



Working with children,  
for children

# **NATIONAL CHILDREN'S BUREAU**

## **Report and Financial Statements For the year ended 31 March 2013**

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

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

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## Introduction

Following a review of NCB's activities in 2011, trustees agreed in January 2012 a Strategic Plan to take the organisation through to 2015. I am pleased to report that the work that has been done across the organisation and through the specialist membership groups in 2012/13 demonstrates substantial progress toward the 2015 objectives and trustees anticipate that the majority of expectations will be met by the end of 2013/14. As a result the board are looking to develop a new Strategic Plan to lead work forward from 2014 to 2017.

Following consultation with all affected staff, a restructure was implemented early in 2012/13 to reduce the level and scale of management, improve leadership, focus decision making and increase income generation. The new Senior Leadership Team (SLT) has led to a more collegiate and collaborative way of working and it is pleasing to see that senior staff and specialists across NCB have high levels of recognition and credibility. It is equally important to me that NCB is a good partner working with others to support their work to make a difference.

Substantial progress was also made with the reform of the former Membership Forum (now described as the Board Advisory Group) to reflect its status within the articles. The Board Advisory Group consults its members on the issues raised, which are then discussed with trustees and advice goes to the full board. This has worked especially well for the specialist membership groups (SMGs) who have been significant contributors. Through the establishment of a Partnerships Directorate the SMGs have become a more integral part of NCB's working and we anticipate reviewing and revising the articles in the next year to better reflect the mutuality that exists between the SMGs and NCB.

Clearly the greatest challenge for the organisation has been developing a sustainable business model. It is disappointing that NCB has had to draw again on its reserves in 2012/13 and trustees have asked the executive team to take the necessary action to balance income and expenditure. The 2012/13 restructure did not provide sufficient impact on income generation, and cost reduction to respond fully to all pressures; however, the appointment of a Director of Fundraising and Business Development in January 2013 and the creation of a business hub team has supported a culture shift that has contributed to NCB's appointment as a strategic partner to both the DfE and the DH and which gives trustees confidence that the early increase in bidding success will be sustained. Though unrestricted general funds at 31<sup>st</sup> March 2013 stood at £792k (against a target of £1.4m) we are also holding £628k in designated reserves, which can be re-designated at any time; it is our intention to rebuild reserves out of trading activity. In conjunction with improving our income, the executive are undertaking a major review of all expenditure with the particular aim of producing significant reductions in overheads and service costs. Our commitment is to eliminate the need to draw on reserves by becoming more entrepreneurial and cost effective.



**Elaine Simpson**  
Chair

## Administrative information

The National Children's Bureau (NCB) was registered as a charity in 1969 (charity number 258825), although it was founded in 1963 as the National Bureau for Cooperation in Child Care. NCB is also a company limited by guarantee (registration number 952717) and has a subsidiary trading company, National Children's Bureau Enterprises Ltd (registration number 2633796).

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

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

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

At the AGM on 26 November 2009, NCB's members approved changes to the charity's governance, together with amended Articles of Association. The Articles were updated, in line with the Companies Act 2006, and additionally provided for improvements to NCB's governance structure. The liability of members in respect of the guarantee, as set out in the Memorandum, is limited to £1 per corporate member of the company.

## Governance

NCB's Board of Trustees comprises three honorary officers (chair, vice-chair and treasurer) each elected by the full membership; three young representatives appointed by Young NCB; and eight to nine further trustees (up to four co-opted places and five appointed by the Selection Committee from the members). Each board member serves for a maximum of two, three-year terms. The Board meets seven times a year, including the AGM, and has overall responsibility for strategic direction, financial management, policy development and external relations. It receives regular reports on finance and performance issues, and reviews and monitors NCB's work programme on an ongoing basis. Trustees receive briefing papers in advance of each board meeting and take part in an annual trustee awayday to review policy, strategy and direction.

NCB's Audit Committee is delegated by the Board of Trustees to ensure that there is an appropriate framework of accountability within NCB; for examining and reviewing all systems and methods of control both financial and otherwise; and for ensuring that NCB complies with all aspects of the law, relevant regulation, and the standards of good practice accepted by the Charity Commission and by the voluntary sector in general. The Committee's powers include the authority to investigate on the behalf of the Board of Trustees anything that threatens or adversely affects the accomplishment of NCB's aims and objectives, its assets, the reliability of its records and information, its compliance with relevant laws and regulations, and its adherence to its constitution. The Audit Committee is authorised to obtain appropriate external legal and other professional advice in order to fulfil its responsibilities.

The Board of Trustees regularly reports to a Board Advisory Group (formerly the Membership Forum), made up of representatives of NCB's members, Specialist Membership Groups and other partners, which advises the Board on policy and strategic direction, strengthens member engagement with the work of NCB and provides a link between trustees and the wider membership. Advisory Group members are appointed or elected under various categories and include representatives of Young NCB. The Board Advisory Group is co-chaired by the vice-chair of the board and someone elected from the group.

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

## President

Baroness Shireen Ritchie of Brompton (Until April 2012)

Baroness Claire Tyler of Enfield (From October 2012)

## Board of Trustees

Dame Gillian Pugh DBE, Chair (Until October 2012)

Elaine Simpson, Chair (From October 2012)

Jane Held, Vice Chair

David Rimington, Treasurer (To October 2013)

Ed Hannan, Treasurer (From October 2013)

Chris Born (Until October 2012)

Dr Sarah Davidson MBE

Mike Greig

Dewi Hughes

Dr Helen MacKinnon (From October 2012) (until July 2013)

Professor Hugh McLaughlin (Until October 2012)

Cllr Ken Meeson (From October 2012)

Peter Phippen

Professor Cecile Wright

Cecil Worthington (Nominated by Northern Ireland)

Aneela Ahmed (Nominated by Young NCB)

Grace Gurbutt (Nominated by Young NCB)

Hamza Modi (Nominated by Young NCB)

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

## Senior Leadership Team

Hilary Emery	Chief Executive
Barbara Hearn OBE	Deputy Chief Executive (Until August 2012)
Michael Chuter	Director of Finance and Resources
Fergus Crow	Director of NCB Partnerships
Maria Eaton	Director of Human Resources
Annamarie Hassall MBE	Director of NCB Programmes (From June 2013)
Sue Owen	Director of NCB Programmes (Until June 2013)
Clare Quarrell	Director of Communications
Enver Solomon	Director of Evidence and Impact (From September 2012)
Paul Taylor	Director of Sector Improvement (Until October 2012)

## Directors

Kim Bevan	Early Support
Sheryl Burton	Health and Social Care
Joyce Connor	Early Years
Ivana La Valle	NCB Research Centre (Until June 2013)
Christine Lenehan	Council for Disabled Children
Celine McStravick	NCB Northern Ireland
Cath Prisk	Play England

## Advisors

Auditors	Crowe Clark Whitehill LLP St Bride's House, 10 Salisbury Square London EC4Y 8EH
Bankers	Barclays Bank PLC 1 Churchill Place London E14 5HP  National Westminster Bank PLC PO Box 8032 London N1 0QF  Co-operative Bank plc 118-120 Colmore Row Birmingham B3 3BA
Investment managers	CCLA Investment Management Ltd 80 Cheapside London EC2V 6DZ
Solicitors	Stone King LLP 16 St John's Lane London EC1M 4BS

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

The 2012 - 15 Strategic Plan was developed from a review undertaken in 2011 of all aspects of NCB's areas of activity. As a result the board agreed to focus on vulnerable children and tackling the inequalities that impact upon their lives. The plan was agreed by the board at its meeting in January 2012. It reinforced NCB's core purpose and set out its vision and mission, identifying the areas in which NCB would work and setting objectives to be achieved by 2015. Progress towards these objectives has been considerable and it is likely that they will be largely achieved by the close of 2014. Therefore the board plans to develop a new strategic plan to commence in April 2014 to run until 2017.

**NCB's vision** is of a society in which children and young people contribute, are valued and their rights respected.

**NCB's mission** is to improve children and young people's experiences and life chances by reducing the impact of inequalities

The vision and mission are articulated into five aims and descriptors of activity and objectives for NCB's research informed policy influencing and practice development by 2015. These are delivered across eight areas, namely education and learning; health and well being; play; early years, special educational needs and disability; vulnerable children; participation and sector improvement.

