THE NATIONAL SOCIETY FOR THE PREVENTION OF CRUELTY TO CHILDREN

England & Wales · Charity number 216401

Details

Other names	NSPCC
Status	Registered
Legal form	Other
Registered	1963-04-01
Register	View on the Charity Commission register

Contact

Address	N S P C C National Centre 42 Curtain Road London EC2A 3NH
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Activities

Objects: 1) TO PREVENT THE PUBLIC AND PRIVATE WRONGS OF CHILDREN AND THE CORRUPTION OF THEIR MORALS; 2) TO TAKE ACTION FOR THE ENFORCEMENT OF LAWS FOR THEIR PROTECTION; 3) TO PROVIDE AND MAINTAIN AN ORGANISATION FOR THE ABOVE OBJECTS; 4) TO DO ALL OTHER SUCH LAWFUL THINGS AS ARE INCIDENTAL OR CONDUCIVE TO THE ATTAINMENT OF THE ABOVE OBJECTS

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Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** General Charitable Purposes, Education/training
- **Who:** Children/young People

Geography

- Guernsey
- Jersey
- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£120,284,264	£122,180,716	£125,949,819	1484
2024-03-31	£124,734,144	£118,229,979	£119,603,385	1468
2023-03-31	£120,582,176	£103,533,029	£105,439,300	1372
2022-03-31	£123,609,196	£103,860,506	£119,401,500	1476
2021-03-31	£121,821,121	£112,503,247	£80,034,405	1647

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Trustees

Name	Role	Appointed
Emma Scott	Chair	2025-07-06
ANDREW CAMERON KERR		2018-10-04
Abigail Zein		2023-10-05
Albert Lawrence Heaney		2021-05-13
Eithne Mary Fiona Daly		2020-10-01
Emma Jane Smyth		2021-07-15
Gillian Bruton		2026-03-19
Ife Grillo		2020-10-01
Kathleen Ruth Saxton		2024-10-03
Ryan Jean Stourton den Rooijen		2024-10-03
Sajad Manzoor		2026-03-19
Sheanna Patelmaster		2020-10-01

Linked charities

- LIVERPOOL SOCIETY FUND FOR THE PREVENTION OF CRUELTY TO CHILDREN (216401-1)
- BIRKENHEAD AND WIRRAL SOCIETY FUND FOR THE PREVENTION OF CRUELTY TO CHILDREN (216401-2)
- MRS ELIZABETH HESTER EVERSLEY FOR THE MORAL WELFARE OF CHILDREN (216401-3)
- THE NSPCC CHARITIES COMMON INVESTMENT FUND (216401-4)

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THE NATIONAL SOCIETY FOR THE PREVENTION OF CRUELTY TO CHILDREN

England & Wales - Charity number 216401

Accounts

NSPCC



Annual Report and Accounts 2024/25

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Welcome



Welcome from our Chair

Over the past 10 years, it has been my privilege to serve the NSPCC — first as Trustee, and most recently as Chair of the Board of Trustees. Throughout that time, I have been continually amazed by the tenacity, passion and determination of all of you — our volunteers, our employees, our supporters and partners — in making the world a safer place for children. As I hand over to our new Chair, I do so with the pride and confidence that you will continue to shine that light in the decade ahead.



Of course, we must acknowledge that the years ahead are not without their challenges. Children's lives have never changed as fast as they are today, and I know that the need for the NSPCC will be greater in the future than it has been in the past. But I couldn't be prouder in knowing that the NSPCC will continue to stand with children — as we have done for over 140 years, to meet that increasing need head on. My chapter is relatively small in our long-standing history, but I know that we will continue to evolve, and reflect the lives of babies, children and young people into 2025 and beyond. I know this is, rightly, an important focus of Chris and your Executive Leadership team this year and they have my full support in securing that long-term legacy.

But I leave my post as Chair not with pessimism, but with hope; that thanks to each and every one of you — your tireless campaigning, your creative fundraising, your power of connection with parents, children and families as they navigate the dilemmas of today's world — we will continue to make a difference in households, schools, workplaces, parliaments, Cabinet tables and playgrounds across the UK.

As ever, I will continue to be one of your fiercest supporters as you work for the change that we know the UK's children so desperately need and deserve — and I know that Emma Scott, as your new Chair, will be an indispensable ally in all that you do.



Neil Berkett
Chair of Trustees



Welcome from our Chief Executive

Let me open this year's Annual Report by acknowledging the immeasurable contribution of Neil Berkett to the NSPCC, as he concludes his term as our Chair this year. I have personally hugely valued his insight and guidance in our time working together. I'm also looking forward to welcoming Emma Scott to take up the mantle as Chair, who I know will lead the Board of Trustees with the energy and experience it deserves.



Since joining you as CEO in January this year, I have been impressed by so many elements of the NSPCC's work in keeping children safe for the last 140 years. Our incredible Childline service was a source of support in my own childhood, and now as your CEO I know that the need for the NSPCC will be even greater in the future than it has been in the past — with challenges facing this generation of children that our founders could not have even imagined. In tackling those challenges today, we have some real, unique strengths.

We have a vital role as a campaigning organisation thanks to the high esteem we are held in, both by policymakers and the public. We base our decisions on real world evidence, ensuring that our work has the greatest possible impact on the children we are here to serve. And, backed by that strong expertise, we are not only highlighting the dangers facing children in today's world, but leading the way in finding the solutions for parents, for Government, for tech companies, and for us all, to keep children safe from them.

Harnessing those strengths, we have had some real achievements this year that will tangibly improve the lives of the UK's children. Our Childline Vision programme was successfully rolled out to ensure we are here for more children when and where they need us. We have gained important wins on government policy, including on some of IICSA's recommendations, and have launched powerful campaigns on the physical punishment of children in England and Northern Ireland, and on Sex and Relationships Education (SRE) in Scotland. And all of this was made possible by the generosity of our donors and

supporters, which ensures we can continue to be here for children in the coming years.

The fundraising environment, however, has remained challenging, and unprecedented cost pressures have seen our operating costs grow — April 2025's increase in Employer's National Insurance contributions alone will add an additional £1.6 million to our ongoing costs. While some substantial and welcome bequests have cushioned the impacts of this in the short term, we will be looking at our expenditure in the years ahead to ensure we can be here for children another 140 years from now.

Ensuring a safe future for children also means improving how we work, being efficient and effective, increasing our appetite for calculated risk, and going further to maximise our impact and deliver our vital vision and mission. We are already making progress here: for example, our powerful brand campaign launching early in 2026 will go a long way to position the NSPCC as standing alongside parents navigating a complex online world.

Because, in the midst of an uncertain world, the NSPCC is needed now more than ever, and our work can and must continue. The challenges facing children and families have not gone away — quite the opposite. They continue to grow and change at an unprecedented pace, and so it is our duty — one I know we can fulfil — to continue to evolve and be there alongside them.



Chris Sherwood
Chief Executive Officer

Hello from our Young People's Board for Change.

The NSPCC's Young People's Board for Change is instrumental in offering a young person's viewpoint to the incredible work the NSPCC does to keep children safe.

If the organisation is going to truly 'work together' to protect children and young people, it is vital that it has access to the perspective and experiences of young people themselves, allowing us to help shape priorities and decision making.



What an incredible journey it has been, working with the NSPCC over the last two years! I would never have anticipated the amazing opportunities presented to me, allowing me to play a small part in assisting the charity's cause. One of my highlights was my involvement in the Children at the Table campaign. Because of this initiative, I had the pleasure of attending a select committee at The Houses of Parliament, where I presented on the pressing affairs affecting young people today. I also presented evidence in support of the Online Safety Bill to a panel of Lords. Furthering the Children at the Table campaign, I also had the honour of representing the NSPCC, delivering our petition to 10 Downing Street.

Amid these headline grabbing events, I also contributed to smaller scale supporting projects which I believe carried equal significance. I contributed to a podcast discussing the importance of a 'mental health first aid kit' for young people. As social media plays a prominent role in young people's lives, I believe this podcast was particularly helpful in contacting the target demographic about raising awareness of the challenges that can be experienced while using these platforms. Throughout this experience, I have had the pleasure of meeting and collaborating with other members from the Board, where we exchanged knowledge and insights to help advance the charity's work.

I have tried my best to forward the NSPCC's cause, involving myself at all levels, and it has been incredibly gratifying and rewarding. I also realise that the NSPCC has, in return, offered me personal growth: I have more confidence talking to people, a deeper understanding of the issues that young people encounter that I have not experienced, and am far more educated regarding online safety.

It has been a privilege to be a part of this remarkable charity, and I look forward to the next chapter of my future involvement as an alumna. While it saddens me to leave the Board, I know that the future YPBC board will strive for excellence and make a difference in all they do. I wish them and the NSPCC all the best in their future endeavours.

Alice, Age 18

Member of YPBC 2023-2025



Our strategy

Our vision
What we want to achieve for children by 2031:

Together, we can stop child abuse and neglect.

Through the collective power of our staff, volunteers, supporters and partners, and our 100 years of experience, we will move closer to achieving that goal.

The difference we want to make:

Outlined below are the three areas we must address in order to make the most progress towards our overall vision to **stop child abuse and neglect.**

1

Everyone plays their part to prevent child abuse

We'll work together to make it easier for everyone to play their part and create a social safety net that prevents child abuse and neglect.

2

Every child is safe online

Together, we'll transform the online world, so it's safe for every child to go online.

3

Children feel safe, listened to and supported

More children will be able to speak out, so they feel safe, listened to and understood – and abuse doesn't shape their future.

Why these three areas?

Our strategy is driven by children's experiences in the UK and Channel Islands. And it's built on our strengths, credibility and experience, along with insight from our staff, volunteers, and those we work with.

Each of these focus areas contribute something different. On their own, they will see us making significant and necessary changes for children. And they build on each other – collectively, making change across these three areas will make a huge impact for children.

Our guiding principles

Our seven principles will shape and guide everything we do: influencing how we work together and how we support children and young people.

We will:

- Focus more on preventing child abuse and neglect
- Be inspired and led by children
- Work in partnership
- Embed equality, diversity and inclusion
- Inspire more people to be there for children
- Be trauma informed
- Build on our strengths

To effectively deliver our strategy, we have drawn out seven principles that will shape and guide everything we do for children and young people.



Focus more on preventing child abuse and neglect

Prevention is in our name; it's at the heart of what we do. We'll continue to prevent abuse and neglect from happening in the first place and concentrate on stopping it faster once it's started.



Be inspired and led by children

We'll involve children and young people in our work and decision-making through meaningful participation. We'll continue to listen to them, learn from them, and be inspired by them.



Work in partnership

We'll work together with everyone – from schools to local authorities and corporate partners – to reach more children and prevent child abuse and neglect. And, by working together with communities, we'll strive to be nationally significant and locally relevant – balancing our responsibility as a national charity with responding to local need.



Embed equality, diversity and inclusion

We believe every childhood is worth fighting for. Together, we'll remove real and perceived barriers to inclusion and diversity. Because recognising, embracing and valuing difference leads to improvements for all.



Inspire more people to be there for children

We'll inspire more people to be there for children, to keep children safe and make the biggest difference to children's lives, together.



Be trauma informed

All of our work with children will be underpinned by an understanding of trauma. We'll help others with this too – developing a shared awareness of trauma and making sure all children get the response and support they need.



Build on our strengths

We're drawing on over 100 years of experience. We'll do the things we do well – that others can't, won't or don't do. We'll do more to be present in communities, understand their needs and work with them to shape what we do.

Objectives and achievements

Throughout the fourth year of our 2021–31 strategy, we put children and families' needs at the forefront of our work, while continuing to cement the internal foundations for achieving our ten-year goals.

As we approach year five of our strategy, we move forward acknowledging our achievements, while maintaining focus on the continued delivery of our strategic programmes. Together, these will help prevent child abuse and neglect.



We've made good progress against the targets we set ourselves for our impact framework measures. In 2024/25, we met or exceeded 46% of our targets and were close to target for a further 26%. This section of the report summarises what we achieved under each of our three impact goals between 1 April 2024 and 31 March 2025.

