



**Annual Report
and Accounts
2017-18**



National Children's
Bureau



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Introduction

From the Chair



The National Children's Bureau continues to drive change across the whole children's sector, addressing the wide range of issues facing children growing up today.

Over the past year, we have seen a worrying rise in child poverty, additional pressures on the services that children and families rely on, and signs of increasing mental health problems among children and young people.

At the same time, funding pressures have challenged the whole charitable sector and to sustain our vital work we have had to find innovative ways to fulfil our charitable purpose, both in our project work and in our internal structures.

In 2017, we sold NCB's London long-held office at Wakley Street in Islington. The building was no longer fit for purpose, was expensive to maintain, and did not suit

our modern ways of working. We have now purchased a new home in Hackney in east London, which we anticipate moving into in spring 2019.

Our governance has changed too. To ensure our Board better represents the views of children and young people, we have increased the number of our trustees aged under 25 to three and improved the ways in which our Board and our young advisory group work together.

We have also extended our overall Board of Trustees' membership to 15, having appointed four new trustees this year who bring fresh perspectives and additional expertise to our extremely skilled and well-established Board.

I'd like to thank all my fellow trustees for their dedication and hard work during an exceptionally busy year for the Board and our committees.

Having had the honour and privilege of serving as Chair for almost six years, I will be stepping down from this role with complete confidence in the quality of our Board of Trustees and an exceptionally strong Chief Executive and senior team.

The work we've done together right across NCB to develop a dynamic strategy for the next five years is already bearing fruit and I am confident the charity will go from strength to strength under the leadership of a new chair.

A handwritten signature in dark ink that reads "Elaine Simpson".

Elaine Simpson
Chair

From the Chief Executive

In the face of the challenges that children and families are facing, it is the collective strength of the NCB family across all these issues that enables us to develop innovative, evidence-based solutions.

- The Council for Disabled Children has delivered extensive support and opportunities for disabled children and young people, their families and all those who support them.
- After campaigning successfully for relationships education to be made statutory, The Sex Education Forum has worked with members to spread evidence and good practice relating to the core principles of what makes this education good quality.
- The Anti-Bullying Alliance and the Northern Ireland Anti-Bullying Forum co-ordinated highly effective Anti-Bullying Week campaigns reaching over 70% of schools, while NCB Northern Ireland has chaired the legislative guidance working group for Northern Ireland's new anti-bullying act.
- The Childhood Bereavement Network campaigned to lessen the impact of changes to bereavement benefits, raising the issue through extensive media coverage and prompting debate in parliament.
- The Lambeth Early Action Partnership demonstrated our strength in partnership working, rolling out an impressive range of services for families and young children.

With our specialist expertise in health and social care, early years, education and equality we've been able to influence policy and improve practice to make a lasting difference to children's lives.

Our *Off the Radar* report made a broad sweep of the issues we're most concerned about and the policy solutions we're calling for, demonstrating both the ambition and urgency of our work.

At the core of everything we do are children and young people themselves, their opinions, experiences and ideas. I was delighted to co-chair our Making Participation Work Young People's Conference with a 14 year old, bringing together children and young people with disabilities and special education needs to discuss how they can be better involved in decisions about their own lives.

Bringing children and young people's voices directly to places of power and influence is something our Chair, Elaine, has enabled throughout nearly six years of service to NCB. As she prepares to step down from this role, I would like to offer Elaine my thanks for the huge contribution she's made.



Anna Feuchtwang
Chief Executive



Report of the Board of Trustees

Incorporating the Directors Strategic Report and Administrative Report for Companies Act purposes

In this publication, the Trustees of the National Children's Bureau present their Annual Report for the year ended 31 March 2018 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.

S O C I A L C A R E
H E A L T H
E Q U A L I T Y
E A R L Y Y E A R S
E D U C A T I O N
P O V E R T Y
M E N T A L H E A L T H
I N C L U S I O N

Objectives and activities

Our vision is for every child in England and Northern Ireland to be safe, secure and supported.

For 50 years we've been influencing policy and improving practice to build a better childhood, where every child and every young person gets the right support in the right time and place, no matter what challenges they are facing.

By gathering and analysing the evidence, by listening to children's experiences and by getting organisations to unite in pursuit of shared goals, we're able to influence legislation and drive changes right across the system that make things work better for children and communities.

We build partnerships across and beyond the children's sector and train those who work directly with children, young people and families, to make sure the changes are long-lasting.

We're working with every local authority in England, and across Government in Northern Ireland. We're able not only to influence the formation of major legislation such as the SEND reforms in the Children and Families Act, but also to develop guidance and practical tools to support their implementation.

We're able to raise concerns about the impact of Government policy on the most vulnerable children, and then produce unflinching, passionate and evidence-based reports setting out authoritative recommendations for action.

This boils down to these five priorities areas we will focus on to achieve our vision:

- 1 Making evidence count**
Influencing legislation, policy and practice to make sure it's based on high quality evidence about what works for children.
- 2 Involving children and young people**
Enabling children, young people and families to actively participate in decision making and influence change.
- 3 Bringing organisations together**
Using our convening power to unite all those who can help us put the best interests of children first.
- 4 Developing the workforce**
Training and equipping an up to date and skilled workforce that is knowledgeable and skilled to make positive changes for children.
- 5 Building respect and trust**
Putting into practice our core governance principles of leadership, integrity, transparency and accountability.

The following strategic report sets out the progress we've made during 2017-18.

Making evidence count

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

During 2017-18, NCB's Research and Policy team continued to produce impactful research on the needs and experiences of children and young people, and to use this to inform the improvement of national policy and practice.

Mental health

Working closely with researchers from the UCL Institute of Education and the University of Liverpool, we analysed information on more than 10,000 children born in 2000-1 to reveal that 1 in 4 girls aged 14, and 1 in 10 boys, experienced symptoms of depression.

Our researchers also enhanced the understanding of effective mental health assessment for children in care and support for care leavers.

The Government's mental health green Paper followed significant campaigning work by NCB and our partners, and reflected research conducted by NCB on behalf of the Department for Education to understand the current state of mental health provision in education settings.

Children's social care

We continued to highlight the challenges facing children's services with the publication of two surveys analysing the experiences of social workers and councillors with lead responsibility for children's services. The research was used to inform our work coordinating the All-Party Parliamentary Group for Children's Inquiry into children's social care, where we looked in depth at the reasons behind

inconsistency in access to support and services across the country.

In October 2017, we published 'Off the Radar', setting out NCB's research knowledge, policy recommendations and vision for children across all our areas of expertise. The report was launched at an event in Parliament, raising awareness of the considerable challenges facing children and young people among politicians, civil servants and other sector leaders.

We also published a series of research reports on children in care and care leavers, to inform improvements to policy and practice. This included research into how staff measure the well-being of looked after children, funded by the John Paul Getty Foundation.

Other work included an evaluation of the Prince's Trust programme for care leavers; a rapid review of evidence on the views and opinions of children in care and care leavers for the Children's Commissioner for England, and research for BookTrust on reading in foster families.

Other policy work

Led by the Sex Education Forum, NCB campaigned successfully for the introduction of statutory relationships education for primary school children, and sex and relationships education for secondary school children. We also persuaded Government to scrap plans to allow local authorities to opt out of legislative duties towards vulnerable children.



During 2018-19 we will undertake focused research on migration and the interlocking systems of power which place particular groups of children at risk.

Our work continued in the absence of a Northern Ireland Executive and with a draft programme for government providing the framework for progress. We have campaigned for improved cross-departmental working and the development of services informed by evidence, with the needs of the child as the primary consideration.

We are now looking to further developing our policy influencing with a focus on child poverty, children's services funding and mental health. We will continue to work closely with our academic, statutory and non-governmental partners in the delivery of research related to children's health and wellbeing and we are planning more focussed research outputs on migration and the interlocking systems of power which place particular groups of children and young people at risk.

Involving young people in our research

We have continued to support children and young people's involvement in research and influencing policy decisions.

We recruited and trained a new cohort of Young Research Advisors (YRAs) who have contributed to a young person-led session of the All Party Parliamentary Group for Children, and have helped produce a number of animations related to child health and wellbeing, based on research carried out by the Child Policy Research Unit at UCL.



Young NCB members at the Parliamentary launch of our *Off the Radar* report in October.

Involving children & young people

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

Children and young people's views and experiences inform every aspect of NCB's work across England and Northern Ireland.

Young people working within NCB

In 2017-18, participation has continued to thrive at NCB. We have three Trustees aged under 25 on the NCB Board as well as a Young Person's Advisory Group who provide strategic direction and ensure that our work is meaningful and relevant to those that it seeks to support. Children and young people from both England and Northern Ireland are part of our recruitment process, co-deliver staff training and are empowered to raise their voices by speaking at NCB conferences and events.