The consolidated statement of financial activities sets out the costs associated with how we further NCB's charitable objectives.

- Our research, evidence sharing and policy work is led by the Evidence and Impact Directorate and is shown as 'Evidence and Impact'.
- Our practice development and improvement is led through the Programmes Directorate and is shown as 'NCB Programmes'. The Programmes Directorate also leads NCB's work on the participation of children and young people, on which there has been an increased emphasis across all directorates in the last twelve months. The work of the Centre for Excellence and Outcomes (C4EO) also supported practice through a sector led model of improvement and had been a free-standing unit shown as 'Sector Improvement'. This has subsequently been absorbed within the wider Programmes Directorate.
- Our partnership work operates through our specialist membership groups and collaborative projects which are led by the Partnerships Directorate and shown as 'NCB Partnership'. Each one of these partnership groups, which includes the Council for Disabled Children, Play England, the Anti-Bullying Alliance and the Sex Education Forum, use research and evidence to influence policy and practice in their specialist area and are linked into and supported by NCB's research, information, policy and practice activity and central services.
- NCB NI is listed as a separate strand of work as it operates in a similar way to the whole of NCB using research and evidence to inform policy and practice in a Northern Ireland context and linking with work in England to the mutual benefit of all concerned.



The table below shows the aims, activity and objectives and progress to date. The table that follows indicates more specific objectives for completion of the remaining work in 2013/14

<b>Strategic aims</b>	<b>Activity and objectives for 2012 to 2015</b> <i>(Examples of outcomes are shown in italics)</i>
<b>Aim 1 – Reduce inequalities of opportunity in childhood</b>	<p>NCB will undertake research, policy influencing and practice development in partnership and with the participation of children and young people.</p> <p>By 2015:</p> <ol style="list-style-type: none"> <li>1. We will support a greater use of research, practice evidence and products, which are known to be effective and target inequality in early years, disability, education and learning, vulnerable children and health and well-being. <i>Evident in all areas of activity.</i></li> <li>2. We will have identified areas of inequality of opportunity and promoted effective ways to narrow the gap in children and young people's outcomes, including addressing issues that arise from children and young people's position in society and conditions that they experience.</li> </ol> <p><i>Substantial evidence of identification with significant impact for example through programmes such as the Raising Early Achievement in Literacy (REAL) and through a place based approach in Colin, Belfast, NI.</i></p>
<b>Aim 2 – Ensure children and young people can use their voice to improve their lives and the lives of those around them</b>	<p>Through a range of children and young people's groups NCB will provide opportunities for their involvement in identifying and addressing inequalities through research, policy and practice.</p> <p>By 2015:</p> <ol style="list-style-type: none"> <li>1. We will see an increase in children and young people being involved and having their voices heard. In for example, health, youth justice and education.</li> </ol> <p><i>Evident in all areas of activity. Particular examples include YNCB's Wake up to your World project on political awareness raising; the work on personal finance in schools; the ongoing work led by CDC on the participation of disabled children and young people in decision making; and the involvement of children in the development of materials to support children who have suffered a bereavement (Childhood Bereavement Network – CBN).</i></p> <ol style="list-style-type: none"> <li>2. We will have developed an evidence base of how engagement with NCB has improved the lives of a cohort of young people (YNCB).</li> </ol> <p><i>The commissioning of work on logic models and theories of change from New Philanthropy Capital for participation, prevention and vulnerable children will enable NCB to produce consistent organisation wide impact evidence across all areas of work in 2013/14.</i></p>
<b>Aim 3 – Improve perceptions of children and young people</b>	<p>NCB public relations, policy and media activity will include consideration of how we address negative and historical perceptions; involve young people, support positive communication and build cross-generational understanding.</p> <p>By 2015:</p> <ol style="list-style-type: none"> <li>1. We will have increased year on year the positive images and messaging about children and young people generated through NCB public relations, policy and media work.</li> </ol> <p><i>After a slow start in the first half of the financial year we have seen our coverage significantly increase during the last two quarters, with our</i></p>

	<p><i>circulation and advertising value figures nearly doubling. Particular highlights include our media work for Playday, Anti-Bullying Week, childcare reforms, child poverty and sex and relationships education.</i></p> <p>2. We will have improved the image of specific groups of vulnerable children and young people.</p> <p><i>The work of the VIPER project (completed summer 2013) directly addresses these issues for children and young people with disabilities.</i></p>
<p><b>Aim 4 – Enhance the health, learning, experiences and opportunities of children and young people</b></p>	<p>In order to improve children and young people’s experiences and quality of life NCB will work to ensure that policy and practice are child-centered, support participation and reflect the needs and experiences of at risk and disadvantaged children and young people.</p> <p>By 2015:</p> <p>1. We will have supported improved access to services and activities that have an impact on children and young people’s lives.</p> <p><i>The roll out of the Early Support programme demonstrably improves support for children with disabilities through key working. The expansion of REAL training and its recognition through winning the CYPNow award evidence the increased access to a powerful, evidence based approach to literacy for practitioners and families.</i></p> <p>2. We will see a greater use of evidence based products promoted by NCB to raise awareness of practitioners in meeting children and young people’s needs and aspirations.</p> <p><i>Uptake of the materials developed through being DH Strategic Partner for children and young people has led to more participation by children and young people in the planning and evaluation of health services.</i></p> <p>3. We will work to promote and improve the wellbeing, of children and young people, targeting key issues in health, relationships, learning and opportunities, contributing to narrowing the gap and improving aspirations and opportunities.</p> <p><i>The widespread uptake of C4EO evidenced practice and sector led improvement models showed the impact that could be achieved when supported by government funding. The success of Play England in getting Social Action Fund support for its volunteering programme to increase access to play impacts on health and wellbeing. The Anti-Bullying Alliance, Sex Education Forum, Special Education Consortium, Council for Disabled Children and CBN all tackled issues in their specialist issues to improve lives and outcomes.</i></p>
<p><b>Aim 5 – Encourage the building of positive and supportive relationships for children and young people with families, carers, friends and communities</b></p>	<p>NCB continues to work across practice and service improvement, with children and young people and through partnerships, including the development of demonstration programmes.</p> <p>By 2015:</p> <p>1. We will have gathered and disseminated evidence about effective workforce development and how that supports relationships between agencies; between frontline workers and the children, young people and families they support.</p> <p><i>REAL and PEAL both enable the workforce in early years settings to enable parents to support learning and development.</i></p>

	<p>1. We will have improved uptake and engagement with programmes that engage with local communities, are sensitive to local needs and priorities and show evidence of their impact.</p> <p><i>Early Support and Play England’s Free Time Consortium and Nature Play programmes are set up to engage directly with local needs and aspirations in developing the workforce and services.</i></p>
<p><b>Aim 6 – Provide leadership through the use of evidence and research to improve policy and practice</b></p>	<p>NCB continues to act as a partner, coordinator, sector leader and honest broker working as an innovator in practice and service development and an evidence based thought leader.</p> <p>By 2015:</p> <p>1. We will have consolidated our influence on areas that impact on children and young people who are vulnerable, disadvantaged and/or through involvement in policy and development groups.</p> <p><i>A substantial increase in NCB’s engagement with health arose from Christine Lenehan (Director CDC) co-chairing the Children and Young People’s Health Outcomes Forum (CYPHOF) and Barbara Hearn (former Deputy CEO at NCB) leading the public health sub-group. This significantly influenced health policy for children and young people that is being built upon in 2013/14 with NCB’s continued involvement and Enver Solomon (Director of Evidence &amp; Impact) now also representing NCB on the Forum. The All Party Parliamentary Group for Children (NCB provides secretariat support) continued to get high level interest in its sittings and reports. The Children’s Inter Agency Group (NCB provide secretariat support and joint vice chair) focused on the links between education and health working closely with officials and ministers in DfE and DH.</i></p> <p>2. We will be viewed by the children and young people’s sector (statutory, voluntary, private and membership) as an innovator in practice and service development and an evidence based thought leader.</p> <p><i>Through the work of the broadened SLT, especially Sue Owen as the Director of Programmes sponsoring NCB wide work on participation; Fergus Crow as Director of Partnerships building effective links to SMGs through formulating Letters of Agreement with Chairs of the SMGs and the wider group of directors including Christine Lenehan and Cath Prisk, and the appointment of Enver Solomon as Director of Evidence and Impact and the CEO working with senior officials and ministers has increased NCB’s recognition as a key partner. During the year we have used feedback from children and young people, families and practitioners to inform our debates with policy makers and drawn extensively on research and information gathered to provide evidenced responses on issues as varied as payment by results for Children’s Centres (which led to a change in policy) and how children and young people have previously been involved in health policy and decision making processes that informed the early work of the CYPHOF. Other areas have included substantial engagement by CDC and NCB’s policy team with the development of the Children and Families Bill steering both content and ways of working; work on the 2 year old offer and presenting feedback from practitioners reflecting reservations about child care ratios and associated proposed changes.</i></p>

**Business objectives**

The board agreed the following business objectives for the first year of the plan and the table below summarises progress. Further business objectives have been agreed with the board for 2013/14 to support delivery of the strategic aims and objectives.