Our impact goals

Goal 1 — Everyone plays their part to prevent child abuse

For this impact goal, we're focused on the role adults can play in local communities, nationally, and the changes we need to see in legislation to make the UK a safer place for all children. Our work here is targeted towards the public, adults who have a defined safeguarding role, and the role of government, to ensure that everyone knows how child abuse and neglect can be identified and prevented. In 2024/25 we have seen good progress across many of our supporting activities and key services that contribute to us achieving this.



NSPCC Helpline

NSPCC Helpline is a free service, offering advice, guidance and support to any adult with a concern about a child. We want everyone, from parents and professionals to the wider public, to know that they can contact the service — whatever their worry, and without hesitation.

For this year, we have seen lower numbers than expected on our Helpline contacts, this represents an 8% decline compared to 2023/24. The decrease in contacts reflects several planned changes to the Helpline service, like changes to contact channel availability and preparing for our Helpline Technology Transformation, as well as some unexpected technical issues.

In 2024/25, NSPCC Helpline responded to over 69,920 contacts from people with concerns about a child's welfare.

The NSPCC Helpline also runs specific lines in partnership with external agencies. 25 commissioned helplines were operational this year and they handled a total of 1,786 child welfare contacts.

National campaigns

Our national campaigns are shaped and adapted to support communities across the UK so that they are better equipped to help safeguard children and young people. Additionally, we use our campaigns to ask our supporters to help us be there for every child by donating, fundraising or volunteering.

Movement for change

This aims to mobilise the public behind our cause, inspiring people and organisations across the UK to take actions that help keep children safe. Listen up, Speak up was the first initiative to launch under this umbrella. It aims to educate adults across the UK on signs a child might be at risk and how they can offer support. The initial campaign was piloted in 2022/23 and ran a first full burst of marketing in 2023/24.

Listen up, Speak up returned with a third burst in February 2025 with 4,078 sign-ups online. The campaign is running into 2025/26, where we expect the number of people to sign up throughout this burst to increase and more people being able to take action to keep children safe.

Participants who give feedback on Listen up, Speak up tell us the campaign has increased their knowledge of how to keep children safe, made them more confident in their ability to keep children safe, and made them more likely to act. Participants also say they have a better understanding of the NSPCC.

Look, Say, Sing, Play

Parents and carers are interacting with their babies all the time, but don't always realise that these interactions can help shape the way their baby's brain develops. Look, Say, Sing, Play is a set of resources developed by the NSPCC (based on our work with Vroom) that encourage higher quality interaction between parents and their babies, with tips that can be easily incorporated into everyday routines.

We had 28,478 people sign up to our Look, Say, Sing, Play behaviour change emails this year.

Talk PANTS

PANTS helps children understand that their body belongs to them, and they should tell a safe adult if anything makes them feel upset or worried. We have created a range of resources including guides to help parents talk PANTS with their children, teaching resources for schools and a catchy PANTS song performed by Pantosaurus. This includes films and resources in Makaton, a

unique language programme that uses symbols, signs, and speech to help with communication.

We had 4,121 people sign up to our Talk PANTS emails this year. And over 1.4 million parents of children aged 3–8 said they had had at least one conversation with their children about PANTS.

Campaigns we delivered locally

Our Local Campaigns team supports the work we do within our national campaigns, by recognising that that every community is different, so we work in close partnership with local communities to develop and deliver safeguarding campaigns, which respond directly to local needs on topics such child sexual exploitation and neglect.

Our local campaigns engaged with professionals, adults, and children 82,559 times.		
4,059 people reached through Listen up, Speak up local workshops	Talk PANTS week reached more than 20,000 children across London, Grimsby, Plymouth Edinburgh, Northern Ireland and East England	2,541 people reached through online safety local workshops

Some of our local campaigns include:

In Safe Hands — Merseyside

The campaign aimed to raise awareness by creating inclusive resources for the d/Deaf community to help keep children safe online. Partners include Merseyside Society for Deaf People and Knotty Ash Primary School. Resources feature videos on accessing Childline and the Helpline via sign language and signed videos offering online safety advice for BSL-using parents. Topics include parental controls, grooming, and gaming. These resources are now shared across the UK, enhancing local campaigns to better support underserved communities.

London Talk PANTS campaign

Launched in June 2024, we partnered with three London boroughs to deliver our Talk PANTS campaign. This new cascade model builds capacity with statutory and voluntary partners to embed Talk PANTS messages and

resources. It's the first-time multiple boroughs have supported a campaign simultaneously, building on a two-year pilot in Haringey. Significant support for the pilot came from funding in memory of trustee Anita Green. We also engaged the Deputy Mayor for Children and Young People in London, gaining her support for both the Haringey pilot and the wider London model.

Together for Childhood

Together for Childhood (TFC), is a 10-year NSPCC initiative that uses a place-based approach to build and sustain local community partnerships. TFC has now completed its 7th year in the cities of Stoke on Trent, Plymouth, and Glasgow, and the town of Grimsby. It continues to seek to understand and address problems at a local level in a truly integrated way, with a focus on community capacity-building and evidence-based development.

The programme goes beyond simply developing a number of evidence-based services to support children and families. Instead, we aim to create a wide-reaching project that creates sustainable systems change and engages local people to get them involved in thinking and understanding how they can contribute to keeping children safe within their community.

Together for Childhood events were attended by parents, carers, public professionals, and children over 31,300 times.

Supporting professionals to keep children safe

We are the UK's centre of excellence on safeguarding information, guidance and training. We want to improve the practice of people who work and volunteer with children, enabling them to recognise and respond to signs of child abuse and neglect.

NSPCC Learning podcast listens	Over 84,000
NSPCC Learning unique visitors	Almost 2.4 million over 6.4 million pages
Subscribers to our 3 newsletters	187,000
eLearning courses completed	49,968
Contracted consultancy days	105
Professional Learning Services National Training Programme attendees	6,524
Professionals at our How Safe conference	293

We have relaunched a new Designated Safeguarding Lead (DSL) learner journey to better reflect the needs of our education customers. The new DSL offer features 3 new training courses which are tailored to the learner experience: new to safeguarding, a refresher for experienced professionals and a dedicated course for strategic leadership positions.

This year we have expanded our training offer to include webinars, such as our Schools Update series, bringing bite-size learning to teachers and educators on a range of new and emerging topics.

We also launched our first Safeguarding Apprentices campaign, featuring new online content and a webinar to celebrate National Apprenticeship Week following increased demand from organisations with a young workforce.

Child Protection in Sport Unit

The Child Protection in Sport Unit (CPSU) aims to minimise the risk of abuse and ensure that the sport and activity sector stays safe, inclusive, and enjoyable for all those involved. In 2024/25, we worked directly with funded national governing bodies and active partnerships of sport, and a range of community activity providers across England, Wales, and Northern Ireland.

We supported organisations, through training, consultancy, and expert advice, to develop, implement, and maintain their safeguarding policies and procedures. We worked with 114 National Governing Bodies and 42 Active Partnerships.

We had 954 attendees at CPSU safeguarding training and learning events with successful attendance at its National Safeguarding Lead Officers Support Forum in England and Wales.

We also launched our Keeping Your Child Safe in Sport campaign, which calls on sports and activity groups across the UK to participate and prioritise the safeguarding of children and young people through Team Huddles — events designed to foster social connections and raise awareness about safeguarding.

The campaign’s press campaign reached 11 million via online media and a social campaign which saw 3.8 million impressions.

Child Protection in Sport Unit Case study — Olympics & Paralympics

In early summer 2024, the NSPCC CPSU delivered safeguarding training and briefings to the British Olympic Association (BOA), Paralympics GB, and to national governing body athletes, support staff, and coaches in run up to the Olympics and Paralympics in Paris 2024.

Whilst in previous years the CPSU had trained coaches and support staff travelling to world stage events, this was the first time the team were involved

in training Olympic and Paralympic athletes. In total 81 athletes received training, and 67 coaches and support staff who were travelling to the Paris games.

The training provided was delivered in 8 virtual sessions by CPSU staff who work on the UK Sport contract with extensive experience of elite athlete welfare and performance sport. The aim of the athlete training was to provide opportunities to understand what safeguarding was in an elite environment, to give participants a voice, by providing them with safe spaces to ask questions and discuss concerns and ultimately to help athletes and staff achieve their potential.

The CPSU used scenario-based learning as a key part of all athlete and staff training, using examples of performance situations to provide attendees with relevant learning experiences. All sessions were fully accessible to everyone taking part, this included Para athletes with a range of physical, sensory, and learning needs. CPSU consultants worked closely with sports psychologists from the UK Sports Institute (UKSI) to ensure all sessions were tailored to meet the individually assessed needs of those attending.

A focus on our influencing work

We know that to keep children safe we need to make sure national laws, policies, and guidance across the UK are fit-for-purpose in preventing cruelty to babies, children, and young people.

NSPCC's Six-Point Plan

In the run up to the first UK General Election in five years, we published a six-point plan to stop child abuse and support children's recovery which we shared with election candidates from all parties. With a new parliament and Government in place, we have continued to advocate for our specific policy calls to be taken forward to protect children.

In 2024/25, we influenced 11 changes to laws, policies, or guidance across the UK.

> As part of our policy focus on the early years, we successfully pressed the new UK Government to make commitments in their Opportunity Mission and Child Poverty Strategy to delivering accessible, integrated maternity, baby, and family support services that our research has shown is crucial in the first 1,001 days of a child's life. We also worked with the Scottish Government to ensure that their plan for implementing a new approach to the care system is grounded in the needs and best interests of babies and infants.

Following our campaign with other charities, we persuaded the Welsh Government to appoint a Minister for Children to act as a champion for babies, children, and young people at the heart of the new Welsh cabinet team.

As part of our mission to transform the online world so it is safe for children, we have lobbied for the UK Government and regulator to adopt a robust approach to implementing the Online Safety Act and successfully ensured that Government's list of priorities for Ofcom includes a requirement to engage children and young people in their work.

We have also made sure new legislation in England stipulates that the needs of children and young people, who are victims of abuse, must be reflected in the plans that local bodies draw up to provide support services to victims of crime. In parallel, we pressed for a new Government strategy in Northern Ireland on tackling sexual and domestic abuse to contain dedicated provisions about the needs of children affected by these harms.

Children's Charities Coalition and Children at the Table

We know that the task of keeping children safe is one the NSPCC cannot achieve alone. A key focus of our influencing work has been working with partners to ensure political parties and leaders committed to being champions for babies, children, and young people.

Alongside partners at Action for Children, Barnardo's, the National Children's Bureau (NCB), and The Children's Society, the NSPCC led the 'Children at the Table' campaign to ensure children's voices were included in decision-making about laws, policies, and political priorities. The campaign involved children attending parliamentary events, handing in a petition, and participating in party conferences. This direct involvement amplified their voices within the political agenda.

Some key statistics from the campaign include over 28,000 signatures in a petition, 1,316 media mentions, and 1.8 billion potential audience reach. The tagline #ChildrenAtTheTable was viewed 56.4 million times, 12.4 million users were reached, there were 4.3k mentions, and 3 million ad views.

The Coalition saw a positive response to our policy asks. The main political parties made pledges in line with our recommendations and reflected some in their manifestos. Since the election we have also seen key commitments from the new UK Government including:

development of a new cross-Government child poverty strategy driven by a new Child Poverty Taskforce with, following our advocacy, a focus on the early years and some of our youngest children;

creation of a consistent child identifier for improved data-sharing across multiple public bodies and effective safeguarding of babies, children, and young people;

roll-out access to specialist mental health professionals in every school and community hub;

the introduction of a 'Children's Wellbeing Bill' that will reform children's social care and strengthen multi-agency child protection; and

financial commitments in the Autumn Budget to continue funding children's social care reform programmes, Family Hubs, and provision for SEND children.

Goal 2: Every child is safe online

Impact goal two focuses on ensuring that:

- children and young people have safe and healthy online experiences;
- children who experience online harm and abuse are supported;
- effective regulation and compliance mechanisms are in place;
- providers of online products put child safety at the heart of their design;
- adults play their part to keep children safe.