Our project work has involved children and young people across all departments, including in the development of Anti-Bullying Week, our consultation on relationships and sex education, and the inclusion of young people's voices as part of the Partnership for Wellbeing & Mental Health in Schools.

Participation in other organisations' work

We work with partners in the public, private and voluntary sectors to ensure that young people's voices are feeding into decisions that affect them. We helped the Royal Foundation develop a young person led campaign to target cyberbullying, ran focus groups for the Office of the Children's Commissioner in England, and gave young people a

voice in the Youth Justice Board's Young Person's Advisory Group.

Influencing Government

The Council for Disabled Children has supported and influenced the implementation of the Government's special educational needs and disability reforms, bringing together FLARE, a group of young people working nationally to advise on SEND issues, sharing their experiences and ideas with the Department for Education to influence how the reforms are delivered.

This included ensuring that professionals have the necessary participation skills to support children and young people's decision making at local and regional levels. Working with young people and parents and carers, we have also created many different resources and training programmes that reflect the challenges children face in their daily lives.

Young research advisors

NCB's Young Research Advisors (YRAs) also play a key role in ensuring the quality, relevance and impact of both NCB research and research conducted by others. The YRAs have in this last year received ongoing training on research methods, ethics and key policy issues. They have carried out a range of roles including: advising on, testing and co-designing research methods and tools; carrying out primary research activities including peer research; interpreting and disseminating research findings; and exploring research priorities and questions.

>> During 2018-19 we will create opportunities for young people to speak directly to decision-makers on the issues which affect them most.

Participation work in Northern Ireland

In Northern Ireland, we have been awarded a second contract to continue work with the Department for Communities on its Uniting Communities initiative. This has enabled us to involve young people in the co-design of the Pathways project, helping to ensure the long-term sustainability of this programme which brings together young people, organisations and communities.

We have also developed the LINKS Young People Advisory Group, building young people's capacity to act as a sounding board for organisations receiving LINKS grants as they develop resources.

NCB also worked with young people to develop an 'easy read' version of the Safeguarding Board NI Strategic Plan that was used for children and young people under the age of 18 as part of the consultation process. NCB then organised and facilitated workshops with diverse groups of children and young people to ensure their views on priorities were included, helping to shape the final strategic plan.

We also delivered training to a Young NCB member to help us recruit a new intern using group work assessment and interviews.



Presenting ideas at a Young NCB Advisory Group meeting.

Bringing organisations together

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

NCB runs several specialist membership groups to draw partners together to drive change in key areas where we need to make childhood better.

Every single one of these groups is a unifying voice speaking with clarity and influence. Together, we work to improve wellbeing and mental health, to promote high quality sex and relationships education, to prevent bullying, increase access and inclusion for children and young people with SEN and disabilities, and improve support for bereaved children and their families.

United to prevent bullying

In 2017, the Anti-Bullying Alliance led a hugely successful Anti-Bullying Week, with 75% of schools across England taking part. The campaign was shaped with input by children and young people themselves, with over 600 children helping to determine the theme for the week, 'All different, all equal'.

There was celebrity support from Andy Day of CBeebies, and the invention of Odd Socks Day, now firmly established as a key part of Anti-Bullying Week. An awards scheme recognised the work of school staff nominated by their pupils for their commitment to tackle bullying.

NCB also delivered an extended programme of activities for Anti-Bullying Week 2018 in Northern Ireland, including the development of an anti-bullying TV programme with the Education Authority accessed by 2,445 classrooms and 75,350 pupils.

United for quality relationships and sex education

In November 2017, the Sex Education Forum celebrated its 30th birthday and secured a statutory requirement for relationship and sex education (RSE) to be taught in schools.

We launched a 'statement of commitment to high quality RSE' and secured widespread support from a range of education unions and voluntary organisations. The statement, which secured cross-party support, was the focal point for a young-people led event in Parliament, attended by the then Secretary of State for Education, Justine Greening.

United to support bereaved children and their families

The Childhood Bereavement Network (CBN) coordinated Children's Grief Awareness Week with Grief Encounter and members across the UK on the theme 'You're Not Alone'.

During an eventful year, CBN also coordinated a coalition of organisations campaigning against cuts to benefits for widowed parents and their children, intervening in a Supreme Court case on the ineligibility of unmarried cohabiting parents and their children for bereavement benefits.

We provided secretariat support and policy expertise to the National Bereavement Alliance, including running two research into practice symposia and a survey on how to include loss, change and death in the school curriculum, to inform review of PSHE and RSE content.



In 2018-19 we will harness all our networks to call for action to address child poverty and counter its impact across different aspects of children's lives.

United to promote inclusion

The Council for Disabled Children runs a number of specialist networks including the influential Special Education Consortium (SEC), providing an independent voice to protect and promote the rights of disabled children and young people.

Over the past year, this activity has focused on holding the Government to account on the SEND reforms due to be completed by the end of March 2018, as well as making the case for more high needs funding and responding as a group on consultations on crucial issues such as alternative provision and exclusions.

United for better mental health

We continued to influence reforms in children and young people's mental health services across England. This year saw the reforms set out in a green paper, with a welcome focus on prevention and early intervention.

NCB convened members of the Partnership for Wellbeing and Mental Health in Schools, which we run, along with members of two other mental health coalitions to form a shared response to the green paper. Together we are seeking to ensure that the reforms are properly resourced, delivered promptly and with close attention to the needs of vulnerable children and young people.

United to tackle poverty

Towards the end of the year NCB's Chief Executive Anna Feuchtwang became Chair of the End Child Poverty Coalition, reflecting how crucial this issue is. As child



Launching Anti-Bullying Week 2017 with patron Andy Day

poverty rates continue to soar there is a connected impact on health outcomes and other aspects of children's lives. Over the coming months we will be drawing attention to this issue and redoubling our efforts to counter the impact of poverty on children's lives.

Bringing organisations together in Lambeth

The Lambeth Early Action Partnership (LEAP) is part of the Big Lottery Fund's A Better Start project, which aims to give babies and toddlers growing up in some of the poorest areas the best start in life.

As we enter the fourth year of delivery, the programme is focused on scaling up its services, creating seamless pathways of support for families and maximising the learning from our innovative approach, which is based on partnership working between the local services and organisations best placed to improve outcomes for children and families in the four wards we're working in.

4 Developing the workforce

Training and equipping an up to date and skilled workforce to achieve lasting changes for children and families.

Developing information, advice and support for disabled children and families

Led by the Council for Disabled Children, NCB runs the Independent Support programme on behalf of the Department for Education. Our role is to help parents and young people navigate the Education, Health and Care planning process in every local authority area across England.

To achieve this we manage contracts with local service providers and with Information, Advice and Support Services, who are responsible for managing a local workforce known as Independent Supporters.

During 2017-18, the programme has supported over 44,000 children, young people and families. We have enabled over 20,700 people to participate in local workshops, helping them to better understand the purpose of the SEND reforms and the role of family services.

The programme has identified and responded to emerging trends and issues such as the rise in requests by parents and young people for one-to-one support during the annual review process, and the need for high quality, targeted regional training. We took a creative approach to helping parents understand the complex EHC process, person-centred planning and annual reviews. The animations we produced on these subjects were viewed thousands of times in the first few months alone.

Since 2014, over 4,500 people have accessed our Independent Support online training and during the last year

we expanded the reach of this training so that local authorities' SEND teams and other family services could benefit from the free learning.

Closely related to the Independent Support programme, our Information, Advice and Support Service (IASS) Network supports local services in providing high quality, impartial advice to children and young people with SEN and disabilities and to their parents. Last year 163 participants completed the legal training we commissioned to strengthen this advice.

Supporting better health outcomes for children and young people

Our work covers the full range of health needs, from promoting public health to working with clinicians providing highly specialised services to children with the most complex health conditions.

Much of our focus continues to be on how to support health services to co-ordinate and integrate their activity with other agencies so that they work together effectively to support the child.

During 2017-18 we developed a new programme, Delivering Better Outcomes Together, comprising 14 regional working sessions and 128 flexible support days focused on supporting local areas with a written statement of action following poor Ofsted/CQC inspections.

Key resources we developed include health advice guidance, joint commissioning information bulletins and an improved audit tool. Our work with True Colours has included developing a more in-depth research programme



During 2018-19 we will find new ways to reach a wider audience with our training expertise.

to build on earlier findings, and data reporting and recommendations made to NHS England.

Our work for the Children's Policy Research Unit included examining the needs of children whose disabilities become apparent after adoption. We have continued to develop our Expert Parent Programme, and the National Deaf Children's Society commissioned us to develop a bespoke version which is being run through their networks across the UK.

