to ensure that our work continues to deliver our charitable aims, which is reflected in our mission to improve children and young people's experiences and life chances by reducing the impact of inequalities. The trustees believe NCB can clearly demonstrate that it provides a public benefit.

## Trustees' responsibilities for the financial statement

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 2005) issued under the auspices of the Charity Commission.

### **Members, funders, stakeholders and sponsors**

We would like to thank all our members for their continued support of NCB both financially and in pursuit of its aims and activities. We would also 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 Clark Whitehill LLP were re-appointed as the company's auditors during the year and have expressed their willingness to continue in that capacity.

**This Annual Report of the Trustees, under the Charities Act 2011 and the Companies Act 2006, was approved by the Board of Trustees on 24 July 2015 including approving in their capacity as company directors the Strategic Report contained therein, and is signed as authorised on its behalf by:**



Elaine Simpson  
Chair  
National Children's Bureau  
8 Wakley Street, London, EC1V 7QE  
Company Number: 952717

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

We have audited the financial statements of the National Children's Bureau for the year ended 31 March 2015 set out pages 21 to 35.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and the charitable company's trustees as a body in accordance with section 154 of the Charities Act 2011. 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.

## **Respective responsibilities of trustees and auditor**

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 151 of the Charities Act 2011 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

## **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Trustees' Report – incorporating the Directors' Strategic Report and Administrative Report and any other surround information to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### Opinion on financial statements

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 2015 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 and the Charities Act 2011.

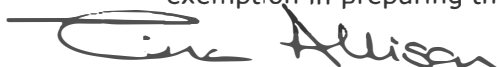
### Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Strategic Report and the Trustees Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

### Matters on which we are required to report by exception

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

- the parent charitable company has not kept adequate accounting record; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Strategic Report and the Trustees Annual Report.



Tina Allison  
Senior Statutory Auditor

For and on behalf of  
**Crowe Clark Whitehill LLP**  
Statutory Auditor  
**St Bride's House**  
**10 Salisbury Square**  
**London**  
**EC4Y 8EH**

Date: 30 October 2015

Crowe Clark Whitehill LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

**Consolidated Statement of Financial Activities****(incorporating an Income and Expenditure Account)**

Period ended 31 March 2015

	Notes	Restricted Funds £'000	Unrestricted Pension Reserve £'000	Unrestricted Other Funds £'000	2015 £'000	2014 £'000
<b>INCOME AND EXPENDITURE ACCOUNT</b>						
<b>INCOMING RESOURCES</b>						
Voluntary income						
Donations and appeals		-	-	475	475	139
Activities in furtherance of the charity's objects						
Children's Partnership		4,022	-	17,308	21,330	9,458
		300	-	-	300	300
Activities for generating funds						
Lettings and catering		-	-	18	18	51
Other activities		-	-	25	25	41
Shared services		-	-	19	19	140
Other income						
Freehold sale deposit	7	-	-	-	-	355
Investment income	3	-	-	6	6	5
<b>Total incoming resources</b>		<b>4,322</b>	<b>-</b>	<b>17,851</b>	<b>22,173</b>	<b>10,489</b>
<b>RESOURCES EXPENDED</b>						
1, 4 & 7						
Cost of generating funds						
Fundraising		-	-	54	54	24
Lettings and catering		-	-	20	20	20
Shared services		-	-	7	7	138
		-	-	81	81	182
Charitable expenditure						
Cost of activities in furtherance of the charity's objects						
Children's Partnership		3,646	-	16,547	20,193	10,881
		300	-	-	300	300
		3,946	-	16,547	20,493	11,181
Restructuring and redundancy cost						
Pension scheme movements in year	18	-	(344)	-	(344)	(110)
<b>Total charitable expenditure</b>		<b>3,946</b>	<b>(344)</b>	<b>16,550</b>	<b>20,152</b>	<b>11,311</b>
Governance						
Total resources expended		<b>3,946</b>	<b>(344)</b>	<b>16,672</b>	<b>20,274</b>	<b>11,551</b>
<b>NET INCOME / (EXPENDITURE) FOR THE YEAR</b>						
		<b>376</b>	<b>344</b>	<b>1,179</b>	<b>1,899</b>	<b>(1,062)</b>
<b>OTHER RECOGNISED GAINS AND (LOSSES)</b>						
Pension scheme actuarial (loss) / gain (FRS 17)	18	-	(3,312)	-	(3,312)	1,080
Revaluation of freehold land and buildings	1 & 7	-	-	733	733	1,078
<b>NET MOVEMENT IN FUNDS including Pension Reserve</b>		<b>376</b>	<b>(2,968)</b>	<b>1,912</b>	<b>(680)</b>	<b>1,096</b>
FUNDS BROUGHT FORWARD						
		821	(2,867)	6,093	4,047	2,951
<b>FUNDS CARRIED FORWARD</b>		<b>1,197</b>	<b>(5,835)</b>	<b>8,005</b>	<b>3,367</b>	<b>4,047</b>