To help us achieve this impact goal, we're focusing on providers of online products and effective regulation and compliance mechanisms to ensure that child safety is at the heart of their design. Our work is targeted towards ensuring children and young people have safe and healthy online experiences, children who experience online harm and abuse are supported, and that adults play their part in keeping children safe online. Underpinning all this is our focus on listening to and amplifying the voices and experiences of children.

Report Remove

Report Remove is a tool launched by Childline and the Internet Watch Foundation (IWF) in 2020 to help young people get nude images removed from the internet. The tool can be found on the Childline website and is available for any young person under the age of 18.

1,281 reports were made to the Internet Watch Foundation through Report Remove to help young people get nude images removed from the internet. 716 reports were actioned, and a total of 1,681 items (URLs, images or videos) were removed as a result of a report through the tool.

We have been pleased to see a 40% increase year on year in the use of our Report Remove tool, much of this increase can be attributed to our successful Behind the Screen campaign. The campaign was developed to engage and reach boys and young males, raising awareness of sexually coerced extortion, sometimes referred to as 'sextortion'.

- The campaign's short adverts reached an incredible 10.2 million people across various social media platforms, including YouTube.
- The thru plays (an instance where an advert is watched in its entirety) of the adverts exceeded our expectations with over 200,000 combined across Meta and YouTube.

Amplify the voices and experiences of children and young people

This year we launched our Voice of Online Youth (VoOY), a group of 15 young people formed to ensure decisions about online safety are informed by young people's unique experiences, through which they will be meeting with decision makers across all nations of the UK, attending events, and engaging in workshops. The group has been formed just as Ofcom consults on its initial plans to regulate social media under the Online Safety Act.

The VoOY have set their manifesto priorities and are taking up a range of different opportunities to get their voices heard across a variety of key forums. Through the group, we have successfully amplified children's voices to some high profile and key decision makers including: meeting Prime Minister Sir Keir Starmer for a roundtable discussion on children's online safety following Netflix's 'Adolescence' series; Peter Kyle MP, Secretary of State for Science, Innovation and Technology, to discuss priorities for keeping children safe online, as well as Josh McAlister MP to discuss his intended bill and position of banning smartphones.

In total, we provided 30 opportunities to amplify the voices and experiences of children and young people to help keep them safe online.

In addition to those mentioned above, other notable amplification opportunities have included:

- VoOY speaking at a fringe event for the global AI safety summit.
- Our first report piloting new ways of improving online safety Childline insights was provided to Ofcom.
- VoOY members attended a series of high-profile events discussing children's safety in relation to AI.

Additionally, Vodafone, who has been working in partnership with us since 2023, has committed to continuing to work with us to support young people as they bring their experiences, ideas and learning to the discussion of safety online. Their input and expertise will help contribute to the industry's collective objectives around online safety.

Techosaurus

In 2024/25, we launched Techosaurus, our online safety product, helping to keep children safe and happy when going online for the first time. Techosaurus is aimed at children who are starting to use technology and the internet and has been specifically designed to make these first conversations as easy and effective as possible. Our aim is to create healthy online habits, routines, and behaviours from a young age, and build basic knowledge and skills around online safety.

We've seen an encouraging response to our first Techosaurus product, a family friendly activity and information pack, which can be ordered from the NSPCC shop. We have had over 2,200 orders helping to raise over £24,000 in donations and sales. In May 2025 we also launched the book 'Techosaurus Saves the School' published by Sweet Cherry Publishing.

Child Safety Online (CSO) Taskforce

The CSO Taskforce, established in 2023, includes a diverse group of senior industry leaders passionate about helping us transform the online world for children. The taskforce has been working with the NSPCC to help accelerate and unlock the ambitions of our online safety work in a range of exciting ways.

Mobilising industry change: developing a commercial value model to show that child safety is beneficial for business.

Child advocacy: the CSO Taskforce helps us listen to and amplify the voices of children on a greater scale.

Funding and resources: securing new partnerships and showcasing NSPCC's work to influential audiences.

Goal 3: Children feel safe, listened to, and supported

To help us achieve this impact goal, we will work with children and young people directly to ensure they understand what abuse and neglect is, that they have the right to be safe, and that abuse is never a child's fault. By working together to give children the supportive response they need, we can also make sure abuse doesn't shape their future. We'll also build on and share our expert support to help children recover if they've experienced abuse.



Childline

Our Childline service is there to listen to and give children and young people a voice. Whatever problems or dangers they face, we give them somewhere to turn to for confidential support when they need it. Childline has been a beacon of hope and a lifeline for children and young people for almost 40 years.

This year, our Childline counselling sessions saw a 14% decrease from 2023/24 to 162,018. This reflects changes made to the service and some unforeseen challenges experienced, including recruitment to deliver the service and service technical issues.

Furthermore, the way that children use the Childline service has evolved over time. This year, we launched the first steps of our bold and exciting 7-year journey to grow, enhance, and transform the Childline service so we can better meet the needs of the children and young people both today and long into the future.

As part of this journey, we have created a more flexible volunteer offer, with the aim of recruiting, training, and retaining more volunteers, with successful national campaigns that have seen higher sign-up rates. We also invested in more support for our volunteers, including increasing dedicated resources for our overnight support.

Our work through schools

Part of the NSPCC's 'making children feel safe, listened to and supported' impact goal, we need children to understand what abuse and neglect is, that they have the right to be safe, and that abuse is never a child's fault. Therefore, working with schools is key for educating and raising awareness among children and young people.

In the last year, we reached 1,538,266 children in 6,371 schools to deliver our Speak out Stay safe programme. In 3,485 of these schools, we delivered additional face-to-face workshops to 351,218 children aged 6–7 and 9–11 years.

Another aspect of our work through schools is Talk Relationships. Talk Relationships supports all UK secondary schools to confidently deliver inclusive Sex and Relationships Education (SRE) through providing a suite of resources. Our aim is for all secondary school-aged young people to speak out and access the help they need.

175	1,055	23,940	844
Talk Relationships for school leaders' coursers were completed so they can take a whole-school approach to SRE.	Talk Relationships for Teachers courses completed so they can feel confident when delivering sex and relationships education.	Talk Relationships lesson plans downloaded.	Schools registered to use our Talk Relationships Whole School Approach to help create a safe education environment that promotes healthy relationships.

Our work directly with children, young people, and families

In 2024/25, our trained Building Connections befrienders delivered 1,136 online sessions. This resulted in us supporting 223 children and young people, up to the age of 19, who were experiencing loneliness. Our befrienders were able to support these children and young people by offering support in building resilience and learning coping techniques.

We also ran services where we worked directly with children, young people and their families across the UK, such as Pregnancy in Mind (PiM), Domestic Abuse Recovering Together (DART) and Letting the Future In (LTFI).

We accepted 1,144 referrals for children and families into our services		
422	**107**	**263**
Parents accepted for our parents' preventative, evidence-based, groupwork, mental health service (PiM).	Referrals accepted for our group work programme aimed at improving outcomes for mothers and their children following domestic abuse (DART).	Children accepted to be supported to recover from the impact of sexual abuse (LTFI).

We refreshed PiM and expanded its work directly with children and young people through strategic partnerships across the regions and nation. Our

Northeast, Yorkshire, and Humber hub has extended into North Yorkshire — including Askham Grange Open Prison and Barnsley.

Scaling up and licensing is a powerful way for the NSPCC to amplify the reach of our services provided to children and families. Last year, we had 262 organisations in the UK and Channel Islands licensed, trained, or supported to deliver services that we had tried and tested.

Our participation work with children and young people

We recognise the importance of continuing to develop our approach to working with children and young people, ensuring we are a child-led organisation. This commitment informs how we make decisions internally as a charity, and how we drive change externally across the UK.

This year, our previous group of Young People's Board for Change (YPBC) ended, and we were pleased to welcome and onboard a brand new group of 15 children and young people.

We listened to children and young people a total of 414 times through our participation activity.

A standout for this year was children and young people participating in a visit to 10 Downing Street for a roundtable on adolescent safety influenced by the Netflix drama 'Adolescence'. They discussed collaboration with the Government to promote healthy relationships and attended an anti-bullying Department for Education roundtable with a government minister. Participation also included the Childline Reach campaign — Behind the Screen, NSPCC Helpline's Fit for the Future project, and Together for Childhood work. YPBC members also took part in NSPCC Learning and Child Protection Sport Unit podcasts and our virtual staff awards. Young people also contributed to the recruitment of various roles, including our new CEO, Chris Sherwood.

Strengthening our ability to deliver the strategy



Our enabling pillar is an internal goal that focuses on how we'll work together to strengthen our ability to deliver our 10-year strategy, so we can have the tools we need as an organisation to prevent child abuse and neglect. All our internal teams across the NSPCC take part in various programmes of work that will help us deliver our strategy, alongside our supporters, volunteers and partners.

Equality, diversity and inclusion

Equality, diversity, and inclusion (EDI) is key area that is fundamental to us delivering our 10-year strategy. Over the last year, we have continued to see progress in both attracting and recruiting a more diverse workforce and volunteer base, a direct result of our Equality, Diversity, and Inclusion (EDI) action plan 2022–2025. Since the introduction of our EDI action plan, we have seen the diversity of our senior leadership and trustee board improve significantly.

- We now have 7 Lived Experience Network Groups, with the most recent addition of our Menopause Lived Experience network.

- We also have more than 200 EDI Champions across the organisation.

We have also been pleased to see that our commitment to creating an inclusive culture is also recognised through the consistent increase in scores returned by respondents to our annual engagement survey.

Additionally, in 2024/25 we have been accredited as an 'Inclusive Excellence Leader' by Inclusion UK for our commitment to EDI in our policies and procedures, accessibility, engagement, learning and development, and strategic planning. We were also finalists in the Excellence in Equality, Diversity & Inclusion category at the BQF Excellence Awards 2024.

Embedding trauma-informed approaches

Becoming a trauma-informed organisation is critical to allowing us to better recognise and meet the needs of children and the adults in their lives and ultimately help us to realise our 2031 vision.

- 70% of our employees agree that trauma-informed principles shape and guide their work. This is a 10-percentage point increase on our benchmarking data in 2022.

- The number of our people who have completed the level 1 trauma-informed basic training course has increased from 270 to 1,083 staff and volunteers.

- We launched our level 2 trauma-informed practice training and managers training in the year.

- We have also woven our trauma-informed ethos throughout the NSPCC's recruitment and onboarding journey, launched resources as part of our trauma-informed toolkit, and created a thriving trauma-informed champions' network.

Volunteer Valuing

86% of our volunteers would recommend the NSPCC as a great place to volunteer — up 5 percentage points from 2023/24.

Our first volunteer valuing programme is coming to an end, one of our key achievements includes creating our volunteer pledges which remain the foundation of the programme. We are very pleased to see our pledge scores improved from an already strong baseline in 2023/24.

Some key achievements of the programme include establishing a recognition framework for all our volunteers, launching a managers development programme specifically for volunteer managers and creating a volunteer workbook, so that volunteers can share their own stories.

Staff engagement

A huge thank you to our staff who shared their voice in our annual engagement survey. This marks an increase in response rate from the previous year.

- Our 2024 Workforce engagement index is 74%.
- 95% of respondents stated they feel proud to work for the NSPCC.
- 78% would recommend the NSPCC as a great place to work.

In addition to our survey, we have also taken actions to measure organisational trends in levels of psychological safety and conducted a Psychological Safety leadership appraisal. This will provide a baseline, to build actions from that foster high levels of psychological safety consistently across the NSPCC.

Fundraising highlights



Partnerships: National corporate partnerships

Lidl GB

We are delighted that Lidl GB has extended their partnership with us for another five years, pledging to raise an additional £5 million for Childline to support young people's mental health up until 2030. This announcement coincided with Lidl celebrating raising £10 million for us since 2017. We are so grateful for Lidl's ongoing support.

Matalan

Matalan and the NSPCC celebrated an incredible 20-year partnership anniversary milestone in June 2024. Throughout those years, customers and colleagues have taken part in challenges, donated their spare change, and created special edition product lines — raising over £11.5 million to keep children safe. We're excited to continue working with Matalan as they work towards their next milestone of raising £1 million to support the NSPCC Liverpool Hub and Childline.