Addressing the social care needs of vulnerable children

This is the Council for Disabled Children's fourth year as strategic reform partner to the Department for Education's implementation of the Children and Families Act 2014. Through this contract, we provide high-quality SEND and social care expert advice through training, tools and resources, and coordinate feedback from the voluntary and community sector. In 2017-18, we trained over 250 practitioners through our regional social care workshops.

Evaluation of the regional training held in Quarter 3 found that 94% of attendees felt it will change the way they work with disabled children and young people.

With the Baring Foundation Fund we developed and delivered interactive, theatre-based training to explore the experiences of young people and their families and practical aspects of rights-based decision making (see picture).

During the year we provided three chapters for an evidence review: '21st century social work with children and



Interactive theatre-based training on decision-making

young people with disabilities' as well as a strategic briefing for Research in Practice on deprivation of liberty.

Our traded income activity grew across 2017-18, with delivery of 24 bespoke training sessions aimed at both the disabled children's and wider children's workforce. The team also delivered keynotes and workshops on safeguarding, mental capacity & decision making and transition at local and national conferences.

Through the two year extension to the Strategic Reform Partner contract, we will continue to provide expert advice and support to improve outcomes for disabled children and young people and those with SEN.

An area of development for 2018/19 is to build NCB's profile and expertise within social care practice across the wider children's social care workforce, and to ensure input into the reforms taking place at a practice and policy level.

In January 2018, we established a Social Care Reference Group to inform this growing area of work, including input from DfE and Ofsted.

Developing the early years workforce

Our early years work has involved projects with the Department for Education, UBS Optimus and the Sutton Trust, to improve the quality of the early years workforce, including developing skills in early literacy and supporting parents to create a better home learning environment.

Over the past year we've built on the evidence showing the impact of our early literacy intervention 'Making it REAL'. We have trained parent volunteers, produced and piloted new materials and delivered projects to improve the confidence of parents to support their children's early achievements. We have also commenced a roll out of Making it REAL across Oldham, as part of a two year Opportunity Area funded project.

We have also increased the knowledge of practitioners to support literacy development, including 225 practitioners across Jersey and in East and West Sussex. We developed an outcomes framework for children aged 0-3 in Jersey, conducting data audits, training over 60 senior leaders and supporting the first children's engagement day for the new children's strategy for Jersey.

In partnership with creative practitioners and institutions we've produced resources and training to support early literacy development through access to creative and cultural opportunities in Hastings and Rother, creating training and resources.

Developing the workforce in Northern Ireland

We supported the Department of Health NI with a new 10-year strategy for nursing and midwifery, working with the steering group to apply an outcomes based approach to planning for nursing and midwifery. We delivered workshops with over 250 nurses, midwives, allied health professionals, community and voluntary organisations and user groups to inform this work.

NCB Northern Ireland also worked with the Joint Committee of the Policing Board and the Department of Justice to improve

the capacity and skills of the police and community safety partnerships. We delivered 15 workshops, with more than 300 participants, exploring areas such as hate crime, domestic violence, anti-social behaviour and drugs offences. As a result, the partnerships now have a common assessment framework and a co-design approach to developing their action plans for making communities safer.

We brought together over 100 delegates from all sectors and disciplines to participate in our event to promote good practice in infant mental health. This event was delivered as part of our implementation work for the NI Infant Mental Health Framework that NCB developed for the Public Health Agency.

Equipping schools to tackle bullying

During 2017-18 we continued to deliver ambitious programmes to support whole-school approaches to prevent bullying.

Our All Together programme enabled schools to create and deliver a tailored anti-bullying plan, including a focus on reducing the bullying of disabled children and those with special education needs. The programme involved CPD-certified training for all staff.

By March 2018, 1,300 schools had signed up to become All Together schools, with over 1,000 school staff and other members of the wider workforce taking part in our face-to-face training. We saw the impact of this work in our analysis of pupil wellbeing, assessed by a questionnaire completed by 28,000 children in 400 schools.

We also continued to deliver our Learn Equality Live Equal programme to support whole-school approaches to preventing homophobic, biphobic and transphobic bullying and give staff confidence to tackle prejudice.

Supporting schools to deliver quality relationships and sex education (RSE)

Having campaigned successfully for all children to have the right to receive RSE, we've set about equipping schools to

understand the changes and ensure the RSE they provide prepares children and young people for adult life. During the year we launched a new training course for schools: 'Get Ready for Statutory RSE'.

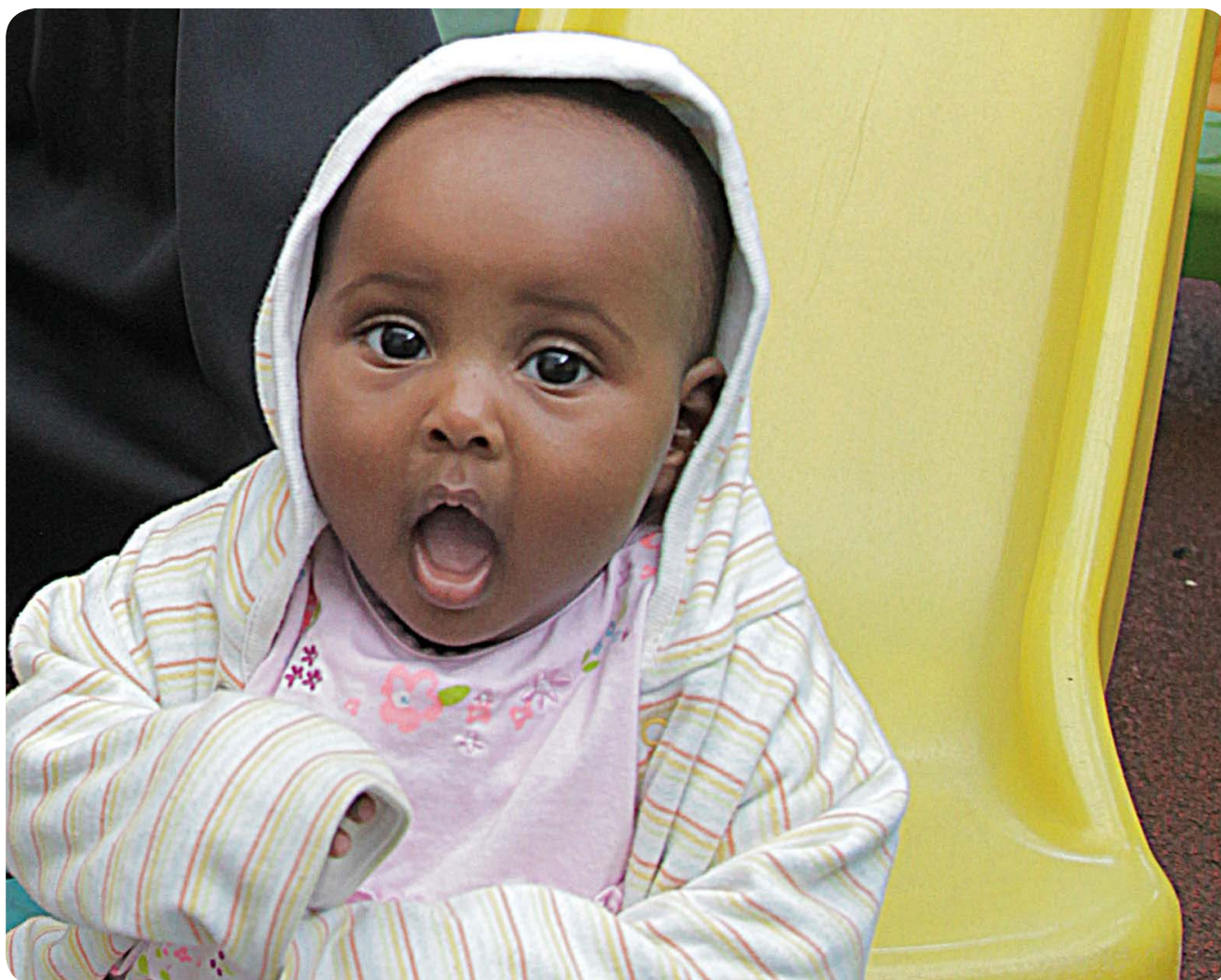
We also provided our tailored Outside the Box training for educators working with vulnerable young people at higher risk of sexual exploitation, as well as courses designed to help schools embed an LGBT-inclusive approach to all areas of their RSE curriculum.

In January the Sex Education Forum and Council for Disabled Children held a shared conference to discuss ideas and develop practice towards RSE that is inclusive for disabled children and those with special educational needs.

Developing the early years workforce in four wards in Lambeth

We have completed all the preparatory work for LEAP's 11 capital projects across the four wards. The building works, to be completed next year, include upgrades to children's centres to provide more multi-agency space, improved One O'Clock Clubs, and new early years hubs so that services can be delivered very near to where people live.