Notes 1 to 18 form part of these financial statements

All activities derive from continuing operations

**Balance Sheets**

As at 31 March 2015

	Notes	<b>Group</b> 2015 £'000	2014 £'000	<b>Charity</b> 2015 £'000	2014 £'000
<b>FIXED ASSETS</b>					
Tangible assets	1 & 7	5,886	5,194	5,886	5,194
Investments	1 & 9	10	10	10	10
Shares in subsidiary undertaking	10	-	-	-	-
		<u>5,896</u>	<u>5,204</u>	<u>5,896</u>	<u>5,204</u>
<b>CURRENT ASSETS</b>					
Stocks	1	-	13	-	13
Debtors	11	3,088	2,414	3,097	2,420
Cash on deposit	9	20	20	20	20
Cash at bank and in hand		5,887	2,299	5,864	2,276
		<u>8,995</u>	<u>4,746</u>	<u>8,981</u>	<u>4,729</u>
Less					
CREDITORS falling due within one year	12	(5,689)	(3,036)	(5,680)	(3,024)
		<u>3,306</u>	<u>1,710</u>	<u>3,301</u>	<u>1,705</u>
<b>NET CURRENT ASSETS</b>					
<b>NET ASSETS EXCLUDING PENSION LIABILITY</b>					
Pension Scheme liability		(5,835)	(2,867)	(5,835)	(2,867)
		<u>9,202</u>	<u>6,914</u>	<u>9,197</u>	<u>6,909</u>
<b>NET ASSETS INCLUDING PENSION LIABILITY</b>					
	17	<u>3,367</u>	<u>4,047</u>	<u>3,362</u>	<u>4,042</u>
<b>FUNDS</b>					
Restricted Funds	1 & 14	1,197	821	1,197	821
Unrestricted - other funds	1 & 15	2,784	1,605	2,779	1,600
- revaluation fund	1 & 16	5,221	4,488	5,221	4,488
Unrestricted pension reserve	18	(5,835)	(2,867)	(5,835)	(2,867)
		<u>3,367</u>	<u>4,047</u>	<u>3,362</u>	<u>4,042</u>

Notes 1 to 18 form part of these financial statements

The financial statements were approved and authorised for issue by the trustees on 24th July 2015 and were signed on their behalf by:


**Elaine Simpson**

Chair  
National Children's Bureau  
Company number: 952717

## Consolidated Cash Flow Statement

for the period ended 31 March 2015

	2015		2014
£'000	£'000	£'000	£'000
<b>NET CASH INFLOW / (OUTFLOW) FROM OPERATING ACTIVITIES</b>	3,596		(722)
<b>RETURNS ON INVESTMENTS</b>			
Interest and dividends received	6		5
<b>CAPITAL EXPENDITURE AND FINANCIAL INVESTMENTS</b>			
Payments to acquire tangible fixed assets	(14)		(11)
<b>MANAGEMENT OF LIQUID RESOURCES</b>			
Decrease in cash on deposit	-		2,195
	<u>3,588</u>		<u>1,467</u>