Major giving: Philanthropy — individuals

Ellerdale Trust

The Ellerdale Trust has been an incredible supporter of young people for decades. Thanks to their transformational support, young people have been helped to rebuild their lives after abuse. Spearheaded by the founder, the late Simon Moores, with his legacy and passion for helping children continuing through his children Sam and Clare, we're immensely grateful for the wonderful partnership with the Ellerdale Trust.

Jasper Conran OBE

We are very grateful to Jasper Conran OBE for his passion to protect children and prevent abuse and neglect. Jasper has generously used his influence and platform to raise awareness and funds for children. With a matched donation of £10,000, his fundraising has helped us deliver our vital services to help children rebuild their lives after abuse.

The Liz and Terry Bramall Foundation

We would like to say a big thank you to the Trustees of the Liz and Terry Bramall Foundation for their continued support of our Speak out Stay safe schools service in Yorkshire. The Foundation has supported the service since it started 11 years ago and last year, thanks to their generous commitment, we were able to reach over 115,000 children in Yorkshire primary schools.

Partnerships: Volunteer partnerships and special events

London-based volunteer boards:

Our four volunteer boards: Rebuilding Childhoods Board, Childline Board, Property Board, and Sports Steering Group

We are hugely grateful to our volunteer boards for their ongoing hard work and commitment. The boards continue to open up their networks, make introductions to new corporate partners and individuals, and host high value fundraising events. They have collectively raised over £2 million this year for the NSPCC and Childline, as well as secured over £5 million worth of gift in kind opportunities to amplify our work through partnerships such as Newsquest.

London event committees:

Our four event committees: City Fine Wine Challenge, Great Chefs Dinner, Merry Little Christmas, and White Hat Ball — plus the Heavy Metal Truants.

A huge thank you to our London special event committees for their hard work, passion, and commitment in collectively raising over £1.4 million for Childline. They have helped to organise a wide range of high-value fundraising events throughout the year, as well as sharing their expertise and opening up their networks. Each event attracts a variety of senior professionals from a number of industries, which is invaluable to us. Our committees and supporters come together to raise incredible funds in the fight for every childhood.

Newsquest

Our partnership with Newsquest, the UK’s leading local media group, continued throughout 2024 with an additional £3.7 million of gifted media space being received April – December 2024, on top of the £1 million received in 2023/24.

Over this time, we launched a series of advertising and editorial activities promoting the NSPCC's work, allowing us to reach a readership of 2.8 million across 27 daily newspapers, 127 weekly newspapers, and 27 magazines. Alongside advertising and editorial support, Newsquest employees also undertook different fundraising activities for the NSPCC, including running raffles at existing events, and testing themselves with challenges including runs, cycles and hikes.

Community supporters

London Marathon 2024



An incredible team of 710 #TeamNSPCC supporters took on the London Marathon in 2024, which is our largest marathon team ever, including when we were Charity of the Year in 2016. Our runners came from across the UK and Channel Islands, with representation from the wider Community team, volunteer partnerships, national and regional corporates as well as a majority from mass participation audiences. We saw a high number of exceptional fundraisers, with almost 18% raising over £3,000, and this contributed to an overall income total of over £2million. This not only smashed our initial target but was also the most we've ever raised from a London Marathon.

Childhood Day

The Enniskillen District Committee

The Enniskillen Fundraising Committee really got behind our Childhood Day campaign and encouraged the whole town of Enniskillen to get involved in different ways. Organising a street collection, bake sale, golf day, sports day, Gaelic match, tennis tournament, and air show collection, our supporters were out in full force raising awareness of the NSPCC, of Childhood Day and raising vital funds across the town.

Elonex

For the fourth year in a row, Nick Smith, member of the NSPCC's West Midlands Business Board and founder of Birmingham-based Elonex, donated over 3,000 digital advertising boards across the UK in support of Childhood Day. Based in shopping centres, on motorways, at sports stadiums and entertainment venues, the value of this gift in kind is £300k every year.



Dyane

Dyane took part in the Childhood Day Mile 2024, choosing to run 5km whilst moving a ball side to side with a lacrosse stick. She raised an incredible £70 for the NSPCC.

Lidl GB

Lidl GB gave tremendous support of Childhood Day this year, raising over £326,000 for the campaign. Sponsoring us for the third year, they also engaged their customers through the Lidl Plus app to raise over £262,000, as well as staff who took part in employee fundraising activity, and participated in our corporate Dragon Boat Race event.

Matalan

To celebrate 20 years in partnership with the NSPCC, Matalan launched an exclusive Bing t-shirt for Childhood Day, and a range of Back to Nursery clothes. Bing is a CBeebies fan-favourite, and 100% of profits from the range came to the NSPCC. The full range has raised over £50,000 for the NSPCC.

Childline Board

The Childline Board hosted three Childline Sports Day events in London, Manchester, and Glasgow — which were supported by our headline sponsor O2, and supporting sponsor Baringa. Our media partners, Ocean Outdoor and the Financial Times, also supported the events. With it being an Olympic year, we were delighted to be joined by Olympians and Paralympians, including Matt Richards, Vanessa Wallace, Brett Wild, Kathleen Dawson, Beth Munro and Siobhan-Marie O'Connor. The events raised an incredible £234,000 net!

Walk for Children

Emma Hampton and sons Evan and Luca

Emma took part in Walk for Children with her 11-year-old son, Evan and newborn baby, Luca. They decorated Luca's pram with green balloons and walked around Dulwich Park in London on 21 December. Evan has fundraised for other charities in the past, and chose to raise money for the NSPCC in 2024 as he'd learned more about the work we do to help children who might be struggling with their mental health. He wanted to do something to help, so took on this challenge while also studying for his 11+ exams! Emma and Evan shared their fundraising page in group chats with family and friends and smashed their target within just a few days — raising an incredible £161!

Pranav Mehta

In December 2024, Pranav, age 18, travelled to the Isle of Man and took on the impressive challenge of hiking the length of the island, which is approximately 43km over a weekend in the Christmas holiday. By bracing the winter weather, Pranav raised an amazing £445! Pranav was motivated to fundraise in winter because he understands how challenging this season can be for some children and young people, plus there was the additional challenge of hiking in the winter conditions.

Gaming

Steam sale

In Partnership with Skybound Games, we launched our first ever Steam sale, featuring over 50 games discounted for a weeklong sale event, with 10% of proceeds coming to us as CRM. We had a great trailer produced for promoting on a pro bono basis from marketing agency Other Things, and promotional artwork produced by award winning artist Angus Dick.

Fanatical bundle

In Partnership with digital games retailer Fanatical, we launched our first ever game bundle, featuring 16 games at an aggressively discounted promotional price. All the proceeds from this bundle came to us (minus payment processing and admin fees etc.), with over £100,000 donated. The bundle sold out all 15,000 units in around three weeks. We've already agreed a date with Fanatical for another bundle in June 2025.

Schools

Number Day — launch with HRH Duchess of Edinburgh

Friday 7th February 2025 saw Number Day celebrate its 25th anniversary, with an increase in registrations of 16% taking it to a total of 10,584. The promotion of Number Day was helped by our launch event at Legoland in the presence of: HRH Duchess of Edinburgh; NSPCC personnel; our Ambassadors, such as Emmanuel Asuquo and Johnny Ball; as well as local school children. It was an amazing event which gained a lot of media coverage.

Kindness Challenge

This financial year also saw Schools Fundraising's 3rd termly product in market, the Kindness Challenge, which took place in the autumn term and registrations exceeded expectations.

Thanks to the 6,307 schools, nurseries, and childminder settings that signed up to our second ever 'Kindness Challenge' — a fundraising campaign aiming to spread kindness by encouraging children to commit to a list of kind acts, whilst raising money for the NSPCC. The campaign was created as a new way to encourage children to participate in fundraising activities for the NSPCC, and in total £20,671 was raised.

> "The Kindness Challenge was received so well across our school, including children, teachers and parents. It gave us the opportunity to make kindness the priority during our first term.
>
> Kindness is so important and being able to promote it, using the NSPCC resources, was a great way to get the whole school talking about kindness and actively demonstrating it at playtimes and lunch times.
>
> The children really got onboard with this initiative and were thrilled to be raising money at the same time."
>
> Emily Loveridge, Assistant Head Teacher, St Josephs, Sheffield

Community fundraising

Southwest



Bluebird Ball

The 2024 Bluebird Ball was held at Hatherley Manor Hotel, Cheltenham, welcoming 350 young people through the doors and raising £10,000 for Childline. Thanks to the amazing endeavours of our Bluebird Ball Committees, the event has been held since 1938 and continues to be part of the social calendar in Cheltenham.

Bristol comes together to support the NSPCC



In early May NSPCC hosted an immersive showcase event in Bristol as an opportunity to engage the city's community with our work in Bristol and at a national level. Major donors, local volunteers, and community partners came together at the offices of KPMG to learn more about NSPCC services and campaigns.

Midlands

Football teams supporting the NSPCC — Birmingham City FC and Derby County FC







Derby County FC selected the NSPCC as their Charity of the Year for the third year running, holding a fundraising match, supporting campaigns, and raising awareness through their website, socials and programme. Birmingham City FC held their annual 'Arthur match' to remember the life of Arthur Labinjo-Hughes as well as fundraising, and all club staff taking NSPCC's Listen Up, Speak Up training. Both clubs work in partnership with the NSPCC, to fundraise and raise awareness so that we can all be empowered to help children.

Big C and Little C

A new group in the East Midlands raised £12,260 by hosting a 'Three Bunkers Challenge' golf fundraiser. Inspired after a visit to the NSPCC's Nottingham Hub, the 'Big C and Little C' group was founded by business entrepreneurs, Andrew Springhall and Colin Shaw, who aim to raise money for both the NSPCC and Cancer Research.

Give a little, change a lot



Nima Shahbazi Chegeni is one of our new NSPCC fundraising volunteers. He's also a classically trained musician in his native Iran and wanted to use his musical skills to help children as he has recently become a father himself. Nima busked with his setar in Leicester raising £130 and is now encouraging many more to join him in support of NSPCC.

Northeast

NSPCC North East Network





This year we launched our NSPCC North East Network and welcomed businesses, ambassadors, and fundraisers to an evening to understand what role they can play in our efforts to keep children safe. We are delighted that we now have nine members of the Network from across different business settings and backgrounds and they have met regularly throughout the year and supported events and fundraising activities in the Northeast including the Kevin Keegan Dinner and Durham Cathedral Carol Concert. One of its members raised over £1,000 by spending seven days completing St Cuthberts Way for the NSPCC. The Network have lots of plans to continue growing their membership and income over the next year.

Kendal Christmas Cracker Committee

Our brand-new fundraising committee came together to plan the wonderful Kendal Carols by Candlelight event in the Lake District. Following on from the other successful concerts we have across the Northwest a decision was made to do an event at the beautiful Kendal Parish Church. Over 200 people came together for an evening of musical performances by local choirs and musicians. A special evening was had by all and almost £4,000 was raised.

Northwest

Cheshire Special Events Committee

The Cheshire Special Events Committee held a Spirit of Ascot Luncheon in June at Nunsmere Hall Hotel. It was a fantastic afternoon with racing, stalls, fashion, great food and fantastic entertainment. This event raised over £28,000 and is being planned again for 2025.

Northern Ireland

Magheramourne Foundation

The Magheramourne Foundation has continued their long-term support for the NSPCC in Northern Ireland with a very generous donation of £15,000 towards our Letting the Future In service in Belfast & Foyle. Since 2002, the Foundation has given the incredible sum of £265,000 to support the local work in Northern Ireland.

Scotland

Fizz and Fabulous Committee

This year, we proudly celebrate the incredible efforts of the Fizz and Fabulous Committee, who have reached a remarkable milestone — raising an outstanding £220,000 over the past seven years, under the inspiring leadership of Janette McAllister. Their passion and dedication to supporting the NSPCC have sparkled brighter than ever, as they delivered not one, but two standout events this year including their much-loved Ladies' Lunch, now in its seventh successful year, and the dazzling debut of their Childline Ball. We are truly grateful for their continued support, which helps ensure Childline can continue to be a lifeline for thousands of children when they need it most.