Business objectives for 2012/13	Progress in 2012/13
1. Establish a new business model by: <ul style="list-style-type: none"> <li>• Focusing our work on the most disadvantaged, vulnerable and marginalised</li> <li>• Improving productivity, performance and value for money across the organisation</li> <li>• Ensuring that all our projects and services maintain the highest possible quality</li> <li>• Continuing to provide opportunities for children and young people to shape the services that affect them.</li> </ul>	<ul style="list-style-type: none"> <li>• We introduced a flatter more collegiate management model to improve efficiency and effectiveness and create a more corporate approach to senior leadership.</li> <li>• We raised the profile of participation and engagement across the organisation with the development of a new participation strategy, placing a stronger emphasis on the involvement of young people in every aspect of our work.</li> </ul>
2. Diversify our funding streams by: <ul style="list-style-type: none"> <li>• Diversifying our income mix</li> <li>• Building organisational skills and capacity, to ensure the best and most effective use of resources.</li> </ul>	<ul style="list-style-type: none"> <li>• We increased our capacity to identify, target and gain contracts, by the creation of a business hub to provide support and guidance to project and programme teams across the organisation.</li> </ul>
3. Invest in staff learning and development by: <ul style="list-style-type: none"> <li>• working towards Investors in People (IiP) accreditation</li> </ul>	<ul style="list-style-type: none"> <li>• We re-established our annual staff survey and introduced an organisation wide training offer based on review of the annual appraisals.</li> </ul>
4. Demonstrate the impact of our work: <ul style="list-style-type: none"> <li>• Maximising NCB’s uniqueness and strengths and increasing the breadth and depth of our reach</li> <li>• Reviewing NCB’s coverage of activities across policy, practice and research to determine where we place our priorities going forward.</li> </ul>	<ul style="list-style-type: none"> <li>• We built on the work done to identify priorities by developing independently assessed quality and impact measurement tools, so as to be able to focus our resources on those areas where we can have greatest impact and be able to demonstrate the impact we have had.</li> </ul>
5. Raise our profile and improve our reputation by: <ul style="list-style-type: none"> <li>• Increasing knowledge and understanding of NCB beyond those we directly engage with</li> <li>• Clearly articulating our aspirations, purpose and objectives</li> <li>• Balancing NCB’s brand alongside the brands and marketing of the Specialist Membership groups that sit within the NCB ‘family’.</li> </ul>	<ul style="list-style-type: none"> <li>• We negotiated revised Letters of Agreement with all our Specialist Membership Groups (SMGs), to establish stronger links between NCB and their strategic/advisory boards and a better understanding of our shared objectives.</li> <li>• We also improved the support network for SMGs, to enable those groups to come together to share and learn from one another while retaining links to professional expertise.</li> </ul>

**Planning for 2013/14**

The table below summarises the work that has been agreed to complete delivery of the aims and objectives in the 2012 – 2015 strategic plan by the end of 2014. They were developed into

an Operational Plan for 2013/14 which was informed by staff and Board Advisory Group input. The board asked the executive to prioritise work in six areas, namely health and well being; play; SEN/D; early years; participation and vulnerable children.

<b>NCB strategic objectives for 2013/14</b>		<b>Mapping onto the Strategic Plan aims for 2015</b>
<b>Objective 1 – Core Indicator Set</b>	Produce and report on a set of evidence informed core social, economic and health indicators that set out NCB’s assessment of childhood and the inequalities children face.	Aims 1, 4 and 6
<b>Objective 2 – Practice Development Products</b>	Identify, evolve and produce products, packages or interventions that improve and develop practice. This will include extending the reach of existing products such as: <ul style="list-style-type: none"> <li>• Early Support</li> <li>• Raising Early Achievement in Literacy (REAL) and Parents, Early Years and Learning (PEAL)</li> <li>• Life Skills</li> <li>• Young Inspectors</li> </ul> We will also develop new products, packages and interventions in relation to: <ul style="list-style-type: none"> <li>• Healthwatch</li> <li>• Well being approaches in school</li> <li>• Working through our specialist membership groups</li> <li>• C4EO activity</li> </ul>	Aims 1, 2, 4, 5 and 6
<b>Objective 3 – Participation</b>	Following an internal review of our participation work we will secure and then grow participation as a central focus placing a stronger emphasis on the involvement of children and young people at all levels of the organisation and in the external environment. <p>In particular we will focus on:</p> <ul style="list-style-type: none"> <li>• Increasing the range of voices we hear and promote (vulnerable or disengaged children, the full age range)</li> <li>• Ensuring more effective engagement in policy making</li> </ul>	Aims 2, 3, 4 and 5
<b>Objective 4 – Partnerships and membership</b>	We will sharpen the focus of our existing partnerships and seek to establish new partnerships as well as growing our membership and improving retention and satisfaction levels. Options for growing new partnerships will be explored based on: <ul style="list-style-type: none"> <li>• Current partnerships in health</li> <li>• Current relationships in education</li> <li>• Current relationships in youth justice</li> </ul>	Aims 3,4,5 and 6

#### **Business Objectives for 2013/14:**

For 2013 – 14 we have agreed five business objectives to support NCB to become sustainable and fit for purpose in the more challenging operating environment that we face and support its

ability and capacity to meet its charitable purposes and deliver the strategic objectives for 2013/14.

<b>Business Objectives for 2013/14</b>	
<b>Objective 1 – Establish a new business model</b>	We will review our business model and set out a plan for implementing a new model for the organisation that will deliver financial sustainability over the next 5 years and enable secure strategic and departmental planning.
<b>Objective 2 – Diversify our funding streams</b>	We will continue to diversify our funding streams ensuring that no single funding source accounts for more than 10 percent of total income and thus reduce dependencies.
<b>Objective 3 – Invest in staff learning and development</b>	We will invest in staff through a new programme of learning and development to ensure the right skills are in the right place.
<b>Objective 4 – Demonstrate impact of our work</b>	We will roll out an impact framework and impact measurement tools with appropriate systems in place to powerfully demonstrate the impact our work has on the lives of children and young people.
<b>Objective 5 – Raise our profile and improve our reputation</b>	We will review our brand and implement a new communications and marketing strategy to raise our profile and improve our reputation amongst key audiences.



## Financial review of the year

Over the last two years, in common with many other organisations, NCB has had to accommodate a significant reduction in the support it has received from statutory sources. Though, in 2011/12, NCB saw its income drop from £21.4m to £8.9m, the combined effect of the ending of just four programmes accounted for £11.9m of this fall. 2012/13 was another year of significant challenge, with the continuing financial and economic downturn and the imposition of further and greater cuts to central and local government funding. Despite this, NCB's total income grew from £8.9m to £11.5m with almost all of the growth coming from an increase in unrestricted income (restricted income was almost identical to the prior year).

Though total expenditure increased by only £0.4m, unrestricted expenditure increased by £2.9m as NCB supplied a higher level of support than its delivery units could afford. One of the benefits of being part of the NCB family is the ability to access a range of support services, the level of which is based on a unit's need rather than its ability to pay and this year NCB has particularly invested in business development in order to provide greater support to delivery units seeking to improve their financial sustainability. This has had a negative impact on the current year, but will bear fruit in future years as NCB moves away from a predominantly grant funded model to a mixed economy of grants, contracts and traded activities. Despite this the total deficit for 2012/13 was just under £0.4m, a £2.2m improvement on the total deficit for 2011/12. The trading performance of NCB is described in greater detail in the trading summary below.