### Notes to the Consolidated Cashflow Statement

	1 Apr 2014	2015	31 March
	£'000	cashflow	2015
	£'000	£'000	£'000
<b>ANALYSIS OF CASH AVAILABLE ON DEMAND</b>			
Cash at bank and in hand	2,299	3,588	5,887

### RECONCILIATION OF NET CASH FLOW FROM OPERATING ACTIVITIES

	2015		2014
	£'000		£'000
Net income / (expenditure) for the year	1,899		(1,062)
Depreciation	55		61
Increase in creditors	2,653		392
(Increase) / decrease in debtors	(674)		2
Decrease in stock	13		-
Interest and dividends receivable	(6)		(5)
Pension reserve net gain, excluding actuarial gains / losses	(344)		(110)
Net cash inflow / (outflow) from operating activities	<u>3,596</u>		<u>(722)</u>



# Notes to the Financial Statements

for the year ended 31 March 2015

## 1 ACCOUNTING POLICIES

### Basis of preparation

The financial statements have been prepared under the historical cost convention, with the exception of listed investments, which are included on a market value basis, and freehold land and buildings, which were revalued as at 31 March 2015 by Strettons (Chartered Surveyors) on 24 May 2015 using an existing use basis.

The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) for Accounting and Reporting by Charities, applicable accounting standards and the Companies Act 2006.

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

The description of activities in furtherance of the charity's objects has been simplified. The comparatives for 2013/14 have therefore been changed so that the figures for both years are comparable.

### 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. No separate statement of Financial Activities has been presented for the charity alone as permitted by Section 408 of the Companies Act 2006 and paragraph 397 of the SORP.

### 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.

### Incoming resources

Incoming resources include donations on a received basis, and all other income on a receivable basis in respect of the period.

### Income in advance

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

### Tax status

NCB is registered charity and is exempt from taxation on income arising from, and expended on, its charitable activities.

### Resources expended

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

Expenditure comprises direct expenditure, including staff costs, attributable to the activity. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with budgeted use of the resources. Accommodation costs are allocated by floor space. Other support service 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, 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 has two pension schemes.

NCB is an admitted body of the South Yorkshire Pension Fund (SYPF), which is a multi-employer defined benefit scheme. Under the terms of FRS17 the deficit of the scheme is recognised on the balance sheet. Charges relating to current and past service costs, and gains and losses on settlements and curtailments, are included within staff costs and charged to the statement of financial activities. Actuarial gains and losses are recognised immediately in other recognised gains and losses. Other costs are shown as pension scheme movements in the year.

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**

Freehold property, shown at valuation, is depreciated on a straight line basis at 2% per annum of cost of the buildings and 4% per annum of cost of the building roof. Furniture and equipment, shown at cost, is depreciated on a straight line basis at 20% to 33% per annum. All fixed assets costing under £500 are written off in the year of purchase.

### **Operating Lease**

Rental costs under operating leases are charged to the SOFA in equal amounts over the period of the leases.

### **Investments**

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

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

### **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 14.

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 15.

The Fixed Asset funds, together with the equipment grants, in notes 14 and 15, represent the investment in tangible assets.

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

**2. INCOMING RESOURCES**

	Government project grants £'000	Other project grants £'000	Other Income £'000	2015 £'000	2014 £'000
<b>Voluntary income</b>					
Donations and appeals	-	-	475	475	139
<b>Activities in furtherance of the Charity's objects</b>	2,133	2,001	17,196	21,330	9,458
Children's Partnership	300	-	-	300	300
<b>Activities for generating funds</b>					
Lettings and catering	-	-	18	18	51
Shared services	-	-	19	19	140
Freehold sale - deposit	-	-	-	-	355
Other income	-	-	25	25	41
Investment income	-	-	6	6	5
	<u>2,433</u>	<u>2,001</u>	<u>17,739</u>	<u>22,173</u>	<u>10,489</u>
Totals for 2014	<u>2,668</u>	<u>1,666</u>	<u>6,155</u>	<u>10,489</u>	