Team Uprising — Everest Trek

In April 2024, a team of 11 men and women embarked on a trek to Everest Base Camp, with one member reaching the summit. Known as Team Uprising, they raised over £50,000 for the NSPCC. The amazing team consisted of some child abuse survivors and their family and friends. For their next challenge, some members of the Everest group, along with new participants, are set to tackle the 2025 London Marathon!



London and Southeast

Kensington and Chelsea Branch (Electric Ball Committee)

At the start of the year, the Electric Ball raised an amazing £96,000. The event committee, led by Sophie Graham and Alexa Ridley, did a fantastic job, supported by their local Community Fundraising Manager, Binita Shah. Two nights were organised this year along with an online auction. The events are a fun and exciting way for children to meet up with their friends and raise money for Childline.

Odiham Branch



In November, the biannual SPARKLE Ball at the Four Seasons Hotel in Hampshire made a net profit of £70,000. The event was led by Chair Anne Marie Revell and the NSPCC Odiham branch, with the full support and excellent stewardship by local Community Fundraising Manager, Gemma Graves. Aaron Hearne MBE was guest speaker and shared Liam's story, which always has a significant impact on audiences.

Wales

NSPCC's groups — 140 years of fundraising

For 140 years, the NSPCC has protected children and helped keep them safe. As long as there have been NSPCC services to help children, local groups and committees have existed to raise much needed funds and awareness for our services. In October, NSPCC held its Annual Council Meeting in Birmingham, where a group was first set up in 1887, its legacy continuing with the very active West Midlands Business Board raising over £55,000 this year.

Cardiff Branch going from strength to strength



NSPCC Cymru's Cardiff Branch had yet another incredible year raising over £38,000, with the return of their annual Literary Lunch and Bicester Christmas trip. Fundraisers also supported Rosaleen Moriarty-Simmonds OBE, a hand and mouth artist, who held a gallery exhibition featuring 11 portraits of Welsh celebrities in aid of NSPCC, raising almost £3,000.

Leekes beats all fundraising targets

Long standing corporate supporter for NSPCC Cymru, furnishing retailer Leekes, raised an impressive £20,100 for the NSPCC through their annual Golf and Spa Day, setting a new fundraising record for the company whose employees also took part in fundraising, store raffles, events and challenge events, such as the Cardiff Half Marathon.

Wales Fundraising Board

The Wales Fundraising Board has had another successful year, recruiting new members and new supporters to their Childline Club Cymru appeal as well as delivering a successful Christmas fundraising campaign raising £15,000 through Veezu Ltd's adoption of the NSPCC. With sponsorship support from The Peterson Family, the Llandaff Carol concert welcomed back 300 guests to the sold-out event, celebrating its 10-year anniversary and the Vale Golf Day welcomed 20 teams to the National course, hosted by Ryan Jones MBE, raising over £10,000.

Our regular givers

We continue to be incredibly grateful to our loyal and committed supporters who give to us on a regular basis. Last year we received £41.7 million from the nearly 380,000 people who support us with a regular gift.

This year we are thankful to the 16,000 supporters who have chosen to play our weekly lottery.



Every single gift makes a difference
A quarter of the NSPCC's income comes from Gifts in Wills

Each year, around a quarter of the NSPCC's donations come from gifts in wills. These gifts come from kind supporters who have continued their own legacy, supporting the NSPCC after they have gone. In 2024/25, we saw £26.2 million of income from gifts left in wills. Of the gifts we were advised of last year, 39% were residual — gifts left as a percentage of a supporter's estate. Gifts of any size make an incredible difference to the NSPCC and our mission to continue to protect and support children and young people from harm. Last year, we saw gifts ranging from £100 to £1,250,000, with some of the largest payments being from Mr Peter Hancock, Mr Alan Barwick, and Mrs Mary Sansom.

The NSPCC, in alignment with other charities, can have a lead time of 7–10 years between someone writing their will, informing a charity of this expression and the gifts being received. Therefore, showcasing the importance of gifts in wills to our supporters to encourage this consideration is imperative to our future.

In 2024/25, the NSPCC saw around a thousand supporters pledge a gift in their will and inform us, with over 400 supporters using our will-writing services, and over 2,000 supporters expressing an interest in finding out more about leaving a gift in the future. All of this supports our future pipeline of legacy income. Supporters like Andrew, who decided to leave a gift in his will and used our will-writing service:

> I chose to leave a legacy to the NSPCC for them to help children experiencing difficulties in life. I am passionate about educating parents before they become parents, and I trust my gift will be spent well and effectively.
>
> Should someone I know bring it up, I would tell them the advantages of giving something in your will to a charity: there's a service to write your Will with no fee. It was simple, quick and the solicitors were very warm and friendly.'
>
> **Andrew**

Gifts left in wills are handled by our specialist Legacy Management team, who focus on ensuring the terms of wills are honoured, that estate administration costs are minimised and that the value of gifts left to children are maximised.

If you'd like to find out more about writing and leaving a gift to the NSPCC in your will, visit: **NSPCC.org.uk/Wills**. Any gift, large or small, makes a huge difference to the work the NSPCC does to support children and young people.



Professional learning services

NSPCC Learning Cyber Monday Sale

We achieved our best ever Cyber Monday Sale on the NSPCC's eLearning courses in November 2024, raising over £48,000 thanks to a new look and feel, increased discounts, and a cleaner customer experience. We hope to expand this offer next year to reach more professionals and organisations who work or come into contact with children and young people.

easyJet holidays

The NSPCC's training and consultancy team have worked with easyJet holidays over the last two years to build knowledge and confidence of safeguarding throughout the business. We have supported the tour operator to develop their safeguarding policies and processes, including creating a referral pathway directly to the NSPCC Helpline to report safeguarding concerns. In addition, we have provided introductory elearning to all customer-facing staff and also delivered some commissioned face-to-face training to their managers. We look forward to continuing our relationship in 2025/26 and supporting them on their safeguarding journey.

Leicestershire Partnership Trust

Leicestershire Partnership Trust stands as the largest customer of the National Training Centre. Since 2016 they have been tenants, utilising the separate building at the rear of the centre to deliver essential training to NHS staff. In addition to their tenancy, they hire additional rooms and the training centre, contributing significantly to our income. In 2024-2025 the rent and room hire have resulted in an income of £155,482. This partnership underscores the vital role the National Training Centre plays in supporting the training needs of NHS staff.

Chelsea Football Club

This year the Child Protection in Sport Unit has grown our relationship with Chelsea Football Club, providing new and bespoke training courses to Chelsea FC staff at all levels across the Club. We have delivered bespoke safeguarding training to the Chelsea Board and Foundation Board, delivered Designated Safeguarding Lead (DSL) and DSL refresher training to staff in designated roles across the whole Club and trained frontline staff working in security, the Chelsea FC hotel and match day hospitality. With additional planned events already in the calendar for 2025 we look forward to building on this relationship and using the model of bespoke training we have developed at Chelsea with other professional clubs.

Plans for future activities

Looking forward, as we enter 2025/26, the halfway point of our 10-year strategy, we remain focused on delivering change and prioritising key activities that will help us realise our 2031 vision that together, we can stop child abuse and neglect.



Over the next 12 months, we will drive progress towards our three impact goals by advancing key initiatives designed to create meaningful change for all children. Here is a closer look at our plans for 2025/26.

Goal 1 — Everyone plays their part to prevent child abuse.

In 2025/26, we want to continue our important work focused on making it easier for adults to play their part and create a social safety net that prevents child abuse and neglect. Some of our key activities are:

Listen up, Speak up

Delivering our Listen up, Speak up campaign, which will test new messaging and different versions of the user journey, with the aim of reaching a bigger and broader audience, including in Welsh to reach even more adults.

Supporting adults to be there for children and young people

Enabling more adults that work or volunteer with children to improve their safeguarding knowledge and practice, so they have the confidence and tools to be able to take the appropriate action to prevent and stop abuse and neglect.

Following the launch of our first Safeguarding Apprentices campaign, in 2025/26 we will develop plans to create more opportunities for employers and providers of apprenticeships across the nations to ensure that young people can feel happy, safe and supported in the workplace.

Child Protection in Sport Unit

Following our safeguarding work at the Paris Olympics and Paralympics in 2024, we are exploring future opportunities to expand with the winter games in Milan Cortina (2026) and youth games events.

Policy and public affairs

Continuing to press for change for children, ensuring babies, children and young people's best interests are firmly embedded in Governments policies. We will maintain our campaign to end the use of physical punishment against children in England and Northern Ireland, press Governments across the UK commit to invest in and reform child protection and children's services, and challenge tech companies, Government, and regulators to make sure that children and young people can safely access the online world.

As well as delivering and developing our key strategic programmes and services, we will continue to raise awareness, knowledge, and income through key events like our How Safe Conference 2026, Childhood Day 2025 and Safeguarding Awareness Week 2026.

Goal 2 — Every child is safe online

In this evolving digital world, it remains vital that we continue to diligently focus our efforts to transform the online world, making it safe for every child to go online. In 2025/26 we will continue to drive the delivery of our Child Safety Online programmes and projects which include:

Child Safety Online (CSO) team

Building on our ongoing work to involve children and young people in shaping safer digital experiences. This involves collaboration with platforms such as Snapchat, Roblox, and TikTok to implement safety measures informed by young people's voices. We will also champion the Voice of Online Youth Manifesto.

Child Safety Online (CSO) Taskforce

Together with partners at Baringa, we will launch and promote a new value model that demonstrates how prioritising child safety online benefits both business and society. The taskforce will continue to identify new ways that the NSPCC can influence target companies and industry bodies to incorporate a focus on children's safety online into their core business.

We will also see the CSO Taskforce support us in listening to and amplifying the voices of children at a greater scale, with work planned to carry out a new analysis of young people's views aligned with the chosen priorities of the Voice of Online Youth.

Financial support with our work across the programme

We are grateful to have secured financial support from various supporters and organisations to help support our CSO work in 2025/26. This includes:

- Securing funding from Ofcom over the next two years for the Rapid Insights System which aims to deliver solutions for key external stakeholder and the insight they need to take action to keep children safer online.

- The Katherine Martin Trust will be funding our se lf gen project over the next two years. This aims to raise awareness and address, 'self-generated' images by strengthening messaging in activities and resources. This will be achieved by using insights from children and young people to develop trauma informed solutions, which will equip adults with the knowledge and tools to have conversations with their children about this issue.

Goal 3 — Children feel safe, listened to and supported

In 2025/26, we will continue to focus our efforts in delivering activities and change that will help more children to feel able to speak out, so that they feel safe, listened to and understood, making sure that abuse does not shape their future. This will see us:

Baby Steps

Piloting an updated version of Baby Steps, focused on fostering strong parent-child relationships. This will be launching in 2025, with training and additional launch events later in the 2025/26.

Schools Service

Launch the next phase of our integrated school's campaign, with the promotion of Talk PANTS school resources alongside Speak Out, Stay Safe (SOSS), Common Sense media (primary-aged children), and Talk Relationships and Building Connections (secondary-aged children). Our SOSS offer will include supplementary lesson plans, practitioner's toolkits and resources for parents who home educate.

Letting the Future In

Continue developing services, resources and training to support external organisations in supporting and meeting the needs of children who display Problematic Sexual Behaviours. This work will take place over the next two years and include development of proactive, short-term interventions to support young people and their parents/carers, as well as a suite of resources and training for both professionals and parents.

Enabling pillar — Strengthening our ability to deliver the strategy

For 2025/26, we recognise the importance of remaining committed in our efforts to strengthen our ability to achieve our 10-year strategy, so we can ensure we deliver on the expected outcomes of our three impact goals. To do this we will:

Trauma informed

We will enter the final year of our three-year programme of work, where we will be focusing on delivering our second module of training, as well as creating our final advanced training offer and setting up a community group of staff who have experienced childhood trauma.

Volunteer valuing

Build on the successful work to date in our Volunteer Valuing Programme, keeping our focus on continuing to create and maintain the conditions to make sure all our volunteers are active, authentic ambassadors for the NSPCC and feel truly valued for their contributions and the difference they are making for children.