### C4EO

The Centre for Excellence and Outcomes (C4EO) was established in 2008, with a three year grant of circa £5m per annum from the Department for Children, Schools and Families (DCSF), to deliver a new and innovative model of sector-led support. C4EO was a voluntary consortium of four charities: NCB, the National Foundation for Educational Research (NFER), Research in Practice (RIP) and the Social Care Institute for Excellence (SCIE). As the accountable body, NCB carried the entire financial risk for C4EO with the other consortium members being contracted to deliver specific strands of work. In the autumn of 2010, the Department for Education (DfE), the successor body to the DCSF, determined that its improvement agenda would be delivered through a new agency and a new joint commissioning board, the Children's Improvement Board (CIB), was set up. The DfE was determined not to lose the work of C4EO and gave C4EO transitional funding while the new model was being set up and the CIB indicated that the funding for C4EO would continue until March 2012. Following advice on EU procurement regulations, this decision was reversed and C4EO's CIB funding ended in October 2011. Throughout this time NCB remained committed to C4EO and agreed to underwrite its costs while its management team sought to reposition it and turn the services it had previously provided free into traded products. The team were not unsuccessful, but it became increasingly clear in the course of 2012/13 that C4EO would never generate the size of turnover necessary to support an independent management team and, in the fourth quarter of the year, C4EO's activities were integrated into NCB's programmes directorate and its management team were regrettably made redundant. The trading losses and redundancy costs of C4EO in 2012/13 account for £459k of the £984k unrestricted deficit NCB has reported for the year.

## Freehold property

Over the past three years NCB has significantly reduced its FTE headcount (down from 230 in 2010 to 132 now) but, because most of its property is freehold, it has proved difficult to reduce the size of its office and the cost of carrying unoccupied space contributed £101k to the £984k unrestricted deficit for the year. As NCB repositions itself for the future it has become increasingly clear that it no longer needs an office as large as the one it presently has and needs to operate at levels of efficiency and collaboration that its present building make impossible. Trustees have therefore approved the sale and redevelopment of NCB's London office and the moving of all its London based staff into a smaller leasehold property on the same site. Until March 2012, NCB's net reserves figure included freehold property at net book value, which was well below its market value. Having decided to sell the property, its exclusion from NCB's balance sheet no longer made sense, so trustees commissioned a market valuation of the building in its existing state and this has resulted in a vacant possession value of £4.1m, which has been included in the balance sheet as at March 2013.

## Pension deficit

The SOFA for 2012/13 has also been affected by a significant increase in the deficit on NCB's defined benefit pension scheme which (following FRS17 principles) has increased from £2.5m to £4.1m. Subject to NCB's continuing membership of the scheme, this liability is not a call on reserves but will be paid out of future income and the additional annual contribution required by the South Yorkshire Pension Authority to reduce the deficit in 2013/14 is just £101k. The size of the pension deficit and its volatility is determined largely by factors outside of NCB's control, a factor that has led to the closure of many such schemes, and NCB's trustees decided with reluctance that they had no alternative but to close the scheme to new entrants. NCB's defined benefit pension scheme was closed to new entrants on 01 December 2012 and a defined contribution scheme for new staff set up in its place. NCB has agreed a course of action with its pension provider to eliminate the residual deficit over the next twenty years.

## Trading summary

In summary: the Statement of Financial Activities shows total incoming resources of £11.5m (2012: £8.9m), total resources expended of £11.9m (2012: £11.5m): a total deficit of £360k and a net deficit on unrestricted other funds of £984k (2012: £572k). Without the previously mentioned costs of repositioning C4EO and cost of carrying unoccupied space, the net deficit on unrestricted funds would have been £424k. At the year end restricted funds stood at £1.7m (2012: £1.1m), of which £1.5m represented grants received in advance for projects and £0.2m represented fixed assets. Restricted project grant movements are detailed in the Supplementary notes page 38. Unrestricted reserves, other than the unrestricted pension deficit of £4.1m, amounted to £5.3m (2012: £2.9m), of which £0.5m is designated as funding fixed assets, £3.4m arises from the revaluation of freehold property, £0.6m is designated for other purposes and £0.8m is held in general funds. The changes to the pension reserve are detailed in note 17.

While the future remains challenging, trustees believe that the past few years have demonstrated NCB's ability to react to anticipated and unforeseen events. In developing the 2014 to 2017 Strategic Plan, a key objective for trustees will be to restore unrestricted reserves to prior levels.



## Going concern statement

The Trustees' planning process included a review of likely income in 2013/14 and 2014/15, an assessment of the economic climate and its potential impact on NCB and consideration of a report on the financial standing and future sustainability of entire organisation and its constituent parts. Taking all these into consideration trustees believe it is reasonable to expect that NCB will generate sufficient resources to finance its operations for the foreseeable future and believe there are no material uncertainties that call into doubt the charity's ability to continue. Accordingly the accounts have been prepared on the basis that the charity is a going concern.

## Trustees' responsibilities for the financial statements

The Trustees (who are also directors of National Children's Bureau Charity for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Trustees to prepare financial statements for each financial year. 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 the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, 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 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## Compliance with statutory requirements

The financial statements have been prepared in compliance with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice 'Accounting and Reporting by Charities' (SORP 2005) issued under the auspices of the Charity Commission.

## Risk and internal control

The trustees continue to review the risks facing the NCB group. The trustees note the following specific areas that give rise to the potential major risk areas for the next financial year:

- the pension fund shortfall continues to escalate;
- planning permission for our freehold development is not granted or delayed;
- the move to temporary accommodation causes a loss of business continuity;
- unforeseen issues require further calls on unrestricted reserves.

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

## Reserves policy

General reserves are required to enable NCB to 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, that 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 for NCB to hold a level of free reserves based on 12 weeks costs for all staff, which would amount to £1.4m based on the budget for 2013/2014. As at 31 March 2013 the amount of free reserves available was £0.8m, which is £0.6m lower than the desired level. However, trustees are also holding £0.6m in designated reserves that can be re-designated at any time, though it is the trustees' intention, in the first instance, to rebuild free reserves out of trading activity.

Two designated funds were closed during the year:

- **The Pension Reserve** had been created to enable NCB to meet the additional pension contributions required by the South Yorkshire Pension Authority to reduce the residual deficit, which have averaged around £100k per annum. In 2008 it was decided to recover these additional contributions by raising the employer's pension contribution and trustees have decided there is no longer any need for a separate Pension Reserve.
- **The Strategic Priorities Fund** had been created to fund strategic changes within the organisation and in 2012/13 was fully used to fund the downsizing of C4EO and other strategic changes.

Other funds designated by the trustees for specific purposes are shown in note 15 and will be expended within one year of designation.

## Investment policy

The trustee's investment policy is only to invest in equities which are genuinely long term; and to hold the remainder of its reserves in less volatile assets, like cash deposits. All the charity's free reserves are currently held in the latter. For any future investment in equities, the charity will continue its ethical investment policy of avoiding companies with more than 50 per cent of their turnover in gambling, tobacco or armaments.

## Pension fund

The charity is an admitted body to the South Yorkshire Pension Fund (SYPF), which is one of the local government defined benefit schemes. In order to determine required contributions to the scheme full actuarial valuations are carried out every three years, the last being that at 31 March 2010. This showed a deficit of £1.4m, which would have been smaller had the valuation been able to take into account all of the redundancies arising from the restructuring in 2011 and 2012. For accounting purposes a valuation is done every year under the accounting standard FRS17, giving rise at 31 March 2013 to the pension scheme liability shown of £4.1m. The main difference between the methodology of the two valuations is that FRS17 requires estimated pension liabilities to be discounted at an AA grade corporate bond rate, whereas for the actuarial valuation actuaries discount estimated liabilities at the likely investment return for the scheme's mix of assets, which generally produces a significantly lower figure. In practice there are other differences, as the valuations are prepared at different times and as at different dates.

The pension scheme liability shown in the accounts increased by £1.5m in the year, the main reason being that pension liabilities as at 31st March 2013 were discounted at a lower rate (4.2 percent) than at 31 March 2012 (4.9 percent). Economic factors have increased the pension deficits of other organisations, accelerating the closure of defined benefit pension schemes, and at NCB the trustees have reluctantly decided that they must now do what they can to prevent the situation worsening further. It is not practicable to stop existing members from accruing further pension benefits from the scheme, as in that case under the rules applicable to multi-employer schemes all of NCB's existing pension liabilities would be discounted at risk-free government bond rates (currently abnormally low because of quantitative easing) and NCB would have to pay into the scheme the much larger deficit which this would produce. The trustees closed NCB's defined benefit pension scheme to new entrants on 1 December 2012 and a defined contribution pension scheme was introduced for employees not in the defined benefit scheme.