There has been good progress with changing the local early years system in Lambeth: Better Start workers employed across the borough; a dedicated workstream to better integrate early years provision; improved information sharing between midwives and health visitors; and work to embed the Family Partnership Model underway across the children's centre, health visitor and early help workforce.



5 Growing respect and trust

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

A new home for NCB

Following significant re-structures to optimise the size and shape of our staff team, the past year has focused on consolidating and integrating that structure and strengthening our work across team boundaries.

During the year we sold our offices at Wakley Street, as they were too large and expensive for our needs, and their layout and condition did not promote collaborative working or reflect a modern and vibrant organisation.

After several potential new offices fell through at due diligence stage, we successfully purchased a property under the final stages of construction in Hackney. With the new office ready for move-in during 2019, we set up temporary home in a shared WeWork office nearby, enabling staff to settle in the area and enjoy being part of a dynamic, creative atmosphere which better reflects the energy and relevance of our mission.

The office move was a huge undertaking, requiring the staff team to tackle decades worth of filing and storage and adapt to leaner ways of working. Staff handled the move with incredible resourcefulness and optimism, while meeting the ongoing demands of complex programmes of work which still had to be delivered.

Diversifying income

As set out in more detail in the Financial Review section of this report, NCB is embarking on a long-term project to make the charity less reliant on statutory

funding, developing relationships with Trusts, Foundations and major donors in particular.

During the course of the year we also agreed our fundraising strategy, developed a fundraising sub-committee of the Board of Trustees to oversee this strategy and also set about recruiting a new fundraising team to deliver it.

We held a cultivation event hosted by UBS, where we were able to demonstrate our relevance and engage prospective funders and partners in the work we are planning to make childhood better.

Traded income also has an important role to play in our diversification plans. During the course of the year we developed our partnership with Optimus Education on the Wellbeing Award for Schools, which sees us earn a share of the profits from this activity. The Award has proved hugely popular, with hundreds of schools already working through the scheme and several primed to complete the award early in 2018-19.

During the year we invested further in our marketing infrastructure to ensure we can make the most of these opportunities. This included getting all our membership systems working smoothly on Salesforce, both for efficiency and to better enable cross-selling of membership products. It also involved adjusting our marketing and communications team, again focusing on building links right across NCB's activity.



During 2018-19 we aim to increase our income from Trusts and Foundations and establish new platforms to sell our training, online and face-to-face.

Data protection

Preparing for the General Data Protection Regulations coming into force in May 2018 was an important feature of our activity this year.

NCB's ability to gather and analyse evidence, disseminate information and bring people together to achieve the biggest impact for children are among our most distinctive features. We can only do these by ensuring we retain the trust of

all our partners in how we handle the data and information we hold.

In December 2017 we began working with a specialist agency, Adapta, to help ensure that we took the right approach to retaining this trust in the light of the new regulations. Having already addressed the physical storage of information as part of our office move, we set about preparing our digital systems to support individuals' new rights under GDPR.



The site of our Wakley Street office before NCB moved in.

Legal & administrative information

Administrative Information

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

NCB is also a company limited by guarantee (registration number 952717) and has a subsidiary trading company, National Children's Bureau Enterprises Ltd (registration number 2633796). NCB's Registered Office is at We Work London Fields, 115 Mare Street, Hackney, London, E8 4RU.

NCB was established for the public benefit in order to advance the well-being of children and young people in particular by (but not limited to):

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

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

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

Governance and Management

NCB's Board of Trustees comprises the Honorary Officers: Chair, Vice-Chair and Treasurer and twelve Trustees, three of whom are aged 25 or below (at the time of their appointment) and one Trustee who provides representation for Northern Ireland. In addition, a number of Young Representatives, including members of NCB's Young Advisory Group, are invited to attend Board meetings and engage in regular business of the Board 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 has overall responsibility for strategic direction, financial management, policy development and external relations and reviews and monitors NCB's work programme on an ongoing basis.

To support the Board in the execution of its duties, regular reports and updates are provided from the Senior Leadership Team and the Senior Management Team on finance and operational performance. The Board generally meets five times a year and also holds an annual Away Day with the Senior Leadership Team to review policy, strategy and future 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 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 FRAC is authorised to obtain appropriate external legal and other professional advice in order to fulfil its responsibilities.

NCB's financial and risk management frameworks are further strengthened by an Investment Committee and a Major Grants and Contracts Committee (MGCC), both with specific and distinct responsibilities and powers as delegated by the Board of Trustees. The Investment Committee sets NCB's investment policy, ensures that the investment of funds is conducted in accordance with it, and reviews the policy annually to ensure its continued appropriateness.

The Investment Committee also monitors performance to ensure investment returns fall within acceptable limits and, if appropriate, may consider and recommend to the Board any specific investment in excess of investment strategy limits.

The Major Grants and Contracts Committee has specific remits to ensure the appropriate treatment and management of funds of particularly large and complex grants and contracts where the total annual value exceeds £1 million. The MGCC reviews and approves such bids prior to their submission, reviews the monitoring of contract controls and ensures that sound and prudent financial management processes are in place and maintained across programme delivery.

The MGCC ensures that the contracts are managed in compliance with funder's terms and requirements as well as with NCB's financial and audit obligations, and that any potential financial and non-financial risks are escalated accordingly to NCB's overarching risk management

framework.

Trustee vacancies are advertised widely with recruitment processes and recommendation of appointments overseen by NCB's Selection Committee. In-line with its delegated authority, the Selection Committee is responsible for ensuring that the Board is at all times appropriately populated in terms of numbers and breadth of skill-sets to enable it to effectively undertake its duties.

New Trustees receive a comprehensive induction into NCB, including introductory meetings with the Chair and Chief Executive and other Trustees and members of the Senior Leadership team as appropriate.

Trustees receive an induction pack which includes information about their responsibilities under company and charity law and information about NCB's financial position, its strategic business plan and its policies and procedures.

As part of their induction, Trustees are required to sign acceptance of NCB's Trustee Code of Conduct and to complete a Conflicts of Interest Declaration.

Young Trustees receive the same induction but in addition have access to a more experienced Board member before and during Board meetings, and further support outside of meetings from specialist NCB staff. Trustees are encouraged to develop their skills and are invited to relevant NCB conferences and events.

NCB complies with the Charity Governance Code 2017 (Good Governance Steering Group) and is committed to upholding its organisational culture in-line with the Code's seven overarching principles:

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

NCB's Board of Trustees used the Code as guidance for its most recent internal governance review at its annual Away Day in November 2017. The Code is also being embedded across NCB particularly with regard to setting the foundations for the governance objectives and outcomes in the Organisational Strategy 2018-2023.

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 voluntary and charities sector.

All senior roles are assessed as part of NCB's job grading process, with the exception of the Chief Executive's and Directors' salaries which are determined by the Remuneration Committee of the Board of Trustees.

Further details of senior pay, which comply with recent recommendations for disclosure from the National Council for Voluntary Organisations (NCVO), are

contained in note 5 on page 42.

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.

No complaints have been received about our fundraising activities.

Financial Review for the year

Summary

Having successfully restructured the organisation in 2016/17, reducing costs in non-income generating areas, 2017/18 saw the launch of both the new strategy outlined in this report and the accompanying income generation strategy to grow the income generating areas of the business. These two strategies will combine to address the deficits experienced in recent years and bring the organisation to run at a break even, bringing expenditure in line with income, in future years.

NCB's budget for 2017/18 was set as part of the medium-term plan outlined in this report and the results for the year were in line with this budget. The result seen in the financial statements can be broken down as follows:

- There was an operating deficit on unrestricted funds (excluding the pension scheme) of £0.5m, which was as anticipated.
- Additionally, as NCB continued to ensure it was in shape to deliver the new strategy, £0.2m was invested in selling and moving away from the Wakley St site, systems efficiency improvements and enhancements and some residual redundancy payments from the previous year's structure change programme.
- Net expenditure on operational restricted funds was £0.3m, reflecting merely the timing of spend on grant funded projects.
- NCB's overall net assets decreased from £2.0m to £1.6m due to the overall £1.0m decrease in operational restricted and unrestricted funds identified in the points above, offset

by the decrease in the deficit on our defined benefit pension scheme from £7.2m to £6.6m.

- NCB sold its freehold property in Wakley St, moving to temporary accommodation ahead of finalising the purchase of, and moving into, a new property.

Financial Performance

Income

Overall income increased slightly during the year from £19.4m in 2016/17 to £19.8m. Unrestricted income remained consistent at £15.2m, while restricted income grew from £4.1m to £4.7m. £12.9m (£13.0m in 2016/17) of this total income goes to partners and the vast majority of NCB's underlying remaining income of £6.9m is tied tightly to delivery of our contracts, rather than any discretionary spend, so the movements in income reflect a change in NCB's portfolio of projects.