Equality, Diversity and Inclusion (EDI)

Maintain the approach of utilising our EDI data and lived experience insights. However, we will deliberately ‘tilt’ the focus of this within the 2025–2028 action plan to be more balanced in terms of internal and external-facing actions and priorities.

Tech Transformation

Focus on strengthening our technical capabilities through the Tech Modernisation Programme and Services Tech Transformation Portfolio. These initiatives will enhance functionality, supporting children, families, safeguarders, and communities.

Our values, principles, and standards

As the only charity focused on ending child cruelty across the UK, everything we do protects children and prevents abuse. The values that embody our charity and reflect what we stand for are:



Putting children first

We put children first in everything we do. For more than 140 years, we've put children first. We believe in children, we want what's best for them, and we make sure that we fight for every childhood.

Taking a stand

We're courageous in standing up for what's right. We campaign, change laws where necessary, lead public debate, and are on the frontline — supporting those who work with children. We'll speak out when something's wrong and celebrate success with those who help things improve.

Making an impact

We base our actions on evidence and the difference we'll make to children. Our work won't end until we've changed attitudes and transformed services for children in a way that protects every child and prevents abuse. We're brave in our actions, are prepared to be unpopular when necessary, and sometimes force society to face uncomfortable truths where things get in the way of achieving our goal.

Striving for excellence

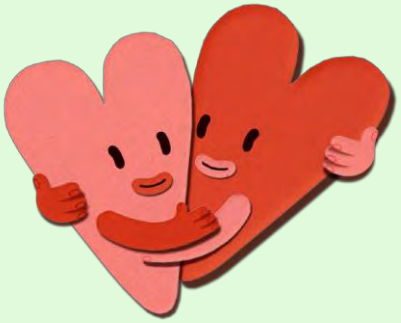
We always strive to be the best and give every child a life free from abuse. We're constantly learning and developing our work. We measure what's effective by sharing knowledge with others.

Working together

We achieve more for children when we work together. We can't prevent cruelty to children on our own. Luckily, we don't have to. Our passion inspires others, and our desire to listen, learn and improve means we continually work with inspirational people, organisations, and children.

Remuneration policy

We aim to be an employer of choice, with around 1,600 paid employees operating from ten regions in the UK and the Channel Islands. We regularly engage with employees and volunteers, value their opinions, and receive feedback through various events and surveys.





Our mission is core to us, but it's not just about our purpose. It's about purpose through people. We work hard to attract, nurture and retain talented employees to ensure our continued success. We have a transparent pay and total reward aspiration. Our pay promise sets out what our employees can expect of us in terms of direct and indirect financial rewards. Although pay and financial benefits are only one aspect of an individual's motivation, it's important — especially in a tight job market and in the context of the soaring cost of living.

The Board of Trustees is responsible for our pay policy and for the salaries of executive directors. We exercise this through the Remuneration and People committee, a sub-group of the Board of Trustees. The committee approves executive pay and annual pay awards in line with appropriate best practice standards, including those of the National Council for Voluntary Organisations (NCVO).

In line with NCVO recommendations, the annual salaries of our Chief Executive and other Executive Leadership team (ELT) (previously named Executive Board) members are disclosed on our website, no more than two clicks away from the homepage. The table below shows the annual remuneration of the ELT as at 31 March 2025, including defined contribution pension and other benefits.

Executive Leadership Team annual remuneration

for the year ended 31 March 2025

			Paid in 2025			Paid in 2024		
Executive Leadership Team	**Responsibilities**	***Annual salary** **£'000**	**Salary** **£'000**	**Benefits** **£'000**	**Pension** **£'000**	**Salary** **£'000**	**Benefits** **£'000**	**Pension** **£'000**
Chief Executive Chris Sherwood (joined 20 January 2025)	Leading the organisation, which has an annual income of around £120 million and employs around 1,600 employees, delivering services across the UK and the Channel Islands.	195	40	-	-	-	-	-
Chief Executive Peter Wanless (resigned 31 December 2024)	Leading the organisation, which has an annual income of around £120 million and employs around 1,600 employees, delivering services across the UK and the Channel Islands.	-	146	1	18	187	1	23
Director of Communications and Marketing Devia Gurjar (joined 1 August 2024)	Manages the directorate responsible for all communication initiatives, ensuring that all communication on behalf of the organisation is appropriate, consistent with our brand and key messages, and of a high standard.	123	82	-	4	-	-	-

	Also works on behalf of the whole organisation promoting the NSPCC's work, policies, campaigns and publications.							
Director of Communications and Marketing David Hamilton (resigned 10 May 2024)	Manages the directorate responsible for all communication initiatives, ensuring that all communication on behalf of the organisation is appropriate, consistent with our brand and key messages, and of a high standard. Also works on behalf of the whole organisation promoting the NSPCC's work, policies, campaigns and publications.	-	18	-	1	125	1	9
Director of Finance and Technology Paul Taylor	Manages the Finance and Procurement functions. Responsible for the financial management of the NSPCC. Ensures that the organisation has effective financial controls to safeguard resources for appropriate use. Responsibilities also included the Tech directorate from 1 July 2024.	127	123	1	15	108	1	13

Director of Technology Greig Sharman (resigned 28 June 2024)	Leads our Technology Directorate, focused on supporting our strategy by enabling a step change in the tech-enabled experiences of our service users, employees, volunteers, donors and every other community that's a part of the NSPCC.	-	36	-	2	130	1	9
Director of Income Generation Josephine Swinhoe	Manages the directorate responsible for generating the financial resources we need to help end cruelty to children. Responsible for managing the NSPCC's supporters and delivering income from donations, legacies and other trading activities of over £100 million.	150	150	1	10	149	1	10
Director of People Brett Terry	Manages the directorate responsible for recruitment, development, and retention of around 1,600 NSPCC employees and thousands of volunteers across the NSPCC.	124	121	1	5	114	1	5
Director of Services Claire Watt	Manages the directorate responsible for providing our services, including Childline, Schools Services and all of	145	143	1	18	136	1	17

	our direct services we provide across the UK.							
Director of Strategy and Knowledge Maria Neophytou	Manages the directorate responsible for the organisational strategy and for developing and testing activities. Responsible for our research programme, the evaluation of our services and our policy-influencing work.	126	126	1	6	119	1	6
Chief Social Worker Tracey Holdsworth (joined ELT 27 March 2025)	Responsible for corporate safeguarding and advisory and/or delegated responsibility for directorate safeguarding. Supports directors and the safeguarding lead trustee, preparing the annual safeguarding report for Trustees and oversees the strategic safeguarding risk on behalf of the CEO.	84	1	-	-	-	-	-
Head of Governance Allison Howe (joined ELT 27 March 2025)	Responsible for the governance of the Charity supporting the Executive and Board through reporting at the Committee and Board meetings.	73	1	-	-	-	-	-

**Annual salary refers to annual salary excluding benefits in kind as of 31 March 2025.*

Our policy is to pay competitive rates within the charity sector, reflect the nature and complexity of roles and to take account of contributions by rewarding strong performers the most. Rates are consistent with our charitable objectives and what we can afford. To demonstrate this, and in collaboration with Community, our Trade Union, we made a pay promise to our employees in 2019 to pay salaries that are at least comparable with the median salaries in the UK's top charities. The overall aim is to ensure our median earner at the NSPCC is on a comparable salary to the median salary paid in the wider charity sector, using this as our external benchmark. Our commitment has been to move towards this over time and within the parameters of affordability. To enable progress, we've identified and committed to a series of targeted activities. These include lifting the bottom of our pay bands to 'track' the median and as of July 2024 our medians are 10% higher than they were in 2019.

We're also aligning our annual performance-related pay awards to increases in the charity sector median. As part of this we offer a pay progression uplift to those longer serving (five years plus) employees remaining in the same grade who have consistently met expectations over the last three years. The increase will align 100% with the current charity sector median for their job bands. All employees with two years of service within the same grade will receive pay progression to at least 94% of the sector median for their grade. Additionally, we voluntarily offer our lowest earners the real London and real living wage, set annually.

In 2024/25, we reiterated our pay promise to our employees. We had committed that by July 2024, we would have lifted the bottom of each of our pay grades from the current minimum of 88% to 90% of the sector median for that grade, which has now been achieved. Additionally, we gave a consolidated award during the year, and honoured our pay progression uplifts.

Alongside these targeted activities, pay is also reviewed when existing employees take on additional responsibilities. New recruits are usually paid between the minimum and mid-point of the relevant pay band, as below, depending on their experience and skills. Where necessary, they may be paid at a higher rate, but never more than the pay range maximum. For some roles that are difficult to recruit for, a market premium of up to 10% above the pay ranges may be paid. The reasons for recruiting at market premium rates must be explained in a business case, which the relevant ELT director and the Director of People must approve. We also have 81 employees paid at 'spot rates' outside these ranges, including our Executive Leadership team, whose annual remuneration details are shown on the previous pages.

We undertake routine work, including our use of market premiums and allowances this year. This ensures our pay practices are fit for purpose and ensures the appropriate use of our limited financial resources.

Grade	Min £	Mid £	Max, including market premium £
P3	22,932	23,480	28,951
P4	28,337	31,485	36,631
P5	34,582	38,425	44,903
P6	41,503	46,114	51,993
P7	48,748	54,164	62,629

Pay ranges exclude regional allowances.

In compliance with the Pensions Act 2008, we operate an auto-enrolment pension scheme. All eligible employees are automatically enrolled into the pension scheme after three months. Employer contribution pension rates are set in line with legislative requirements. Employees are also offered a salary exchange defined contribution pension scheme, where employer contribution rates match employee contributions, ranging from 4% to a maximum of 7%. We continue to operate an historic defined contribution pension scheme, now closed to new entrants. Our employees in the Channel Islands have different pension arrangements in compliance with local legislation.

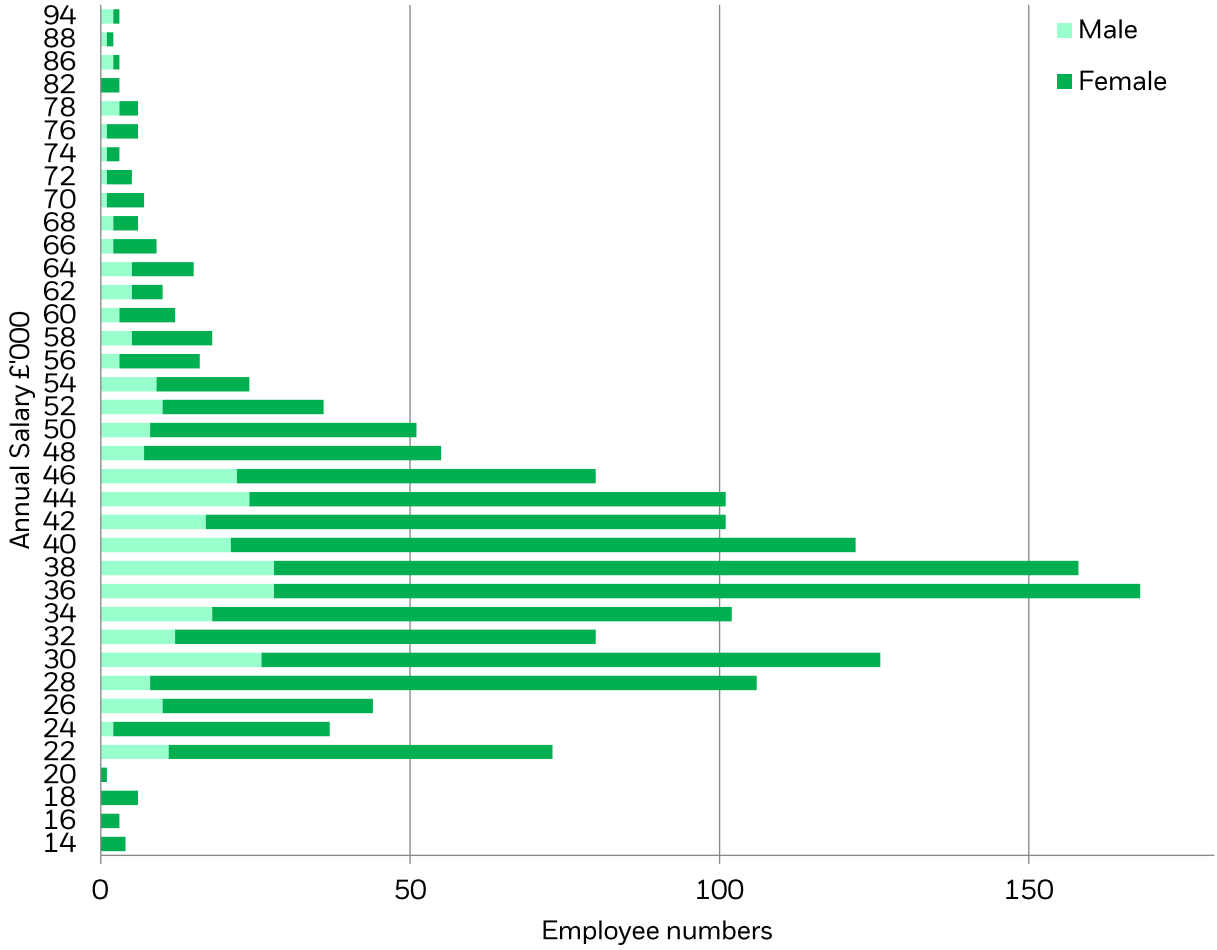
Members of the defined pension contribution scheme receive life assurance cover equivalent to five times their annual salary. Non-members, those auto-enrolled, and our employees based in the Channel Islands, receive life assurance cover equivalent to one times their annual salary.