## Subsidiary

National Children's Bureau Enterprises Ltd manages conference and lettings programmes, various funding activities and provides support services for other charities. Its results are consolidated in these financial statements. Conference activity has continued at a low rate with the result of a turnover for NCB Enterprises of £0.3million (£0.4million for 2012), and a gross profit of £105k (£79k in 2012). Administration costs decreased to £46k. The net profit of £60k represents 5 percent of turnover. NCB Enterprises' entire profit is gift aided to the charity.

## 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.

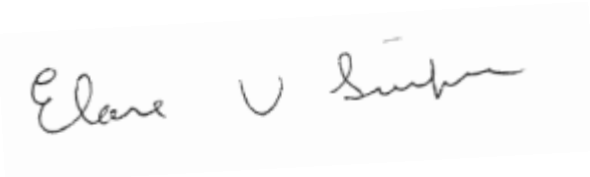
## Members, funders, stakeholders and sponsors

We would like to thank all our members for their continued support of NCB both financially and in pursuit of its aims and activities. We would also like to express our grateful thanks to government departments, charitable bodies, companies and individuals for their considerable support in financing NCB's activities.

## Auditors

Crowe Clark Whitehill LLP were re-appointed as the company's auditors during the year and have expressed their willingness to continue in that capacity.

**Approved by the Board of Trustees on 18 September 2013  
and signed on their behalf by**

A handwritten signature in black ink on a light-colored background. The signature reads "Elaine V Simpson".

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**Elaine Simpson**  
**Chair**  
**National Children's Bureau**  
**8 Wakley Street, London EC1V 7QE**

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

We have audited the financial statements of National Children's Bureau for the year ended 31 March 2013 set out on pages 22 to 37.

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

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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 company's members as a body, for our audit work, for this report, or for the opinions we have formed.

## Respective responsibilities of trustees and auditor

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

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

## Scope of the audit of the financial statements

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

In addition, we read all the financial and non-financial information in the Trustees Annual Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2013 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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

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

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

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

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



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**Tina Allison**

Senior Statutory Auditor

For and on behalf of

**Crowe Clark Whitehill LLP**

Statutory Auditor

**St. Bride's House**

**10 Salisbury Square**

**London**

**EC4Y 8EH**

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

# Consolidated Statement of Financial Activities

## (incorporating an Income and Expenditure Account)

Year ended 31 March 2013

	Notes	Restricted Funds £'000	Unrestricted Pension Reserve £'000	Unrestricted Other Funds £'000	2013 £'000	2012 £'000
<b>INCOME AND EXPENDITURE ACCOUNT</b>						
<b>INCOMING RESOURCES</b>						
Voluntary income						
Donations and appeals	1 & 2	-	-	115	115	126
Activities in furtherance of the charity's objects						
Evidence and impact		231	-	305	536	343
NCB Northern Ireland		473	-	434	907	493
NCB partnerships		3,967	-	3,125	7,092	3,264
NCB programmes		1,168	-	134	1,302	1,604
Sector Improvement		-	-	1,208	1,208	2,664
Activities for generating funds						
Lettings and catering		-	-	67	67	73
Shared services		-	-	197	197	190
Other income		-	-	84	84	49
Investment income	3	-	-	12	12	77
<b>Total incoming resources</b>		<b>5,839</b>	<b>-</b>	<b>5,681</b>	<b>11,520</b>	<b>8,883</b>
<b>RESOURCES EXPENDED</b>						
Cost of generating funds						
Fundraising	1, 4 & 7	-	-	129	129	109
Lettings and catering		-	-	23	23	28
Shared services		-	-	163	163	138
		<b>-</b>	<b>-</b>	<b>315</b>	<b>315</b>	<b>275</b>
Charitable expenditure						
Cost of activities in furtherance of the charity's objects						
Evidence and impact		326	-	566	892	1,089
NCB Northern Ireland		451	-	399	850	458
NCB partnerships		3,126	-	3,128	6,254	4,789
NCB programmes		1,258	-	225	1,483	1,808
Sector Improvement		123	-	1,767	1,890	3,022
		<b>5,284</b>	<b>-</b>	<b>6,085</b>	<b>11,369</b>	<b>11,166</b>
Restructuring and redundancy cost	6	-	-	183	183	(15)
Pension scheme movements in year	17	-	(69)	-	(69)	(5)
<b>Total charitable expenditure</b>		<b>5,284</b>	<b>(69)</b>	<b>6,268</b>	<b>11,483</b>	<b>11,146</b>
Governance		-	-	82	82	46
<b>Total resources expended</b>		<b>5,284</b>	<b>(69)</b>	<b>6,665</b>	<b>11,880</b>	<b>11,467</b>
<b>NET INCOME / (EXPENDITURE) FOR THE YEAR</b>		<b>555</b>	<b>69</b>	<b>(984)</b>	<b>(360)</b>	<b>(2,584)</b>
<b>OTHER RECOGNISED GAINS AND (LOSSES)</b>						
Gains on investments	9	-	-	-	-	1
Pension scheme actuarial loss (FRS 17)	17	-	(1,601)	-	(1,601)	(19)
Revaluation of freehold land and buildings	1 & 7	-	-	3,410	3,410	-
<b>NET MOVEMENT IN FUNDS including Pension Reserve</b>		<b>555</b>	<b>(1,532)</b>	<b>2,426</b>	<b>1,449</b>	<b>(2,602)</b>
<b>FUNDS BROUGHT FORWARD</b>		<b>1,132</b>	<b>(2,525)</b>	<b>2,895</b>	<b>1,502</b>	<b>4,104</b>
<b>FUNDS CARRIED FORWARD</b>		<b>1,687</b>	<b>(4,057)</b>	<b>5,321</b>	<b>2,951</b>	<b>1,502</b>

Notes 1 to 18 form part of these financial statements

All activities derive from continuing operations.

## Balance Sheets

As at 31 March 2013

	Notes	Group		Charity	
		2013 £'000	2012 £'000	2013 £'000	2012 £'000
<b>FIXED ASSETS</b>					
Tangible assets	1 & 7	4,166	727	4,166	727
Investments	1 & 9	10	10	10	10
Shares in subsidiary undertaking	10	-	-	-	-
		<u>4,176</u>	<u>737</u>	<u>4,176</u>	<u>737</u>
<b>CURRENT ASSETS</b>					
Stocks	1	13	17	13	17
Debtors	11	2,416	2,217	2,472	2,224
Cash on deposit	9	2,215	1,106	2,215	1,106
Cash at bank and in hand		832	2,356	758	2,322
		<u>5,476</u>	<u>5,696</u>	<u>5,458</u>	<u>5,669</u>
Less					
CREDITORS falling due within one year	12	(2,644)	(2,406)	(2,631)	(2,384)
		<u>2,832</u>	<u>3,290</u>	<u>2,827</u>	<u>3,285</u>
<b>NET CURRENT ASSETS</b>					
<b>NET ASSETS EXCLUDING PENSION LIABILITY</b>					
Pension Scheme liability		(4,057)	(2,525)	(4,057)	(2,525)
		<u>2,951</u>	<u>1,502</u>	<u>2,946</u>	<u>1,497</u>
<b>NET ASSETS INCLUDING PENSION LIABILITY</b>					
<b>FUNDS</b>					
Restricted Funds	1 & 14	1,687	1,132	1,687	1,132
Unrestricted - other funds	1 & 15	1,911	2,895	1,906	2,890
ation fund	1 & 15	3,410	-	3,410	-
Unrestricted pension reserve	17	(4,057)	(2,525)	(4,057)	(2,525)
		<u>2,951</u>	<u>1,502</u>	<u>2,946</u>	<u>1,497</u>

Notes 1 to 18 form part of these financial statements

The financial statements were approved and authorised for issue  
by the trustees on 18 September 2013 and were signed on their behalf by:



**Elaine Simpson**  
Chair  
National Children's Bureau  
8 Wakley Street, London EC1V 7QE



## Consolidated Cash Flow Statement

for the period ended 31 March 2013

	2013	2012
	£'000	£'000
<b>NET CASH (OUTFLOW) FROM OPERATING ACTIVITIES</b>	(354)	(3,701)
<b>RETURNS ON INVESTMENTS</b>		
Interest and dividends received	12	63
<b>CAPITAL EXPENDITURE AND FINANCIAL INVESTMENTS</b>		
Payments to acquire tangible fixed assets	(73)	(28)
Decrease in investment funds on deposit	-	2,043
	(73)	2,015
<b>MANAGEMENT OF LIQUID RESOURCES</b>		
(Increase) / decrease in cash on deposit	(1,109)	3,875
	<u>(1,524)</u>	<u>2,252</u>

### Notes to the Consolidated Cashflow Statement

	B/fwd 1 Apr 2012	2013 cashflow	C/fwd 31 Mar 2013
	£'000	£'000	£'000
<b>ANALYSIS OF CASH AVAILABLE ON DEMAND</b>			
Cash at bank and in hand	2,356	(1,524)	832

### RECONCILIATION OF NET CASH INFLOW (OUTFLOW) FROM OPERATING ACTIVITIES

	2013	2012
	£'000	£'000
Net (expenditure) for the year	(360)	(2,584)
Depreciation	44	63
Increase / (decrease) in creditors	238	(514)
(Increase) in debtors	(199)	(581)
Decrease / (increase) in stock	4	(3)
Interest and dividends receivable	(12)	(77)
Pension reserve net gain, excluding actuarial gains / losses	(69)	(5)
Net cash outflow from operating activities	<u>(354)</u>	<u>(3,701)</u>

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# Notes to the Financial Statements for the year ended 31 March 2013

## 1. ACCOUNTING POLICIES

### **Basis of preparation**

The financial statements have been prepared under the historical cost convention, with the exception of listed investments, which are included on a market value basis, and freehold land and buildings, which were revalued as at 31 March 2013 by Strettons (Chartered Surveyors) on 14 June 2013 using existing use basis.

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

After making enquiries, the Trustees have a reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees' Responsibilities on page 16.

The description of activities in furtherance of the charity's objects have been change to reflect the management structure introduced in April 2012. The comparatives for 2011/12 have therefore been changed so that the figures for both years are comparable.

### **Group accounts**

Group financial statements have been prepared on a line by line consolidation basis in respect of NCB and its wholly owned subsidiary National Children's Bureau Enterprises Limited. No separate statement of Financial Activities has been presented for the charity alone as permitted by Section 408 of the Companies Act 2006 and paragraph 397 of the SORP.

### **Consortium charity**

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

### **Incoming resources**

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

### **Income in advance**

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

### **Tax status**

NCB is registered charity and its income is within the exemptions of the Income and Corporation Tax Act 2010.

## Resources expended

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

Expenditure comprises direct expenditure, including staff costs, attributable to the activity. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with budgeted use of the resources. Accommodation costs are allocated by floor space. Other support service are allocated by income (previously by staff costs) or by full-time equivalent staff.

Fundraising costs are those incurred in seeking legacies and donations.

Internal costs charges are the charges between departments which reflect NCB's internal market.

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

Governance includes trustees, audit and general legal expenses.

## Value added tax

NCB is a partially-exempt body of 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. They are included as costs against unrestricted pension reserve funds . A cost of pension is calculated by the actuaries to comply with the accounting standard FRS 17. allocated to activities in proportion to employer contributions.

Employers' contributions are also made to employees' Personal Pensions. These are also charged in the year in which they become payable.

Pension reserve net expense, excluding actuarial gains and losses, is allocated pro rata to employer's pension contributions.

## Tangible fixed assets

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

## **Operating Lease**

Rental costs under operating leases are charge 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

## **Stocks**

Stocks are books for resale valued at the lower of cost and net realisable value

## **Fund accounting**

Restricted funds are funds subject to specific conditions imposed by donors. The purpose and use of restricted funds are set out in note 14.

Designated funds comprise funds which have been designated at the discretion of the Board of Management for specific purposes. The purpose and use of designated funds are set out in note 14.

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

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

## 2. INCOMING RESOURCES

	Government project grants £'000	Other project grants £'000	Other Income £'000	2013 £'000	2012 £'000
<b>Voluntary income</b>					
Donations and appeals	-	-	115	115	126
<b>Activities in furtherance of the Charity's objects</b>					
Evidence and impact	10	231	295	536	343
NCB Northern Ireland	87	387	433	907	493
NCB partnerships	3,362	637	3,093	7,092	3,264
NCB programmes	1,113	55	134	1,302	1,604
Sector Improvement	-	-	1,208	1,208	2,664
<b>Activities for generating funds</b>					
Lettings and catering	-	-	67	67	73
Shared services	-	-	197	197	190
Other income	-	-	84	84	49
Investment income	-	-	12	12	77
	4,572	1,310	5,638	11,520	8,883
Totals for 2012	4,407	1,250	3,226	8,883	

## 3. INVESTMENT INCOME

	2013 £'000	2012 £'000
<b>Fixed Asset investments:</b>		
Income from listed investments	1	1
Interest on investment funds on deposit	-	47
<b>Cash on deposit:</b>		
Bank and other interest receivable	11	29
	12	77

## 4. RESOURCES EXPENDED

	Staff £'000	Other expenses £'000	Internal cross charges £'000	Support Services £'000	2013 £'000	2012 £'000
<b>Cost of generating funds</b>						
Fundraising	84	12	(1)	34	129	109
Lettings and catering	44	25	(54)	8	23	28
Shared services	108	36	9	10	163	138
<b>Cost of activities in furtherance of the charity's objects</b>						
Evidence and impact	753	206	(307)	240	892	1,089
Finance and resources	1,246	834	(456)	(1,624)	-	-
NCB Northern Ireland	376	303	113	58	850	458
NCB partnerships	1,765	3,110	548	831	6,254	4,789
NCB programmes	708	417	134	224	1,483	1,808
Sector Improvement	537	1,123	11	219	1,890	3,022
Governance	-	79	3	-	82	46
Restructuring	183	-	-	-	183	(15)
Resources expended before pension scheme movements	<u>5,804</u>	<u>6,145</u>	<u>-</u>	<u>-</u>	<u>11,949</u>	<u>11,472</u>
<b>Totals for 2012</b>	<u><b>5,881</b></u>	<u><b>5,591</b></u>	<u><b>-</b></u>	<u><b>-</b></u>	<u><b>11,472</b></u>	<u><b>11,472</b></u>
					2013 £'000	2012 £'000
<b>Support services</b>						
Facilities					864	998
Human resources					229	243
Finance					319	367
Management					212	212
					<u>1,624</u>	<u>1,820</u>
					2013 £'000	2012 £'000
<b>Resources expended include</b>						
Depreciation						
Auditors' remuneration						
			Restricted £'000	Unrestricted £'000		
			15	29	44	63
			-	20	20	25
			-	12	12	-
			-	6	6	3

## 5. STAFF AND TRUSTEES

	2013	2012
	£'000	£'000
<b>Staff Costs</b>		
Salaries and wages	4,734	4,911
Social Security costs	405	443
Staff pension cost	665	527
	<u>5,804</u>	<u>5,881</u>

	2013	2012
	number	number
<b>Average full - time equivalent staff numbers by main area</b>		
Fundraising	2	2
Lettings and catering	2	2
Evidence and impact	18	21
Finance and resources	28	24
NCB Northern Ireland	10	7
NCB partnerships	43	46
NCB programmes	18	24
Sector Improvement	11	13
	<u>132</u>	<u>139</u>

<b>Staff earning over £60,000</b>		
between £60,000 and £70,000	3	5
between £70,000 and £80,000	1	3
between £90,000 and £100,000	1	-
between £120,000 and £130,000	-	1
	<u>-</u>	<u>1</u>

No remuneration is payable to trustees. Travel and accommodation expenses totalling £6,149 (2012: £4,583) were reimbursed to ten trustees (2012: nine)

Trustee Indemnity Insurance £1,802 (2012: £2,042) was purchased in the year.

## 6. RESTUCTURING COSTS

During the course of 2012/13, 7 staff members accepted redundancy, with a further 3 put at risk of redundancy in 2013/14.