NCB continued to deliver its major programmes, including the 'A Better Start' programme, funded by the Big Lottery Fund, as part of the Lambeth Early Action Partnership and the Independent Support contract for the Department for Education. The former of these accounting for the increased restricted income, as activity in the programme increased. 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.

NCB received continued support from a variety of funders, listed at the back of this report.

Fundraising

This year has seen pressures to seek alternative sources of income, but equally a year of opportunity with the development of a new forward looking Fundraising Strategy. This recognised the importance of greater diversification in fundraising for organisational sustainability and growth. Whilst historically NCB has benefitted from a significant number of statutory grants, they have been diminishing in both size and number for some time. During this challenging year we have seen fewer statutory funding opportunities, noting the reduced funding available to deliver on some of the most important policy areas.

Accordingly, our profile with charitable Trusts and Foundations has been a priority to develop. Starting at a relatively low baseline we have developed new relationships, delivering our first ever funder cultivation event, hosted by one of our strongest relationships with the Corporate UBS.

We have done much to build the internal structure that is needed, restructuring our Communications, Development and Fundraising team, investing in bid writing training for staff and salesforce to provide a good CRM. Recruiting a team that will be part of the future of NCB is a priority to secure a whole organisation approach to fundraising. As we go into 2018/2019, we are already well on the way to implementing a recruitment strategy to secure fundraising expertise in Trusts and Foundations and Major Donors while also ensuring we have the expertise to continue with our statutory successes.

Notable fundraising successes during this year include:

- Securing funding from Oldham, one of the new Opportunity Areas for our Making it REAL programme.
- An extension to our work in Supporting Strategic Participation of Children and Young People with SEND and Parents
- An extension to our IASSN work into the first quarter of 2018/2019 and similarly

for Independent Support.

- An investment in our arts adaptation of Making it REAL, with REAL CREATIVE, funded by the Foyle Foundation.

With our Trustees we are working on a new Fundraising sub-committee, have introduced a more systematic and analytical approach to our fundraising and a healthy pipeline at year-end 2017/2018.

Expenditure

Expenditure continued broadly in line with the previous year (£21.1m in 2017/18, £21.4m in 2016/17), commensurate with the projects being delivered, including the delivery on restricted funds, and allowing for the one-off costs planned.

Financial position

NCB's total reserves reduced from £2.0m at the start of the year to £1.6m at the end of the year. The property was sold at its valuation, so there was no significant overall effect on the reserves. Of the £7.5m proceeds of the freehold property sale, £5.7m has been designated for future property purchase, fit out and move costs. The remainder reverts to general funds, which therefore increased from £0.5m to £1.4m.

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 2016/17, we continue to hold £0.8m of restricted funds for project work to be completed in 2018/19 and beyond.

Other Matters

Freehold property

In March 2017 NCB exchanged contracts with a developer to sell the Wakley Street property and the sale was completed on 16th January at a value of £7.5m.

Throughout the sale process Trustees remained focused on meeting the Charities Act requirements in getting the best value that can reasonably be obtained from the site. The sale followed an extensive open market exercise and external expert advice was taken throughout the process.

NCB has exchanged contracts on the intended purchase of a property to act as a main office and Trustees have designated funds to allow for the completion of this purchase, fit out and moving in 2018/19. Further details are set out in the financial statements and notes 7 and 15 to the accounts.

Pension fund

The valuation of NCB's defined benefit pension scheme as at 31 March 2018 (under FRS102 principles) has seen an decrease in the scheme deficit to £6.6m (from £7.2m in 2016/17), due to a decrease in the inflation rate applied to liabilities. Estimates used by the actuary in the calculation of this accounting deficit valuation have been benchmarked by the Trustees and are considered appropriate. Further details are shown in Note 18 to the accounts.

NCB closed its defined benefit scheme to new entrants in 2012/13 and now runs a defined contribution scheme for new starters. NCB continues to meet and monitor its annual obligations to the scheme, including the repayment of the deficit, as agreed with the scheme provider. The value of the agreed contribution towards closing the deficit for the coming year is £176k, following the latest triennial valuation as at 31st March 2016.

Going Concern

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

The recent sale of the freehold property has put NCB in a strong position of reserves and cash. Allowing for the

designated reserves for the future property purchase, NCB is left with £1.4m of free reserves, before considering designated funds and fixed assets, which meets the reserves policy set out below and more than allows for forecast cash flows in 2018/19 and beyond.

Building on this, Trustees and management have agreed a financial plan for future years, which allows for a deficit in operational finances in 2018/19 and investment in increasing and diversifying funding through our income generation plan.

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

Subsidiary

National Children's Bureau Enterprises Ltd exists to manage 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. This area of work has largely been stopped, resulting in a significantly reduced turnover of just over £1K and a gross profit of less than £1K, both of which are in line with the previous year. 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, controls in place and mitigating actions being taken. The Trustees note, overleaf, the following specific areas that give rise to the potential major risks for the next financial year:

Risk	Mitigating action
Failure to develop strategic approach to income generation across the organisation, combined with continued over reliance on statutory funding, leads to lost opportunities and organisational decline.	<ul style="list-style-type: none"> • Strengthened programme of bid support and bid management from Fundraising & Communications team. • Collaborative working throughout SLT and within individual teams to support income generation. • New strategic plan including five year income generating strategy with focus on diversifying funding sources. • New financial system improving managers' ability to monitor income and expenditure.
Failure to cover core costs resulting in an in-year loss and reduction of unrestricted reserves (and longer term financial unsustainability).	<ul style="list-style-type: none"> • Full cost recovery analysis performed and project costing template for bids/tenders updated accordingly. • Bids that deviate from the template (ie. bids for work that may not achieve full cost recovery) must be approved by a Director (or full SLT if large) prior to submission. • Detailed quarterly forecasting process.
NCB becomes noncompliant with legislation and regulation due to insufficient resources, including specific risks around GDPR and Safeguarding resulting in reputational damage.	<ul style="list-style-type: none"> • In preparation for GDPR being enforced, significant resource has been committed to appoint a Data Protection Officer, provide staff training and guidance, publish a new, GDPR compliant Privacy Statement and issue appropriate communications to stakeholders. • Preparation activities were guided by an independent consultant, Adapta. • GDPR Working Group established to ensure full compliance with NCB's new Privacy Statement, implementing new or updated policies and data processing agreements. • Implementation progress to be monitored by the DPO, Senior Management and Trustees. • NCB's Safeguarding Policy being reviewed and amended in-line with new Charity Commission guidelines and extended to incorporate organisational policies relating to staff safety and well-being as well as children, young people and vulnerable adults. • NCB's internal Safeguarding measures included as part of forthcoming People Strategy. • NCB's Board informed of NCB's Safeguarding review with periodic monitoring and assurance reporting.

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

Free reserves are required to enable NCB to continue its operations in the event of short-term fluctuations in expenditure and income, to cover unforeseen events beyond its control including meeting its contractual financial obligations and to facilitate investment in programmes and activities in pursuit of its charitable objectives, which may not yet be ready to attract external funding or may never attract external funding at all.

The reserves policy adopted by the trustees is therefore for NCB to hold a minimum level of free reserves sufficient to cover 12 weeks of costs for staff that are either not funded directly by external funding or that our structure holds as under-written, meaning we would retain their roles in the short to medium term even in the event of insufficient external funding. This would amount to approximately £0.4m based on staffing at 31 March 2018. This policy is designed to ensure that NCB has sufficient flexibility to mitigate the risk of work, vital to the future success of the charity, having to cease due to late renewal, or delayed confirmation, of project funding.

As at 31 March 2018 the general funds are £1.4m, which does not include the £5.7m designated for the future property purchase expected to take place in the coming financial year. As free reserves, this amount also excludes all restricted funds held, the value of NCB's unrestricted fixed assets and the long term pension liability. This exceeds our policy as we have budgeted to run an operating deficit in 2018/19, including investing in fundraising plans, and allows appropriately and proportionately for further investment and contingency in the coming years.

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.

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

Statement of responsibilities

Statement of responsibilities of the Trustees of NCB in respect of the Report of the Board of Trustees and the Financial Statements

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

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

The trustees are responsible for keeping proper accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the

charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as each of the trustees of the company at the date of approval of this report is aware there is no relevant audit information (information needed by the company's auditor in connection with preparing the audit report) of which the company's auditor is unaware. Each trustee has taken all of the steps that he/she should have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Compliance with statutory requirements

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

Funders, stakeholders and sponsors

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

Auditors

Crowe Clark Whitehill LLP has indicated its willingness to be reappointed statutory auditor. On 25 June 2018, Crowe Clark Whitehill LLP is changing its name to Crowe U.K. LLP.