At 31 March, the ratio between the highest paid and median salaries is as follows:

	2025	2024
Highest paid salary (£'000)	195	189
Median (£'000)	38	36
Ratio	5.1	5.3

The spread of annual salary entitlements for all our employees, excluding Executive Leadership team members, is detailed in the graph below:

Annual salary entitlements (full-time equivalent basis) for all NSPCC employees, excluding Executive Leadership Team, employed at 31 March 2025



Diversity pay gap



In our equality, diversity, and inclusion (EDI) charter, we commit to 'publish wider diversity pay gaps including but not limited to: Black and minoritised ethnic, disability, sexuality, and gender identity'. We have honoured this for the past two years. In March 2025, we extended our pay gap reporting 'suite' to include religion. This year we expanded our reporting further to look at the intersectionality of some of these characteristics. These steps enable fuller pay gap reporting and help to better inform our pay equity actions. Our latest 2024 median pay gap data shows:

The gender pay gap is 5.6% down from 9.2% last year; this marks another positive year-on-year improvement for us since 2018, and our gender pay gap remains considerably less than the national median of 13.1%.

The disability gap is 8.1%, which is a notable increase of 3.5% largely driven by increased representation of employees who have declared a disability in our two lowest paid quartiles

Our median sexual orientation and gender identity pay gap is 2.5% which reflects a small reduction since last year and resulting from increased representation of LGBTQ+ staff at all pay levels.

The ethnicity pay gap is 8.0%, an increase of 4.6 percentage points since last year which is disappointing. Through our considerable EDI efforts, we are seeing a significant increase in the representation of employees from ethnic minority backgrounds joining the NSPCC. These new starters are, however, largely in the lower paid quartiles.

The religion pay gap is 3.1%, which is an increase of 4% on last year. Whilst we have seen an increased representation of employees with religious beliefs other than Christian at all pay levels, the highest proportion was at our lower and lower-mid quartiles.

Our gender pay information is also available on our website in line with The Equality Act 2010.

Expenses policy

Our expenses policy applies to trustees, employees, and volunteers. The policy highlights each claimant's obligation to only spend money if necessary and to always choose the most economical option. Video conferencing and teleconferencing facilities are encouraged to reduce spending on travel and to

save employees' time. Expenses are only reimbursed when authorised by the relevant line manager, up to maximum limits set in the expenses policy.

We use a travel management company to make bookings for rail, air, vehicle hire, hotel accommodation, conference and event venues. Using this service reduces travel costs and is good value for money. These bookings are paid for directly by the organisation.

Since our trustees give their time voluntarily, they receive no remuneration or other benefits. Expenses incurred by trustees while carrying out their roles are included in note five of the accounts.

Procurement policy and modern slavery statement

We're committed to acting ethically and with integrity internally and in our business relationships. We expect the same high standards from the organisations we work with. Our ethical values and procurement principles are communicated to our suppliers, and new suppliers are asked to evidence that they share our values. We'll never knowingly support or do business with organisations in any way connected with slavery, human trafficking, or child labour.

Our procurement process aims to ensure we achieve value for money and that preferred suppliers meet or exceed our requirements regarding ethical procurement. Suppliers are asked to demonstrate that they embrace diversity, understand the risks within their supply chain, and remunerate their employees fairly.

Our supply chain is predominantly UK-based and is compliant with UK legislation. We take a risk-based approach to purchase, applying increased levels of scrutiny to high-risk supply categories, such as goods sourced from overseas. We focus our scrutiny on the policies, procedures and controls demonstrated by our direct suppliers, recognising that it is not always possible for us to have a close relationship with all parties in a supply chain.

Our relationship with donors and funders

The NSPCC subscribes to the Fundraising Regulator's fundraising promise, which is available to download on our website. And, in addition, we have published our 'promise to you' as follows.

Our promise to you:

> We will tell you about the amazing ways you're helping to change children's lives for the better.
>
> We will follow the highest standards in fundraising.

We will always keep your personal information safe.

We will share with you the ways you can keep the children in your life safe.

We will let you know about new ways that you can help support children.

We will always give you the power to decide how we contact you.

We receive over 80% of our funding from generous supporters. We raise funds from individuals through one-off donations, regular donations by direct debit, payroll giving, and gifts in wills and gaming products, such as raffle and lottery. We communicate with our supporters through a selection of mailings, telephone calls, email, and SMS.

Throughout 2024/25, we regularly shared with supporters how their donations allowed us to meet the needs of children. We also shared resources with supporters to help them to support the children in their lives. We have also recruited new donors during the period through online activity, television advertising, payroll giving, legacy promotion activity, contactless and direct debit payment collections. As a fundraising charity, we incur expenditure in order to raise income. The expenditure on raising funds incurred in 2024/25 not only resulted in income being raised in the year, but will also generate future income, particularly through ongoing regular donations and future legacy gifts, which are our largest sources of income.

During the year, we had external agencies fundraising directly with the public on our behalf, including outbound calls to existing supporters and face-to-face fundraising in private sites such as supermarkets and travel hubs. We strictly adhere to the Fundraising Regulator’s Code of Fundraising Practice and all relevant Chartered Institute of Fundraising rulebooks, as well as guidance on fundraising activity including the Treating Donors Fairly guidance. All fundraisers representing us, including external agencies and their subcontractors, are required to adhere to these standards and receive rigorous training, monitoring and mystery shopping to ensure they understand the standards we expect when they are speaking to members of the public on our behalf, and to ensure a positive experience for the people they talk to. Above and beyond industry guidance, we also have additional levels of protection built into our contracts and the training and guidance we provide to all fundraisers.

Our donors do not receive more than two financial asks in any fundraising interaction. Nobody who appears to be in potentially vulnerable circumstances is asked to commit to giving and those highlighting any form of diminished financial circumstances are offered an opportunity to give at lower value or to support our fight for every childhood in alternative ways, such as through volunteering and campaigning.

We also voluntarily subscribe to the following fundraising bodies and uphold their standards:

Body	Standards
Fundraising Regulator	The Code of Fundraising Practice Rulebooks for private site fundraising
Chartered Institute of Fundraising (CIoF)	CIoF Rulebook Treating Donors Fairly Guidance
Direct Marketing Association	The Direct Marketing Code of Practice
Cabinet Office / Department for Culture, Media and Sport	National Exemption Order operational guidance

We have a complaints policy published on our website, which includes reference to inappropriate or improper fundraising methods. We are committed to dealing with all complaints constructively, impartially and effectively and will make every effort to ensure that all complaints receive a complete, accurate and timely response. No complaint is ever disregarded.

During this financial year, we received (either directly or through a person acting on our behalf) a total of 483 complaints relating to all methods of fundraising. We define a complaint as ‘any expression of dissatisfaction’ and we actively encourage members of the public to share with us their views on our work to resolve problems and to improve our performance. All agencies we worked with were closely monitored while carrying out fundraising on our behalf. For telephone agencies, we listened to a random selection of calls each week to ensure compliance with regulatory and legislative standards, and that our supporters have been offered a positive experience. All complaints received are tracked and discussed with our agencies on a weekly basis to ensure anything highlighted that could be improved upon is addressed and developed where needed.

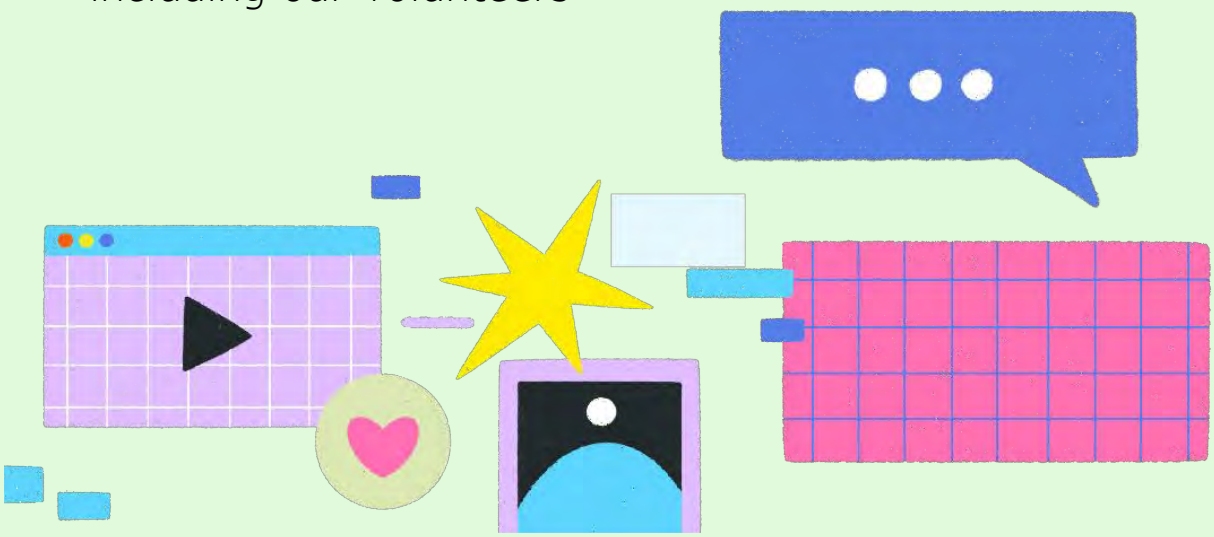
Structure, management and governance

How we are organised and governed

Good governance is fundamental to our sustained success as a charity. With good governance in place, we're most able to deliver on our mission and achieve our objectives. It enables all our people to use their skills, together with our resources, to best effect.

Good governance helps make sure that we are:

- compliant with all relevant legislation;
- constantly reviewing the risks we're facing;
- providing safeguarding standards of the highest quality;
- supporting a positive culture for all of our people, including our volunteers



We review our charity governance using the Charity Governance Code, and report against the principles contained within the code in this report.

Organisational purpose

We were initially founded as The London Society for the Prevention of Cruelty to Children in 1884. We then became the National Society for the Prevention of Cruelty to Children (NSPCC), incorporated by Royal Charter in 1895. We are also a charity registered with the Charity Commission in England and Wales, the Office of the Scottish Charity Regulator, the Jersey Charity Commissioner and with the relevant authorities in Guernsey. We are still the only UK children's charity with statutory powers that means we can take action to safeguard children at risk of abuse.

We work in England, Wales, Scotland, Northern Ireland, and the Channel Islands. Our services for children and young people are adapted appropriately, taking regional and local interests into account.



Leadership

Strong and effective leadership helps us deliver our aims. It also sets the tone for the charity, including its vision, values, and reputation.