**3. INVESTMENT INCOME**

	2015 £'000	2014 £'000
<b>Fixed Asset investments:</b>		
Income from listed investments	-	-
<b>Cash on deposit:</b>		
Bank and other interest receivable	6	5
	<u>6</u>	<u>5</u>

**4. RESOURCES EXPENDED**

	Staff £'000	Other expenses £'000	Internal cross charges £'000	Support Services £'000	2015 £'000	2014 £'000
<b>Cost of generating funds</b>						
Fundraising	-	8	13	33	54	24
Lettings and catering	8	10	1	1	20	20
Shared services	-	5	1	1	7	138
<b>Cost of activities in furtherance of the charity's objects</b>	3,181	15,309	321	1,382	20,193	10,881
Children's Partnership	131	123	3	43	300	300
Support Services	975	827	(342)	(1,460)	-	-
Governance	-	38	3	-	41	58
Restructuring	3	-	-	-	3	240
Resources expended before pension scheme movements	4,298	16,320	-	-	20,618	11,661
<b>Totals for 2014</b>	<b>5,038</b>	<b>6,623</b>	<b>-</b>	<b>-</b>	<b>11,661</b>	

	2015 £'000	2014 £'000
<b>Support Services</b>		
Facilities	859	879
Human resources	176	272
Finance	260	272
Management	165	183
	<b>1,460</b>	<b>1,606</b>

	2015 £'000	2014 £'000
<b>Governance costs</b>		
Trustees' expenses	6	7
Auditors' remuneration	20	39
Other expenses	15	12
	<b>41</b>	<b>58</b>

	Restricted £'000	Unrestricted £'000	2015 £'000	2014 £'000
<b>Resources expended include</b>				
Depreciation	27	28	55	61
Auditors' remuneration - Statutory audit current year provision	-	21	21	20
- Statutory audit (over) provision prior year	-	(1)	(1)	18
- Project audits	5	-	5	8
- Other work	-	-	-	4

## 5. STAFF AND TRUSTEES

	2015 £'000	2014 £'000
<b>Staff Costs</b>		
Salaries and wages	3,506	4,171
Social Security costs	310	350
Staff pension cost	482	517
	<u>4,298</u>	<u>5,038</u>

	2015 number	2014 number
<b>Average full - time equivalent staff numbers by main area</b>		
Fundraising	-	1
Lettings and catering	1	1
Cost of activities in furtherance of the charity's objects	77	81
Support Services	18	25
	<u>96</u>	<u>108</u>

<b>Staff earning over £60,000</b>		
between £60,000 and £70,000	3	3
between £70,000 and £80,000	1	-
between £90,000 and £100,000	-	1
	<u>4</u>	<u>4</u>

No remuneration is payable to trustees. Travel and accommodation expenses totalling £5,777 (2014: £7,203) were reimbursed to seven trustees (2014: seven)

## 6. RESTUCTURING COSTS

	2015 £'000	2014 £'000
Payment in respect of redundancy	3	171
Payment in respect of additional pension entitlement	-	69
	<u>3</u>	<u>240</u>

**7. TANGIBLE FIXED ASSETS**

<b>Valuation</b>	Freehold land and buildings £'000	Furniture and equipment £'000	Total £'000
<b>Group and Charity</b>			
Valuation as at 1 April 2014	5,140	795	5,935
Additions	-	14	14
Disposals	-	(290)	(290)
Revaluation	710	-	710
Valuation as at 31 March 2015	<u>5,850</u>	<u>519</u>	<u>6,369</u>
Depreciation as at 1 April 2014	-	741	741
Charge	23	32	55
Disposals	-	(290)	(290)
Revaluation	(23)	-	(23)
Depreciation as at 31 March 2015	<u>-</u>	<u>483</u>	<u>483</u>
<b>Net book value as at 31 March 2015</b>	<b>5,850</b>	<b>36</b>	<b>5,886</b>
Net book value as at 31 March 2014	5,140	54	5,194

**Revaluation of freehold land and buildings as at 31 March 2015**

The freehold land and building were valued as at 31 March 2015 by Strettons (Chartered Surveyors) on 24 May 2015 using existing use basis.