**Costs, including provisions made, for this restructuring are as follows:**

	2013	2012
	£'000	£'000
Payment in respect of redundancy	34	(25)
Payment in respect of additional pension entitlement	147	10
Payment for counselling, training and support	2	-
	<u>183</u>	<u>(15)</u>

The negative expenditure of £25,000 in 2011/12 related to the unused proportion of the provision for redundancy made in 2010/11 which was no longer needed.

## 7. TANGIBLE FIXED ASSETS

Valuation	Freehold land and buildings	Furniture and equipment	Total
<b>Group and Charity</b>			
Cost as at 1 April 2012	1,147	842	1,989
Additions	-	73	73
Disposals	-	(73)	(73)
Revaluation	2,938	-	2,938
Valuation as at 31 March 2013	<u>4,085</u>	<u>842</u>	<u>4,927</u>
Depreciation as at 1 April 2012	449	813	1,262
Charge	23	21	44
Disposals	-	(73)	(73)
Revaluation	(472)	-	(472)
Depreciation as at 31 March 2013	<u>-</u>	<u>761</u>	<u>761</u>
<b>Net book value as at 31 March 2013</b>	<b>4,085</b>	<b>81</b>	<b>4,166</b>
Net book value as at 31 March 2012	698	29	727

### Revaluation of freehold land and buildings as at 31 March 2013

The freehold land and building were re-valued for the year under review by Strettons (Chartered Surveyors) on 14 June 2013 using existing use basis.

Valuation		4,085
Historic net book value	- land	(138)
	- buildings	(537)
<b>Movement on revaluation</b>		<u><b>3,410</b></u>

## 8. OPERATING LEASE COMMITMENTS

	2013 £'000	2012 £'000
The Group has annual commitments under non-cancellable operating leases expiring as follows:		
Two to five years		
Land and buildings	142	146
Equipment	<u>50</u>	<u>-</u>



## 9. INVESTMENTS AND CASH ON DEPOSIT

	2013 £'000	2012 £'000
<b>Group and Charity</b>		
<b>Quoted investments</b>		
Market value as at 1 April 2012	10	9
Gains for the year	-	1
Market value as at 31 March 2013	<u>10</u>	<u>10</u>
Quoted investments - Historic value as at 31 March 2013	<u>8</u>	<u>8</u>
	2013 £'000	2012 £'000
All investments are listed in the United Kingdom		
The following investment holdings were over 5% of the portfolio value		
M&G Charibonds	<u>10</u>	<u>10</u>
<b>Group and Charity</b>	2013 £'000	2,012 £'000
<b>Cash on deposit</b>		
CCLA	<u>2,215</u>	<u>1,106</u>

## 10. SHARES IN SUBSIDIARY UNDERTAKING

This represent NCB's holding of 100 ordinary shares of £1 each, which is a 100% interest, in the share capital of National Children's Bureau Enterprises Limited, a company registered in England and Wales. The company gift aids its taxable profits to NCB. A summary of its trading results is shown below. Audited financial statements are filed with the Registrar of Companies. The result of subsidiary undertaking have been consolidated on a line by line basis. The subsidiary undertakes conferences and lettings programmes and various fundraising activities for NCB, and provides support services for other charities.

	2013	2012
	£'000	£'000
Turnover	335	356
Cost of sales	(230)	(277)
Gross profit	105	79
Administrative expenses	(45)	(60)
Net profit before gift aid	60	19
Amount gift-aided to NCB	(60)	(19)
Net profit retained	-	-
	2013	2012
	£'000	£'000
The aggregate of the assets, liabilities and funds was:		
Assets	163	67
Liabilities	(158)	(62)
Net assets	5	5
Share capital (100 shares £1)	-	-
Accumulated Profit and Loss	5	5
Total funds	5	5

## 11. DEBTORS

	Group		Charity	
	2013	2012	2013	2012
	£'000	£'000	£'000	£'000
Trade debtors	1,560	1,316	1,471	1,290
Amount due from subsidiary undertaking	-	-	145	41
Taxation recoverable	-	5	-	5
Other debtors and prepayments	266	183	266	175
Accrued Income ( grants due for projects)	590	713	590	713
	2,416	2,217	2,472	2,224

## 12. CREDITORS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2013 £'000	2012 £'000	2013 £'000	2012 £'000
Trade Creditors	1,041	738	1,037	732
Social Security and other taxes	199	281	196	269
Pension contributions	52	57	52	57
Other creditors and accrued charges	363	489	357	485
Income received in advance	989	841	989	841
	<u>2,644</u>	<u>2,406</u>	<u>2,631</u>	<u>2,384</u>

	B/fwd 1 Apr 2012 £'000	Received 2013 £'000	Income 2013 £'000	C/fwd 31 Mar 2013 £'000
Income received in advance in respect of 2013/14				
Membership subscriptions	59	99	(112)	46
Publications and conferences	11	253	(264)	-
Consultancy and other fees	467	5,106	(4,745)	828
Grants	304	5,692	(5,881)	115
	<u>841</u>	<u>11,150</u>	<u>(11,002)</u>	<u>989</u>

## 13. RELATED PARTY TRANSACTIONS

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

Clare Quarrell was a director of Childlife during the year, a consortium which donated £100,000 to NCB during the year.

## 14. RESTRICTED FUNDS

Group and Charity	B/fwd 1 Apr 2012 £'000	Income £'000	Expenses £'000	C/fwd 31 March 2013 £'000
<b>Project and Unit funds</b>				
Grants from Government Departments	453	4,562	(3,897)	1,118
Grants from Big Lottery	120	342	(426)	36
Grants from Sainsbury Family Charitable Trusts	17	241	(228)	30
Other grants and income	287	694	(769)	212
Supplementary Notes Page ??	877	5,839	(5,320)	1,396
Fixed asset fund - restricted element	216	-	(6)	210
Equipment grants	16	-	42	58
Other funds	23	-	-	23
	<b>1,132</b>	<b>5,839</b>	<b>(5,284)</b>	<b>1,687</b>

## 15. UNRESTRICTED OTHER FUNDS

	B/fwd 1 Apr 2012 £'000	Income £'000	Expenses £'000	Allocations and Transfers £'000	Revaluation of freehold £'000	C/fwd 31 Mar 2013 £'000
Fixed asset fund - designated element	495	-	(29)	24	-	490
Property Revaluation fund	-	-	-	-	3,410	3,410
Pension fund	577	7	(116)	(468)	-	-
Strategic priorities fund	96	-	(96)	-	-	-
Designated Specialist membership groups funds	865	1,527	(1,764)	-	-	628
General Funds	862	4,147	(4,660)	444	-	793
Group - unrestricted funds before pension reserve	<b>2,895</b>	<b>5,681</b>	<b>(6,665)</b>	<b>-</b>	<b>3,410</b>	<b>5,321</b>
Charity - unrestricted funds	2,890					5,316
Subsidiary undertaking	5					5

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

Several Specialist membership groups are based at NCB and operate under its charitable status. Any unrestricted net income is held as designated funds

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

### Unrestricted Revaluation Fund

	B/fwd 1 Apr 2012 £'000	Income £'000	Expenses £'000	Revaluation of freehold £'000	Allocations and Transfers £'000	C/fwd 31 Mar 2013 £'000
Revaluation fund	-	-	-	3,410	-	3,410

The freehold land and building were valued as at 31 March 2013 by Strettons (Chartered Surveyors) on 14 June 2013 using an existing use basis.

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

Valuation		£'000
Historic net book value	- land	4,085
	- buildings	(138)
<b>Movement on revaluation</b>		<b>3,410</b>

## 16. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Tangible Fixed Assets	Investments	Net Current Assets	Pension Scheme Liability	Total
	£'000	£'000	£'000	£'000	£'000
Restricted Funds	266	-	1,421	-	1,687
Unrestricted - other funds	490	10	1,411	-	1,911
Unrestricted - revaluation fund	3,410	-	-	-	3,410
Net Assets before Pension Reserve	4,166	10	2,832	-	7,008
Pension Reserve	-	-	-	(4,057)	(4,057)
Group Net Assets	4,166	10	2,832	(4,057)	2,951

## 17. PENSION ARRANGEMENTS

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

### Defined benefit scheme

The charity is an admitted body to the South Yorkshire Pension Fund (SYPF), which is a defined benefit scheme, managed by the South Yorkshire Pension Authority (SYPA). A full triennial actuarial valuation was carried out as at 31 March 2010 and a further valuation made for the purposes of FRS 17 to 31 March 2013 by a qualified independent actuary. The charity is required to comply with the full requirements of FRS17.