This Annual Report of the Trustees, under the Charities Act 2011 and the Companies Act 2006, was approved by the Board of Trustees on 21 June 2018 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
Company Number: 952717

Independent auditor's report

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

Opinion

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

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

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2018 and of the group's incoming resources and application of resources for the

year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's

or the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 28, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's or the charitable company's ability to continue as a going concern,

disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

This description forms part of our auditor's report.



Tina Allison Senior Statutory Auditor

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

Date: 31 July 2018

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



Consolidated statement of financial activities

(Incorporating an income and expenditure account)

Year ended 31 March 2018

	Notes	Restricted funds £'000	Unrestricted pension reserve £'000	Unrestricted other funds £'000	2018 £'000	2017 £'000
	1&2					
Income from:						
Donations and legacies		-	-	58	58	108
Charitable activities		4,672	-	15,061	19,733	19,223
Other trading activities		-	-	7	7	6
Income from investments	3	-	-	22	22	17
Total		4,672	-	15,148	19,820	19,354
Expenditure on:						
	1, 4, 7					
Raising funds						
Fundraising		-	-	1	1	1
Other trading activities		-	-	1	1	1
Charitable activities		4,956	-	15,704	20,660	20,126
Exceptional costs	6	-	-	155	155	1,004
Operating pension scheme movements in year	19	-	245	-	245	228
Total		4,956	245	15,861	21,062	21,360
Net expenditure		(284)	(245)	(713)	(1,242)	(2,006)
Other recognised (losses) / gains:						
Actuarial gains / (losses) on defined benefit pension scheme	19	-	838	-	838	(2,216)
(Losses) / gains on disposal of freehold	7	(186)	-	203	17	-
(Loss) on revaluation of freehold	1, 7	-	-	-	-	(1,752)
Net movement in funds		(470)	593	(510)	(387)	(5,974)
Reconciliation of funds						
Total funds brought forward		1,313	(7,163)	7,881	2,031	8,005
Total funds carried forward		843	(6,570)	7,371	1,644	2,031

Notes 1 to 21 form part of these financial statements. All activities derive from continuing operations. Full comparative figures are shown in note 20.

Balance sheet

As at 31 March 2018

	Notes	Group		Charity	
		2018	2017	2018	2017
		£'000	£'000	£'000	£'000
Fixed assets:					
Tangible assets	1 & 7	1,010	7,517	1,010	7,517
Investments	1 & 10	-	10	-	10
Shares in subsidiary undertaking	11	-	-	-	-
Total fixed assets		1,010	7,527	1,010	7,527
Current assets:					
Debtors	12	1,510	1,869	1,515	1,876
Notice deposits	10	9,060	4,749	9,060	4,749
Cash at bank		2,911	662	2,900	646
Total current assets		13,481	7,280	13,475	7,271
Liabilities:					
Creditors: Amounts falling due within one year	13	(6,277)	(5,613)	(6,276)	(5,609)
Net current assets		7,204	1,667	7,199	1,662
Total assets less current liabilities		8,214	9,194	8,209	9,189
Defined benefit pension scheme liability		(6,570)	(7,163)	(6,570)	(7,163)
Total net assets	18	1,644	2,031	1,639	2,026
The funds of the charity:					
Restricted funds	1 & 15	843	1,313	843	1,313
Unrestricted funds:					
- Other funds	1 & 16	2,466	964	2,461	959
- Designated new building fund	1 & 16	4,905	-	4,905	-
- Revaluation fund	1 & 17	-	6,917	-	6,917
Unrestricted pension reserve	19	(6,570)	(7,163)	(6,570)	(7,163)
Total charity funds		1,644	2,031	1,639	2,026

Notes 1 to 21 form part of these financial statements. The financial statements were approved and authorised for issue by the trustees on 21 June 2018 and were signed on their behalf by:

Elaine V Simpson

Elaine Simpson, Chair
National Children's Bureau, Company number: 952717

Consolidated cashflow statement

For the period ended 31 March 2018

Cash flows from operating activities	2018	2017
	£'000	£'000
Net cash provided by operating activities	58	535
Cash flows from investing activities		
Interest and dividends from investments	22	17
Proceeds of sale of investment	10	-
Proceeds of sale of freehold	7,500	-
Purchase of equipment	(1,030)	(7)
Net cash provided by investing activities	6,502	10
Change in cash and cash equivalents in the reporting period	6,560	545
Cash and cash equivalents at the beginning of the reporting period	5,411	4,866
Cash and cash equivalents at the end of the reporting period	11,971	5,411
Analysis of cash and cash equivalents	2018	2017
	£'000	£'000
Cash in hand	2,911	662
Notice deposits	9,060	4,749
Total cash and cash equivalents	11,971	5,411
Reconciliation of cash flows from operating activities	2018	2017
	£'000	£'000
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(1,242)	(2,006)
Adjustments for:		
- Depreciation charges	37	40
- Increase in creditors	664	1,637
- Decrease in debtors	359	653
- Gain on sale of freehold	17	-
- Interest and dividends receivable	(22)	(17)
- Pension reserve net gain, excluding actuarial gains	245	228
Net cash provided by operating activities	58	535

Notes to the financial statements

For the year ended 31 March 2018

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.

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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. NCB is a registered charity and company limited by guarantee, incorporated in the UK and registered at 115 Mare Street, London E8 4RU.

The charity meets the definition of a public benefit entity under FRS102.

Going Concern

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

Group accounts

Group financial statements have been prepared on a line by line consolidation basis in respect of NCB and its wholly owned subsidiary National Children's

Bureau Enterprises Limited. No separate statement of Financial Activities has been presented for the charity alone as permitted by Section 408 of the Companies Act 2006.

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

Incoming resources include 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 period.

Income in advance

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

Expenditure

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

Expenditure comprises direct expenditure, including staff costs, attributable to the activity. Where costs cannot be directly

attributed, they have been allocated to activities on a basis consistent with budgeted use of the resources.

Accommodation costs are allocated by floor space. Other 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

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.

Lease Commitments

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

Investments

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

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

Cash at Bank and In Hand

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

Financial Instruments

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

Debtors

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

Creditors and provisions

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

Fund accounting

Restricted funds are funds subject to specific conditions imposed by donors. The purpose and use of restricted funds are set out in note 15.

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

The Fixed Asset funds, together with the equipment grants, in notes 16 and 17, 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 19.

Strategic report categories

Income and expenditure under the five strategic report categories is consolidated into Charitable Activities in the financial statements, as many of our projects help us to meet more than one of these objectives.

2. INCOME

	Government grant income £'000	Other grant income £'000	Other income £'000	2018 £'000	2017 £'000
Donations and legacies	-	-	58	58	108
Charitable activities	997	3,675	15,061	19,733	19,223
Other trading activities	-	-	7	7	6
Income from investments	-	-	22	22	17
	<u>997</u>	<u>3,675</u>	<u>15,148</u>	<u>19,820</u>	<u>19,354</u>
Totals for 2017	<u>1,323</u>	<u>2,820</u>	<u>15,211</u>	<u>19,354</u>	

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

3. INVESTMENT INCOME

	2018 £'000	2017 £'000
Fixed Asset investments:		
Income from listed investments	-	-
Notice deposits:		
Bank and other interest receivable	<u>22</u>	<u>17</u>
	<u>22</u>	<u>17</u>

4. EXPENDITURE

	Staff £'000	Other expenses £'000	Support services £'000	2018 £'000	2017 £'000
Raising funds					
Fundraising	-	1	-	1	1
Other trading activities	-	1	-	1	1
Charitable activities	3,960	15,442	1,258	20,660	20,126
Support Services	498	760	(1,258)	-	-
Restructure	36	119	-	155	1,004
Resources expended before pension scheme movements	4,494	16,323	-	20,817	21,132
Totals for 2017	4,581	16,551	-	21,132	

	2018 £'000	2017 £'000
Support Services		
Facilities	707	578
Human resources	190	145
Finance	218	183
Governance (see below)	34	30
Management	109	148
	1,258	1,084

	2018 £'000	2017 £'000
Governance costs		
Trustees' expenses	5	3
Auditors' remuneration (exclucing non-governance services listed below)	18	18
Other expenses	11	9
	34	30

	2018 £'000	2017 £'000
Resources expended include		
Depreciation	35	40
Auditors' remuneration - Statutory audit current year provision	19	20
- Statutory audit overprovision prior year	(1)	(2)
- Project audits prior and current years	(1)	7
- Other work	-	1

5. STAFF AND TRUSTEES

	2018 £'000	2017 £'000
Staff costs		
Salaries and wages	3,626	3,552
Social Security costs	376	354
Staff pension cost	492	675
	<u>4,494</u>	<u>4,581</u>

	2018 number	2017 number
Average head count staff numbers		
Full-time staff	77	68
Part-time staff	25	30
	<u>102</u>	<u>98</u>

Staff earning over £60,000		
between £60,000 and £70,000	1	1
between £70,000 and £80,000	4	4
between £90,000 and £100,000	-	1
between £100,000 and £110,000	<u>1</u>	<u>-</u>

The key management personnel of the parent company, the Charity, comprise the Trustees, Chief Executive, Director of Finance & Corporate Services, Director of External Affairs, Director of NCB Northern Ireland and two further Practice & Programmes Directors. The total employee remuneration and benefits received by the six key management personnel were £524k (2017 £457k, six personnel with one only in post for three months of the year).