Valuation as at 31 March 2015	5,850
Valuation as at 31 March 2014	(5,140)
Depreciation charged in year	23
<b>Movement on revaluation</b>	<b><u>733</u></b>

On 17 February 2014 NCB signed a conditional contract to sell the freehold property. A non-returnable deposit was received under this contract.

<b>Historic cost</b>	Freehold land £'000	Freehold buildings £'000	Furniture and equipment £'000	Total £'000
<b>Group and Charity</b>				
Cost as at 1 April 2014	138	1,009	795	1,942
Additions	-	-	14	14
Disposals	-	-	(290)	(290)
Cost as at 31 March 2015	<u>138</u>	<u>1,009</u>	<u>519</u>	<u>1,666</u>
Depreciation as at 1 April 2014	-	495	741	1,236
Charge	-	23	32	55
Disposals	-	-	(290)	(290)
Depreciation as at 31 March 2015	<u>-</u>	<u>518</u>	<u>483</u>	<u>1,001</u>
Net book value as at 31 March 2015	138	491	36	665
Net book value as at 31 March 2014	138	514	54	706

**8. OPERATING LEASE COMMITMENTS**

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

	2015 £'000	2014 £'000
	Under one year	Two to five years
Land and buildings	4	-
Equipment	-	88
	<u>          </u>	<u>          </u>

**9. INVESTMENTS AND CASH ON DEPOSIT**

	2015 £'000	2014 £'000
<b>Group and Charity</b>		
<b>Quoted investments</b>		
Market value as at 1 April 2014	10	10
Gain for the year	-	-
Market value as at 31 March 2015	<u>          10</u>	<u>          10</u>
Quoted investments - Historic value as at 31 March 2015	<u>          8</u>	<u>          8</u>
	2015 £'000	2014 £'000
All investments are listed in the United Kingdom		
The following investment holdings were over 5% of the portfolio value		
M&G Charibonds	<u>          10</u>	<u>          10</u>
<b>Group and Charity</b>	2015 £'000	2014 £'000
<b>Cash on deposit</b>		
CCLA	<u>          20</u>	<u>          20</u>



**10. SHARES IN SUBSIDIARY UNDERTAKING**

This represent 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. The company gift aids its taxable profits to NCB. A summary of its trading results is shown below. Audited financial statements are filed with the Registrar of Companies. The result of subsidiary undertaking have been consolidated on a line by line basis. The subsidiary undertakes conferences and lettings programmes and various fundraising activities for NCB, and provides support services for other charities.

	2015 £'000	2014 £'000
Turnover	37	265
Cost of sales	(24)	(215)
Gross profit	13	50
Administrative expenses	(10)	(37)
Net profit before gift aid	3	13
Amount gift-aided to NCB	(3)	(13)
Net profit retained	-	-

The aggregate of the assets, liabilities and funds was:	2015 £'000	2014 £'000
Assets	25	30
Liabilities	(20)	(25)
Net assets	5	5
Share capital (100 shares £1)	-	-
Accumulated Profit and Loss	5	5
Total funds	5	5

**11. DEBTORS**

	Group		Charity	
	2015 £'000	2014 £'000	2015 £'000	2014 £'000
Trade debtors	1,341	1,702	1,340	1,696
Amount due from subsidiary undertaking	-	-	11	13
Other debtors and prepayments	773	242	772	241
Accrued income ( grants due for projects)	974	470	974	470
	<u>3,088</u>	<u>2,414</u>	<u>3,097</u>	<u>2,420</u>



**12. CREDITORS FALLING DUE WITHIN ONE YEAR**

	Group		Charity	
	2015 £'000	2014 £'000	2015 £'000	2014 £'000
Trade Creditors	2,269	769	2,269	767
Social Security and other taxes	676	490	673	489
Pension contributions	40	36	40	36
Other creditors and accrued charges	2,051	669	2,045	660
Income received in advance	653	1,072	653	1,072
	<u>5,689</u>	<u>3,036</u>	<u>5,680</u>	<u>3,024</u>