Details of these are set out below.

The assets of the scheme are held separately from those of the charity by South Yorkshire Pensions Authority. Contributions to the scheme are charged to the Statement of Financial Activities so as to spread the cost of pensions over the employees' working lives with the charity. Following the March 2010 valuation, the contribution rate was decreased to variable rates between 16.6% and 18.5% of pensionable salaries from 1 April 2011. Additional amounts will be payable to fund the forecast deficit on the pension fund.

The methodology for calculation of pension cost is determined as part of the actuarial valuation. The most recent valuation was 31 March 2010. The cost of NCB's contribution to SYPF for the year ended 31 March 2013 was £663,173 (2012 £522,435), which included £99,700 deficit repayment (2012 £94,700) and £146,839 (2012 £10,000) restructuring costs.

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

Set out below are disclosures required for the purposes of FRS 17.  
The fair value of assets in the scheme and the expected return were:

	Long-term rate of return expected	2013 £'000	2012 £'000	Long-term rate of return expected
Assets				
Equities	7.0%	14,606	13,187	7.0%
Government bonds	2.8%	2,640	3,599	3.1%
Other bonds	3.9%	2,426	1,630	4.1%
Property	5.7%	2,212	2,096	6.0%
Cash	0.5%	190	656	0.5%
Other	7.0%	1,713	-	0.5%
Total market value of assets		23,787	21,168	
Present value of scheme liabilities		(27,844)	(23,693)	
(Deficit) in the scheme		(4,057)	(2,525)	

	2013 Assumptions	2012 Assumptions	2011 Assumptions	2010 Assumptions	2009 Assumptions
<b>The major assumptions used by the actuary were:</b>					
Increase in salaries	3.0%	3.0%	4.7%	4.8%	4.8%
Rate of increase in pensions	2.4%	2.5%	2.9%	3.3%	3.3%
Discount rate	4.2%	4.9%	5.5%	5.6%	7.1%
Inflation assumption	2.4%	2.5%	3.4%	3.3%	3.3%
	2013 £'000	2012 £'000	2011 £'000	2010 £'000	2009 £'000
<b>Analysis of the amount charged to operating result</b>					
Current service cost	492	567	882	572	805
Curtailement loss	13	-	65	20	-
Prior year and past pension	112	-	(1,501)	-	30
Total operating charge	617	567	(554)	592	835
<b>Analysis of other finance income (expense)</b>					
Expected return on pension scheme assets	1,178	1,320	1,183	825	946
Interest on pension scheme liabilities	(1,151)	(1,259)	(1,338)	(1,139)	(1,088)
Net income / (expense)	27	61	(155)	(314)	(142)
<b>Analysis of actuarial gains and losses:</b>					
Asset gains / (losses)	1,687	(437)	365	3,449	(3,441)
Liability gains / (losses)	(3,288)	418	1,133	(5,848)	4,267
Change in assumptions	-	-	-	-	-
Net (loss) / gain	(1,601)	(19)	1,498	(2,399)	826
<b>Movement in (deficit) during the year:</b>					
Deficit in scheme at beginning of year	(2,525)	(2,511)	(5,110)	(2,731)	(3,361)
Movements in year					
Operating charge	(617)	(567)	554	(592)	(835)
Contributions	659	511	702	926	781
Other finance income / (expense)	27	61	(155)	(314)	(142)
Actuarial (losses) / gain	(1,601)	(19)	1,498	(2,399)	826
Deficit in scheme at end of year	(4,057)	(2,525)	(2,511)	(5,110)	(2,731)

## Personal pension plans

Payments are also made to employees' personal pensions which are charged in the year in which they become payable. NCB matches employees' contributions up to a maximum of 3.5% of pensionable salaries. The cost of NCB's contributions for the year ended 31 March 2013 was £1,491 (2012: £4,233).

**SUPPLEMENTARY NOTE (Unaudited)**  
for the year ended 31 March 2013

Project	Funder	Funding	Incoming	Resources	Funding
		balances 31 March 2012	Resources	expended	balances 31 March 2013
		£	£	£	£
<b>Evidence and Impact</b>					
Children & Youth Board	Department for Education	70,954	-	70,954	-
Disabled Children's Participation	Big Lottery Fund	68,736	129,514	162,266	35,984
Research Care to Independence improving care planning for looked after children	Prince's Trust  Nuffield Foundation	-  -	33,530  68,238	33,530  68,238	-  -
<b>NCB Northern Ireland</b>					
Anti Bullying Forum (NI)	Department for Education (NI)	1,020	86,623	87,643	-
Atlantic Grantees Network (NI)	Atlantic Philanthropies	25,513	28,167	34,259	19,421
Children and Youth Participation (NI)	Atlantic Philanthropies	-	60,650	60,650	-
Northern Ireland office	Atlantic Philanthropies	-	297,900	268,167	29,733
<b>NCB partnerships</b>					
Anti Bullying Alliance	Department for Education	11,668	5	11,673	-
Childhood Bereavement Network	True Colours Trust	-	118,130	118,130	-
	Various	31,965	-	31,965	-
- Research	Waldron Trust	25,000	-	-	25,000
	True Colours Trust	3,250	-	-	3,250
Council for Disabled Children					
- Strategic partner	Department for Education	-	579,067	579,067	-
- Legacy and other funds	Various	75,000	-	75,000	-
Every Disabled Child Matters	Esmée Fairbairn Foundation	-	50,000	50,000	-
	True Colours Trust	-	100,000	93,801	6,199
Exploring Nature Play	Natural England	-	171,124	170,338	786
Exploring Nature Play - placement	Vodafone	-	2,750	-	2,750
Forum for Rural Children and Young People	Action for Children	1,589	-	1,589	-
	The Countryside Agency	1,861	-	1,861	-
Forum on Children and Violence	Various	2,300	-	2,300	-
Health - Palliative Care	Department of Health	34,026	-	34,026	-
Health - Expert Parent	Department of Health	-	62,111	31,134	30,977
My rights, Your responsibilities	True Colours Trust	-	23,081	2,350	20,731
Leadership Training Programme	JP Morgan Chase Foundation	-	139,743	4,927	134,816
Life Routes (UK)	Nokia UK and others	29,353	-	29,353	-
National Review on Children and Violence	Calouse Gulbenkian Foundation	7,153	-	7,153	-
Palliative care	Department of Health	1,767	-	1,767	-
Play England	Social Action Fund	-	2,660,599	1,663,439	997,160
Sex Education Forum - PSHE	Department for Education	-	60,000	60,000	-
SRE related matters	Department for Education	12,768	-	12,768	-
Transition Support programme	Department of Health	227,169	-	159,227	67,942
Well Being - innovation/new work	Arts Council England	577	-	577	-
<b>NCB programmes</b>					
All Salted	Food Standard Agency	2,494	-	2,494	-
Carmen / HTA	Health Treatment Agency	3,838	3,125	6,963	-
Commissioning4Equality	Department of Health	-	53,000	53,000	-
Corporate Parenting	Department for Education	1,829	142,196	144,025	-
Creativity and Looked After Children	Creativity, Culture & Education	11,954	10,000	21,954	-
CYP HIV Network	Department of Health	11,499	59,000	70,499	-
Health Challenge	Food Standard Agency	18,003	-	18,003	-
Healthy & sustainable lifestyles	European Climate Foundation	21,756	-	21,756	-
Involved by Right	EU commission	11,468	23,000	34,468	-
LINKS: Getting It Right For Children and Young People	Department of Health	8,820	69,781	58,073	20,528
Looked After Children	EU commission	3,652	27,428	31,080	-
Mental Health Needs of Vulnerable Young People outside of mainstream schools	Department of Health	25,869	-	25,869	-
Peer to Peer	Department for Education	-	510,000	510,000	-
REAL	Big Lottery Fund	51,581	41,453	93,034	-
Small Steps Website	Food Standard Agency	27,500	-	27,500	-
Strategic Grant	Department of Health	8,057	228,750	236,807	-
Substance Misuse Education for Young People in Custody	Southwark Council	22,892	-	22,892	-
Talking Transition	Mark Leonard Trust and JJ Charitable Trust	13,989	-	13,989	-
<b>TOTAL</b>		<b>876,870</b>	<b>5,838,965</b>	<b>5,320,558</b>	<b>1,395,277</b>