In compliance with recent recommendations for disclosure from the National Council for Voluntary Organisations (NCVO), NCB have chosen to disclose the full-time equivalent, gross salaries of the senior leadership team at 31 March 2018, which were:

Role	Salary
Chief Executive	£100,663
Director of Finance and Corporate Services	£75,900
Co-Director of Practice & Programmes	£73,165
Co-Director of Practice & Programmes	£73,165
Director of External Affairs	£73,165 (post vacant at 31 March 2018)
Director of NCB Northern Ireland	£62,007

No remuneration is payable to trustees. Travel and accommodation expenses totalling £4,810 (2017: £2,926) were reimbursed to seven trustees (2017: four)

Trustee Indemnity Insurance £527 (2017: £546) was purchased in the year.

Redundancy payments of £28k were incurred in the year (2017 £133k) and £31k was paid out in year (2017 £126k)

6. EXCEPTIONAL COSTS

	2018 £'000	2017 £'000
Costs in relation to finalising the reshaping of the organisation and selling and moving out of the Wakley St property include:		
Payments in respect of redundancy	22	133
Payments in respect of additional pension entitlement	-	209
Salary costs for notice periods of staff made redundant in year	15	201
Costs relating to the sale of Wakley St freehold	26	258
Other restructuring costs	92	203
	<u>155</u>	<u>1,004</u>

7. TANGIBLE FIXED ASSETS

Valuation	Freehold land and buildings	Asset under construction	Furniture and equipment	Total
Group and Charity				
Valuation as at 1 April 2017	7,500	-	556	8,056
Additions	-	795	235	1,030
Disposals	(7,500)	-	(487)	(7,987)
Valuation as at 31 March 2018	-	795	304	1,099
Depreciation as at 1 April 2017	-	-	539	539
Charge	-	-	35	35
Disposals	-	-	(485)	(485)
Depreciation as at 31 March 2018	-	-	89	89
Net book value as at 31 March 2018	-	795	215	1,010
Net book value as at 31 March 2017	7,500	-	17	7,517

In March 2017 NCB exchanged contracts with a developer to sell the Wakley Street property and the sale was completed on 16 January 2018 for £7.5m.

Throughout the sale process, Trustees remained focused on meeting the Charities Act requirements in getting the best value that can reasonably be obtained from the site. The sale followed an extensive open market exercise and external expert advice was taken throughout the process.

In March 2018 NCB exchanged contracts to purchase a leasehold property as a new London office. Amounts already paid are capitalised above as an asset under construction. Further amounts committed to are detailed in note 8 and Trustees have set aside funds for the remaining costs (including those committed), as set out in note 16.

Historic cost	Freehold land	Freehold buildings	Asset under construction	Furniture and equipment	Total
Group and Charity					
Cost as at 1 April 2017	138	1,009	-	556	1,703
Additions	-	-	795	235	1,030
Disposals	(138)	(1,009)	-	(487)	(1,634)
Cost as at 31 March 2018	-	-	795	304	1,099
Depreciation as at 1 April 2017	-	564	-	539	1,103
Charge	-	17	-	35	52
Disposals	-	(581)	-	(485)	(1,066)
Depreciation as at 31 March 2018	-	-	-	89	89
Net book value as at 31 March 2018	-	-	795	215	1,010
Net book value as at 31 March 2017	138	445	-	17	600

8. CAPITAL COMMITMENTS

Amounts contracted for but not provided in the financial statements, all relating to the future property purchase, amounted to £2.3m (2017 £0). In addition, £0.8m (2017 £0) has already been recognised within Fixed Assets in note 7, in regard to a deposit and other payments.

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

9. OPERATING LEASE COMMITMENTS

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

	2018 £'000	2017 £'000
Under one year		
Land and buildings	334	15
Equipment	-	33
	<u>334</u>	<u>48</u>

Lease payments recognised in the year amounted to £88k (2017: £88k).

10. INVESTMENTS AND NOTICE DEPOSITS

	2018 £'000	2017 £'000
Group and Charity		
Quoted investments		
Market value as at 1 April 2017	10	10
Disposal	(10)	-
Market value as at 31 March 2018	<u>-</u>	<u>10</u>

Quoted investments - Historic value as at 31 March 2018	<u>-</u>	<u>8</u>
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	2018 £'000	2017 £'000
All investments are listed in the United Kingdom		
The following investment holdings were over 5% of the portfolio value		
M&G Charibonds	<u>-</u>	<u>10</u>

	2018 £'000	2017 £'000
Group and Charity		
Notice deposits		
Barclays	6,754	750
CCLA	2,306	3,999
	<u>9,060</u>	<u>4,749</u>

11. SHARES IN SUBSIDIARY UNDERTAKING

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

	2018 £'000	2017 £'000
Turnover	3	2
Cost of sales	(1)	(1)
Gross profit	2	1
Administrative expenses	-	(1)
Net profit before gift aid	2	-
Amount gift-aided to NCB	(2)	-
Net profit retained	-	-
	2018 £'000	2017 £'000
The aggregate of the assets, liabilities and funds was:		
Assets	11	17
Liabilities	(6)	(12)
Net assets	5	5
Share capital (100 shares £1)	-	-
Accumulated Profit and Loss	5	5
Total funds	5	5

12. DEBTORS

	Group		Charity	
	2018 £'000	2017 £'000	2018 £'000	2017 £'000
Trade debtors	826	609	826	609
Amount due from subsidiary undertaking	-	-	6	7
Other debtors and prepayments	299	179	298	179
Accrued income (grants due for projects)	385	1,081	385	1,081
	1,510	1,869	1,515	1,876

13. CREDITORS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2018 £'000	2017 £'000	2018 £'000	2017 £'000
Trade Creditors	2,412	2,648	2,412	2,648
Social Security and other taxes	561	405	561	405
Pension contributions	52	35	52	35
Other creditors and accrued charges	2,328	1,617	2,327	1,613
Income received in advance	924	908	924	908
	<u>6,277</u>	<u>5,613</u>	<u>6,276</u>	<u>5,609</u>

	B/fwd 1 Apr 2017 £'000	Received 2018 £'000	Income 2018 £'000	C/fwd 31 March 2018 £'000
Income received in advance in respect of 2018/19				
Services and other income	908	15,159	15,143	924
	<u>908</u>	<u>15,159</u>	<u>15,143</u>	<u>924</u>

14. RELATED PARTY TRANSACTIONS

NCB Enterprises Ltd (a wholly owned subsidiary of NCB) made a donation of £2,191 to NCB in the year ending 31st March 2018 (2017: £50).

The amount owed to the parent company at 31st March 2018 was £5,886 (2017: £7,321). Further details are shown in note 10.

Anna Feuchtwang was a director of Childlife during the year, a consortium which donated £50,000 to NCB during 2017-18.

15. RESTRICTED FUNDS

Group and Charity	B/fwd 1 April 2017 £'000	Income £'000	Expenses £'000	C/fwd 31 March 2018 £'000
Project and Unit funds				
Grants from Government Departments	178	997	(1,101)	74
Grants from Big Lottery	-	3,197	(3,060)	137
Grants from Sainsbury Family Charitable Trusts	89	68	(59)	98
Other grants and income	829	410	(728)	511
Supplementary Notes Page 51	1,096	4,672	(4,948)	820
Fixed asset fund - restricted element	189	-	(189)	-
Equipment grants	5	-	(5)	-
Other funds	23	-	-	23
	<u>1,313</u>	<u>4,672</u>	<u>(5,142)</u>	<u>843</u>

16. UNRESTRICTED OTHER FUNDS

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

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

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

The **New building fund** is set aside to fund the remaining costs for the purchase (and all associated fees), fit-out and move to the new London office property. For the costs already recognised see note 7 and for those committed to see note 8.

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

17. UNRESTRICTED REVALUATION FUND

	B/fwd 1 April 2017 £'000	Income £'000	Expenses £'000	Revaluation of freehold £'000	Allocations and Transfers £'000	C/fwd 31 March 2018 £'000
Revaluation fund	6,917	-	-	-	(6,917)	-

The freehold land and building were sold in the year.

The Revaluation fund represented the difference between the valuation and historic cost net book value (note 7).

18. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

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

19. 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 2018 was £355,907 (2017 £579,936), which included £172,200 deficit recovery repayment (2017 £168,500) and nil redundancy costs (2017 £209,333).

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

Triennial valuation

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

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

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

Accounting valuation

The charity is required to comply with the full requirements of FRS102 in valuing the scheme for the annual accounts. A further valuation of the scheme for accounting purposes as at 31 March 2017 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 £7.2m to £6.6m 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:

	2018 £'000	2017 £'000
Assets		
Equities	19,478	20,634
Government bonds	4,843	4,845
Other bonds	2,578	2,101
Property	3,171	3,185
Cash	1,672	542
Other	3,101	2,575
Total market value of assets	34,843	33,882
Present value of scheme liabilities	(41,413)	(41,045)
(Deficit) in the scheme	(6,570)	(7,163)

	2018	2017	2016	2015	2014
	Assumptions	Assumptions	Assumptions	Assumptions	Assumptions
The major assumptions used by the actuary were:					
Increase in salaries	2.8%	2.8%	3.0%	3.0%	3.0%
Rate of increase in pensions	2.2%	2.3%	2.0%	2.0%	2.4%
Discount rate	2.7%	2.8%	3.6%	3.3%	4.5%
Inflation assumption	2.1%	2.3%	2.0%	2.0%	2.4%
	2018	2017	2016	2015	2014
	£'000	£'000	£'000	£'000	£'000
Analysis of the amount charged to operating result					
Current service cost	408	343	421	330	518
Administration expenses	5	7	8	-	-
Curtailement loss	-	298	-	-	152
Prior year and past pension	-	-	-	-	-
Total operating charge	413	648	429	330	670
Analysis of other finance (expense) income					
Expected return on pension scheme assets	943	1,010	930	1,517	1,375
Interest on pension scheme liabilities	(1,138)	(1,169)	(1,117)	(1,257)	(1,161)
Net (expense) income	(195)	(159)	(187)	260	214
Analysis of remeasurements - liabilities and assets					
Remeasurements - assets	461	5,021	(673)	1,966	493
Remeasurements - liabilities	377	144	2,006	(5,278)	587
Change in assumptions	-	(7,381)	-	-	-
Net gain / (loss)	838	(2,216)	1,333	(3,312)	1,080
Movement in (deficit) during the year:					
Deficit in scheme at beginning of year	(7,163)	(4,719)	(5,835)	(2,867)	(4,057)
Movements in year					
Operating charge	(413)	(648)	(429)	(330)	(670)
Contributions	363	579	399	414	566
Other finance income (expense)	(195)	(159)	(187)	260	214
Remeasurements - liabilities and assets	838	(2,216)	1,333	(3,312)	1,080
Deficit in scheme at end of year	(6,570)	(7,163)	(4,719)	(5,835)	(2,867)

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 2018 was £125,853 (2017: £89,424).

Personal pension plans

Payments are also made to employees' personal pensions which are charged in the year in which they become payable. NCB matches employees' contributions up to a maximum of 8% of pensionable salaries. The cost of NCB's contributions for the year ended 31 March 2018 was £5,853 (2017: £5,953).

20. Consolidated Statement of Financial Activities with comparatives

	Notes 1 & 2	Restricted Funds £'000	Unrestricted Pension Reserve £'000	Unrestricted Other Funds £'000	2018 £'000	Restricted Funds £'000	Unrestricted Pension Reserve £'000	Unrestricted Other Funds £'000	2017 £'000
Income from:									
Donations and legacies		-	-	58	58	-	-	108	108
Charitable activities		4,672	-	15,061	19,733	4,143	-	15,080	19,223
Other trading activities		-	-	7	7	-	-	6	6
Income from investments	3	-	-	22	22	-	-	17	17
Total		4,672	-	15,148	19,820	4,143	-	15,211	19,354
Expenditure on:									
Raising funds	1, 4 & 7	-	-	1	1	-	-	1	1
Fundraising		-	-	1	1	-	-	1	1
Other trading activities		-	-	-	-	-	-	-	-
Charitable activities		4,956	-	15,704	20,660	4,654	-	15,472	20,126
Restructure	6	-	-	155	155	-	-	1,004	1,004
Operating pension scheme movements in year	18	-	245	-	245	-	228	-	228
Total		4,956	245	15,861	21,062	4,654	228	16,478	21,360
Net (expenditure)		(284)	(245)	(713)	(1,242)	(511)	(228)	(1,267)	(2,006)
Other recognised (losses) / gains:									
Actuarial gains / (losses) on defined benefit pension scheme	18	-	838	-	838	-	(2,216)	-	(2,216)
Gain on sale of fixed assets		(186)	-	203	17	-	-	-	-
Loss on revaluation of fixed assets	1 & 7	-	-	-	-	-	-	(1,752)	(1,752)
Net movement in funds		(470)	593	(510)	(387)	(511)	(2,444)	(3,019)	(5,974)

21. FINANCIAL INSTRUMENTS

At the balance sheet date the group held financial assets at amortised cost of £1,370k (2017 £1,767k) and Financial liabilities at amortised cost of £4,740k (2017 £4,265k).

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

SUPPLEMENTARY NOTE (Unaudited)

for the year ended 31 March 2018

Project	Funder	Funding balances 31 March 2017 £	Incoming Resources £	Resources expended £	Funding balances 31 March 2018 £
Children missing education	Lankelly Chase Foundation	-	4,000	3,194	806
ETHOS project	University of Roehampton	8,057	20,471	13,674	14,854
Talking about Poverty	Joseph Rowntree Foundation	2,168	8,802	10,970	-
Young Minds	Young Minds	-	12,198	11,907	291
All Together programme	Department for Education	-	224,819	214,047	10,772
Anti Bullying Forum (NI)	Department for Education (NI)	-	83,529	83,529	-
Anti-Homophobic, Biphobic and Transphobic (HBT) Bullying	Department for Education	17,128	209,987	216,369	10,746
Childhood Bereavement Network	True Colours Trust	2,004	-	1,268	736
- Core	Waldron Trust	25,000	-	-	25,000
- Research	True Colours Trust	1,601	-	871	730
	True Colours Trust	2,839	-	-	2,839
	True Colours Trust	-	34,672	17,447	17,225
Children and Young People's Health Outcomes Alliance	Department of Health	32,741	-	32,741	-
Early Thinking	Sutton Trust	22,636	14,000	36,636	-
Early Years SEND Systems Support	Department for Education	-	326,975	326,975	-
European Youth tackling Obesity	EU commission	-	2,950	(7,281)	10,231
Health - SEND reforms CCG support	NHS England	35,073	16,970	45,209	6,834
Home Learning Environment	Department for Education	-	90,833	90,833	-
Integrated Personal Commissioning Programme	NHS England	19,640	26,752	30,152	16,240
Integration mapping and good practice development	True Colours Trust	60,662	33,240	39,500	54,402
Jersey Early Childhood Development	UBS Optimus	60,643	234,560	246,360	48,843
Lambeth Early Action Partnership	Big Lottery Fund	27	3,197,379	3,060,917	136,489
	Lambeth CCG	360,000	-	205,083	154,917
	LB Lambeth	360,000	-	107,432	252,568
	Department for Education	905	-	905	-
Making it REAL in Colchester Programme	Essex Community Foundation	9,936	-	9,936	-
Mental Capacity Act 2005	Baring Foundation	-	29,935	29,935	-
My rights, Your responsibility	True Colours Trust	8,429	-	699	7,730
Participation of Children and Young People in Transforming Care	NHS England	19,530	-	9,425	10,105
Reducing Restrictive Physical Intervention on Children in Healthcare settings	Department of Health	13,106	-	3,752	9,354
Use and Understanding of Data on Disabled Children	True Colours Trust	14,495	-	639	13,856
Voluntary Sector Support Strategic Partner	Department of Health	15,844	-	15,844	-
Positive Choices	London School of Hygiene and Tropical Medicine	-	65,652	55,582	10,070
MakingitREALfortheArts	Bridge Arts	-	20,000	19,755	245
MatrixCausesFund	MATRIX CAUSES FUND	-	4,700	1,853	2,847
Research Donations	HASKEL FAMILY FOUND	-	10,000	9,182	818
TOTAL		1,092,464	4,672,424	4,945,340	819,548

United for a better childhood.

Many children in England and Northern Ireland are not getting the support they need to grow up safe, secure and fulfilled.

We're here to shine a light on the children slipping off the radar, to understand and draw attention to the systemic issues that are failing them, and to unite the organisations, influencers and all the other partners who can help us drive changes across the system to put this right.

Find out more at ncb.org.uk/united



We're always eager to explore new ways of working together towards a better childhood for every child.

Call us: 020 7843 6000

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**National Children's
Bureau**

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