	B/fwd 1 Apr 2014 £'000	Received 2015 £'000	Income 2015 £'000	C/fwd 31 March 2015 £'000
Income received in advance in respect of 2015/16				
Membership subscriptions	38	50	56	32
Consultancy and other fees	1,034	16,430	16,843	621
	<u>1,072</u>	<u>16,480</u>	<u>16,899</u>	<u>653</u>

**13. RELATED PARTY TRANSACTIONS**

The group has taken advantage of the exemption, which is conferred by Financial Reporting Standard 8 "Related Party Disclosure", that allows the group not to disclose transaction with group undertakings that are eliminated on consolidation.

Claire Quarrell (to December 2014) and Anna Feuchtwang were a director of Childlife during the year, a consortium which donated £117,500 to NCB during the year (of which £51,875 was awaiting settlement at the balance sheet date).

Trevor Edinborough (to 20 January 2015) and Philip King (from 20 January 2015) were directors of The Children's Partnership Ltd, which paid £300,000 Department for Education Strategic Partner grant to NCB during the year (of which £75,000 was awaiting settlement at the balance sheet date).

**14. RESTRICTED FUNDS**

<b>Group and Charity</b>	B/fwd 1 Apr 2014 £'000	Income £'000	Expenses £'000	C/fwd 31 March 2015 £'000
<b>Project and Unit funds</b>				
Grants from Government Departments	206	2,529	(2,639)	96
Grants from Big Lottery	39	723	(550)	212
Grants from Sainsbury Family Charitable Trusts	134	174	(233)	75
Other grants and income	179	896	(510)	565
Supplementary Note Page 36	558	4,322	(3,932)	948
Fixed asset fund - restricted element	205	-	(5)	200
Equipment grants	35	-	(9)	26
Other funds	23	-	-	23
	<u>821</u>	<u>4,322</u>	<u>(3,946)</u>	<u>1,197</u>

**15. UNRESTRICTED OTHER FUNDS**

	B/fwd 1 Apr 2014 £'000	Income £'000	Expenses £'000	Allocations and Transfers £'000	C/fwd 31 March 2015 £'000
<b>Designated funds</b>					
Fixed asset fund - designated element	466	-	(28)	1	439
Pension fund	-	4	(176)	215	43
	466	4	(204)	216	482
<b>General Funds</b>	1,139	17,847	(16,468)	(216)	2,302
Group - unrestricted funds before pension reserve	1,605	17,851	(16,672)	-	2,784
Charity - unrestricted funds	1,600				2,779
Subsidiary undertaking	5				5

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

The **Pension fund** is used to fund costs not covered by the main pension scheme and potential pension scheme deficit.

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

**16. UNRESTRICTED REVALUATION FUND**

	B/fwd 1 Apr 2014 £'000	Income £'000	Expenses £'000	Revaluation of freehold £'000	Allocations and Transfers £'000	C/fwd 31 March 2015 £'000
Revaluation fund	4,488	-	-	733	-	5,221

The freehold land and building were valued as at 31 March 2015 by Strettons (Chartered Surveyors) on 24 May 2015 using existing use basis. The Revaluation fund represents the difference between the valuation and historic cost net book value (note 7).

	£'000
Valuation as at 31 March 2015	5,850
Valuation as at 31 March 2014	(5,140)
Depreciation charged in year	23
<b>Movement on revaluation</b>	<b>733</b>

**17. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS**

	Tangible Fixed Assets £'000	Investments £'000	Net Current Assets £'000	Pension Scheme Liability £'000	Total £'000
Restricted Funds	226	-	971	-	1,197
Unrestricted - other funds	439	10	2,335	-	2,784
Unrestricted - revaluation fund	5,221	-	-	-	5,221
Net Assets before Pension Reserve	5,886	10	3,306	-	9,202
Pension Reserve	-	-	-	(5,835)	(5,835)
Group Net Assets	5,886	10	3,306	(5,835)	3,367

**18. PENSION ARRANGEMENTS**

The disclosures set out below relate to pension arrangements to which contributions are made by the charity - a defined benefit 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). A full triennial actuarial valuation was carried out as at 31 March 2013 and a further valuation made for the purposes of FRS 17 to 31 March 2015 by a qualified independent actuary. The charity is required to comply with the full requirements of FRS17. Details of these are set out below.

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. Following the March 2013 valuation, the contribution rate was increased to variable rates between 17% and 22% of pensionable salaries from 1 April 2014. Additional amounts will be payable to fund the forecast deficit on the pension fund.

The methodology for calculation of pension cost is determined as part of the actuarial valuation. The most recent valuation was as at 31 March 2013. The cost of NCB's contribution to SYPF for the year ended 31 March 2015 was £410,126 (2014 £511,622), which included £160,000 deficit repayment (2014 £101,900) and £ Nil (2014 £75,494) redundancy costs.

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

Set out below are disclosures required for the purposes of FRS 17.

The fair value of assets in the scheme and the expected return were:

	<b>Long-term rate of return expected</b>	<b>2015 £'000</b>	<b>2014 £'000</b>	<b>Long-term rate of return expected</b>
<b>Assets</b>				
Equities	6.5%	16,925	15,549	7.0%
Government bonds	2.2%	4,345	3,368	3.4%
Other bonds	2.9%	1,647	1,722	4.3%
Property	5.9%	3,095	2,532	6.2%
Cash	0.5%	454	380	0.5%
Other	6.5%	1,931	1,773	7.0%
Total market value of assets		28,397	25,324	
Present value of scheme liabilities		(34,232)	(28,191)	
(Deficit) in the scheme		(5,835)	(2,867)	

	2015	2014	2013	2012	2011
	Assumptions	Assumptions	Assumptions	Assumptions	Assumptions
<b>The major assumptions used by the actuary were:</b>					
Increase in salaries	3.0%	3.0%	3.0%	3.0%	4.7%
Rate of increase in pensions	2.0%	2.4%	2.4%	2.5%	2.9%
Discount rate	3.3%	4.5%	4.2%	4.9%	5.5%
Inflation assumption	2.0%	2.4%	2.4%	2.5%	3.4%
	2015	2014	2013	2012	2011
	£'000	£'000	£'000	£'000	£'000
<b>Analysis of the amount charged to operating result</b>					
Current service cost	330	518	492	567	882
Curtailment loss	-	152	13	-	65
Prior year and past pension	-	-	112	-	(1,501)
Total operating charge	330	670	617	567	(554)
<b>Analysis of other finance income (expense)</b>					
Expected return on pension scheme assets	1,517	1,375	1,178	1,320	1,183
Interest on pension scheme liabilities	(1,257)	(1,161)	(1,151)	(1,259)	(1,338)
Net income / (expense)	260	214	27	61	(155)
<b>Analysis of actuarial gains and losses:</b>					
Asset gains / (losses)	1,966	493	1,687	(437)	365
Liability (losses) / gains	(5,278)	587	(3,288)	418	1,133
Change in assumptions	-	-	-	-	-
Net gain / (loss)	(3,312)	1,080	(1,601)	(19)	1,498
<b>Movement in (deficit) during the year:</b>					
Deficit in scheme at beginning of year	(2,867)	(4,057)	(2,525)	(2,511)	(5,110)
Movements in year					
Operating charge	(330)	(670)	(617)	(567)	554
Contributions	414	566	659	511	702
Other finance income / (expense)	260	214	27	61	(155)
Actuarial (losses) / gains	(3,312)	1,080	(1,601)	(19)	1,498
Deficit in scheme at end of year	(5,835)	(2,867)	(4,057)	(2,525)	(2,511)

#### 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. The cost of NCB's contributions for the year ended 31 March 2015 was £65,642.

#### Personal pension plans

Payments are also made to employees' personal pensions which are charged in the year in which they become payable. NCB matches employees' contributions up to a maximum of 3.5% of pensionable salaries. The cost of NCB's contributions for the year ended 31 March 2015 was £6,037 (2014: £5,643).

**SUPPLEMENTARY NOTE (Unaudited)**

for the year ended 31 March 2015

Project	Funder	Funding balances 31 March 2014 £	Incoming Resources £	Resources expended £	Funding balances 31 March 2015 £
<b>Evidence and Impact</b>					
Carlile Inquiry	Various trusts	1,235	5,000	6,235	-
Disabled Children's Participation	Big Lottery Fund	4,563	2,849	7,412	-
From Care to Independence	Prince's Trust	4,736	60,986	62,068	3,654
Innovation Programme Seed Funding	Department for Education	-	12,000	12,000	-
Role of the Independent Reviewing Officer in improving care planning for looked after children	Nuffield Foundation	-	4,100	4,100	-
<b>NCB partnerships</b>					
Alternative City of Culture	Big Lottery	1,238	-	1,238	-
Anti Bullying Alliance	Department for Education	-	769,361	769,361	-
Anti Bullying Forum (NI)	Department for Education (NI)	-	108,172	108,172	-
Childhood Bereavement Network	True Colours Trust	114,256	-	111,451	2,805
	Waldron Trust	25,000	-	-	25,000
- Core	True Colours Trust	-	73,610	15,492	58,118
- Research	True Colours Trust	3,250	-	387	2,863
Countdown to Change	NHS Commissioning Board	47,510	96,059	82,701	60,868
Delivering better for children with long term conditions	Department of Health	47,714	113,495	161,209	-
Early Intervention Transformation Programme	Atlantic Philanthropies	-	70,000	24,961	45,039
Every Disabled Child Matters	True Colours Trust	4,409	100,000	104,409	-
Expert Parent Programme	Department of Health	18,834	61,224	80,058	-
IRights	Mozilla	-	32,306	16,141	16,165
IRights Empowering Children and Young People online	Nominet	-	22,500	16,087	6,413
IRights Manifesto	NESTA	-	25,000	23,315	1,685
Leadership Training Programme	JP Morgan Chase Foundation	70,694	-	70,694	-
Lessons in Love	Comic Relief	-	35,454	32,404	3,050
My rights, Your responsibilities	True Colours Trust	12,641	-	1,418	11,223
Northern Ireland office	Atlantic Philanthropies	62,000	240,000	202,307	99,693
Planning for Impact Practice	Big Lottery	-	11,998	8,634	3,364
Prepared for Puberty	Wellcome Trust	14,996	-	13,062	1,934
Reducing Restrictive Physical Intervention on Children in Healthcare settings	Department of Health	-	40,000	13,484	26,516
Social Care Innovation Programme	Department for Education	-	83,462	83,462	-
Transition Support programme	Department of Health	67,942	-	67,942	-
Wellbeing in Schools	Various	-	24,683	23,302	1,381
<b>NCB programmes</b>					
Children In Care Councils & Corporate Parenting	Department for Education	859	155,062	155,921	-
Early Years Practice Improvement	Good Ideas	-	833	833	-
European Youth tackling Obesity	EU commission	18,063	59,526	72,589	5,000
	LB Islington	-	15,000	15,000	-
Fulfilling Lives: a better start	Big Lottery Fund	33,850	-	33,850	-
Health & Care VSS Strategic Partner	Department of Health	3,166	181,000	182,268	1,898
Lambeth Early Action Partnership	Big Lottery Fund	-	708,540	498,567	209,973
	Lambeth CCG	-	180,000	-	180,000
	LB Lambeth	-	180,000	-	180,000
Making it REAL	Department for Education	537	549,361	549,898	-
VCSE Strategic Partner	Department for Education	-	300,000	300,000	-
<b>TOTAL</b>		<b>557,493</b>	<b>4,321,581</b>	<b>3,932,432</b>	<b>946,642</b>