We are headed by a strong Board of Trustees (the Board) that provides strategic leadership in line with our aims and values. The Board has collective responsibility for everything that we do, including the legal responsibility to ensure the charity is controlled and properly managed. They exercise their powers in accordance with our Royal Charter, other legal requirements, and the principles of good governance. They act in the best interests of the organisation and our work to protect children and young people.

The Board also makes sure that we are delivering our work effectively and sustainably. The Board regularly reviews our charitable purposes and the external environment in which we are working to make sure that the NSPCC, and its purposes, stay relevant and valid.

The Board agreed the 2021–2031 strategy, which launched on 1 April 2021. The Board also agrees the priorities in the annual (plan) in March every year, together with a three-year roadmap. The Board monitors progress against, and the impact of, the strategy on a quarterly basis.

Integrity

The Board acts with integrity. It adopts our organisational values, uses ethical principles to make decisions, and creates a welcoming and supportive culture to help us achieve our charitable purposes. The Board understands how important it is that the public have confidence and trust in the integrity of the NSPCC. Trustees carry out their duties with this in mind, considering our values and ethics in everything they do.

Trustees declare any interests which might conflict with NSPCC business. Trustees also declare any gifts and hospitality they receive from NSPCC partners and contractors. All of our trustees give their time on a voluntary basis; they receive no remuneration or any other benefits. Note five details any out-of-pocket expenses, along with other costs paid directly by the charity, that the trustees have incurred while carrying out their duties.

Decision-making, risk, and control

The Board makes sure that its decision-making processes are informed, rigorous, and timely. They also make sure that effective delegation, control, and risk assessment are set up and monitored.

Our Board meets six times a year. We also hold two Board away days each year, where trustees and the Executive Leadership team focus on key strategic issues in more depth.

There are certain matters which the Board reserves to itself through a written schedule. These include approval of our annual plan and budget, and our overall strategic direction. The ‘Matters Reserved for the Board statement’ makes clear the Board’s responsibilities and where there are clear delegated authorities to act on their behalf.

The Board delegates certain responsibilities to its committees or through the Chief Executive. The Chief Executive is accountable to the Trustee Board for the day-to-day running of the NSPCC and for executing the strategy and policies agreed by the Board and/or its committees.

Each Board committee has defined terms of reference, detailing the delegated authorities where appropriate.

Committee Advisors, who are not themselves trustees, serve on some of our committees. We are very grateful for the expertise, skills, and experience they bring.

Committees of the Board

Finance, Audit and Risk Committee	Maintains an overview of the financial aspects of our strategy. Reviews and monitors our policies, processes and standards to ensure effective financial management. Oversees our systems for quality, performance, risk management and internal controls ensuring that our systems are robust, effective, and fit for purpose.
Income Generation Committee	Reviews the NSPCC income generation strategies, their relationship with wider brand positioning and marketing activities. Reviews impact on NSPCC's reputation and, where appropriate, recommends relevant strategies to the Board.
Nominations and Governance Committee	Ensures that we comply with our Royal Charter and byelaws as well as best practice in governance. Reviews the role and membership of the Board of trustees and its committees.
Policy Committee	Responsible for identifying key issues on which we must have a public policy position and reviews our work with Government and other agencies.
Remuneration and People Committee	Decides on the appropriate level of remuneration for our Chief Executive and reviews recommendations for remuneration of the Executive Leadership team (ELT). Further information on the ELT and other senior staff remuneration is included earlier in this report.
Service Development, Safeguarding and Quality Committee	Reports to and advises the Board on the development and impact of our services for children and young people. Ensures that high-quality services meet the needs of children and families based on local need.
Volunteer Engagement Committee	Provides oversight, leadership, and critical friendship to the Executive in ensuring we create an environment in which volunteers feel valued and able to be their best. Has oversight of a programme of activity where senior leaders, including trustees, engage directly with volunteers across the country in a reasonably systematic way.

Risk management and control

The Board has overall responsibility for risk management. It discusses and decides the level of risk it is prepared to accept for both specific and combined risks. In September 2021, the Board defined its risk appetite, and during the summer of 2023, we reviewed our risk management framework and risk registers.

The Board regularly reviews our specific significant risks and the cumulative effect of these risks. It makes plans to mitigate and manage these risks appropriately.

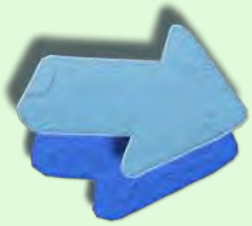


The Board puts in place and regularly reviews our process for identifying, prioritising, escalating and managing risks. Where applicable, it also reviews our system of internal controls to manage these risks.

We are committed to ongoing reviews of the internal and external risks facing the organisation. We have an annual review of risk appetite and effectiveness. Key to the effectiveness of our risk management system is the annual review of the Strategic Risk Register by the Board of Trustees and the reviews of risk by the Finance, Audit and Risk Committee. Risks are also reviewed by the Executive Leadership team quarterly. There is an established process for identifying risks, involving senior management leadership teams, risk owners and risk champions regularly reviewing our strategic and operational risks.

Principal risks and uncertainties

The Strategic Risk Register (SRR) defines risks that could threaten our ability to deliver our strategy, if they took place.



Our SRR includes 15 strategic risks, which fall into the following categories:

1. **Income generation** — historic decline in donor base; competition against other charities for donors.
2. **Economic uncertainty** — cost of living, inflation, and interest rate impacts on the level of giving, operational costs and reserve cover. This also impacts staff recruitment and retention.
3. **Cyber attack/data breach** — cyber risk strategy; prevention measures; crisis management policy and procedures.
4. **Reputation or brand damage** — impact on revenue streams; use of external PR advisers on a contingency basis.
5. **Operational risks** — failure to successfully implement a major and critical systems project.
6. **Failure to innovate** — failure to initiate new revenue streams and use technology and social media platforms effectively.
7. **Legacy technology systems** — ageing technology impacts productivity and requires considerable support to stay operational.
8. **Regulatory or legislative changes** — compliance strategy to keep updated on significant changes which could affect the Society internally or externally.
9. **Business interruption** — disaster recovery and contingency policies (in place and being regularly tested).

The principal risks facing the organisation are as follows:

Risk category	Mitigations and actions
1 **INCOME GENERATION / ECONOMIC UNCERTAINTY**	To help mitigate this risk category, we're prioritising six growth driver income streams as agreed with the Board of Trustees. We're using business planning tools to regularly review and report against KPIs in the annual and three-year financial plans. Alongside this, we are investing in the supporter journey to ensure that our supporters are able to access products relevant to them.
2 **CYBER ATTACK / DATA BREACH**	To help mitigate this risk category, key controls include: mandatory cyber security awareness/training with regular phishing attack exercises.; proactive monitoring of critical vulnerabilities so we can deploy critical patches in a timely manner.; Distributed Denial of Service (DDoS) protection and other targeted testing to protect key services; preventing users from installing unauthorised software. There are additional quality assurance and processes in place for use of web analytics tools. This includes quarterly scans across our websites, and an external audit to ensure cookie compliance and review new cookie requirements.
3 **OPERATIONAL RISKS**	Controls that are currently in place to help mitigate this risk category include: a Technical Debt register, with a remediation project to safeguard frontline services. Following any major incident, an in-depth root cause investigation is conducted to prevent a re-occurrence;

	'Operational Change' process assesses changes to our infrastructure and systems that are presented for approval; a Business Relationship Management model helps to ensure that Services delivery outcomes are prioritised, agreed and monitored in project activities. This also provides a better foundation for future strategic programmes.
4 **LEGACY TECHNOLOGY SYSTEMS**	Controls that are currently in place to help mitigate this risk category include: a Technical Debt register. This is regularly updated with known risks and issues surrounding any infrastructure, system, or software going out of support; audits and network monitoring of system use across the Society. This is informing plans and engagements on those systems to better manage any data and security risks; annual and ad-hoc licence reviews to assess usage of appropriate licences and optimise costs; production of technical roadmaps that include risks status against all areas, to determine areas of focus and onward planning.

Board effectiveness

The Board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions. Trustees are appointed on the basis of the skills that they bring. We undertake regular diversity and skills audits to make sure there is an appropriate mix of skills, experience and backgrounds around the Board table.

Trustees usually serve an initial term of three years. This can be extended once, up to a maximum of six years. In very exceptional circumstances there may be a further extension, in accordance with the Charity Governance Code. (Trustees elected before 2016 were able to serve for three terms.)

The Board has plans to reduce its size to twelve, however this cannot be achieved for the next few years without causing some instability. Our trustees

are recruited through a variety of means, including open advertising. The Society has a trustee recruitment policy in place which was approved during 2019.

Our trustees take part in a comprehensive induction programme and are offered training and development opportunities throughout their trusteeship.

The induction typically consists of:

- training in charity trusteeship and safeguarding;
- induction meetings with the Chair, Chief Executive and Directors;
- visits to Childline bases, service centres;
- visits to Speak out Stay safe assemblies in schools.

Trustees will also have induction meetings with the chairs of the committees on which they will sit.

Trustees have adopted the Charity Governance Code, and the nominations and governance committee continually works to improve our governance. At the end of each Board meeting, trustees discuss areas that worked well and what more is needed to inform discussion and decision making. Additionally, the Chair meets with each trustee to discuss their effectiveness individually.

From January to March 2024, the Board completed a Board evaluation exercise with an external facilitator, in accordance with the Charity Governance Code.

The report stated:

"The last review of the Board of trustees of NSPCC was in 2020 and this review compares very favourably with that one, which was itself very positive. The Board is very well chaired. The atmosphere is open and inclusive and there is a real sense of shared commitment to the Society's success. Decision-making is effective, with trustees able to constructively challenge and engage with the executive team on any aspect of its work. Trustees demonstrate their commitment through their considerable contributions both in and outside formal meetings."

The report contained 14 recommendations to further improve our governance. These have been implemented as far as practically possible.

Equality, diversity and inclusion (EDI)

The Board has a clear, agreed, and effective approach to supporting EDI throughout the organisation and in its own practice. In order to be there for every child and young person, the Board recognises the need to consider EDI when making decisions.



This includes making sure the voices of children and young people are considered during the decision-making process.

The Board approved the NSPCC EDI Charter in 2020. Since then, the Board has taken part in training, including unconscious bias training, and has appointed a lead trustee for Equality, Diversity and Inclusion. This trustee acts as a bridge, joining the organisational efforts and priorities with the Board of trustees' governance responsibility, focus, and plans.



The Board also recognises that in order to make the best-informed decisions, the widest variety of backgrounds and experience is needed around the Board table. We have undertaken diversity audits which are used by the Chair to inform the trustee recruitment process.

Our employee diversity breakdown at the NSPCC is as captured in the table below. These percentages show the average proportion of our workforce, per demographic, for the 12 months ending 31 March 2025.

Female %	80.9%
LGBTQ+ %	12.9%
Black, Asian, and minoritised ethnicities %	14.5%
Disability %	12.2%
Average age	41

All our diversity and inclusion actions centre around three main areas of focus in our NSPCC Equality, Diversity and Inclusion action plan (2022–25). These are:

Diversifying our workforce.

Creating an inclusive culture of safety and belonging.

Inclusive leadership.

We call these three focal points our ‘diversity triangle', because we understand that there is interdependence between all three aspects.

Within our action plan, pinned against these three areas of focus, our priorities remain:

Diversifying the leadership of the organisation.

Removing barriers to entry as a member of staff or volunteer.

Disability accessibility and inclusion.

In addition, we retain our focus on the lived experience of our Black, Asian, and minoritised ethnic colleagues and were pleased to see the positive trends in our engagement survey responses in respect of employees and volunteers from this community.

Openness and accountability

The public's trust that we are delivering public benefit is fundamental to our reputation and success. We engaged a range of stakeholders while developing the 2021-31 strategy. Having set out our ambition in the strategy, it's important we understand how well we're progressing towards these changes for children, and that we are open about our impact.

The Impact Framework stems from, and is intrinsically linked to, the 2021–2031 strategy. It is anchored in helping us understand whether the changes for children set out in our strategy are being achieved. The Impact Framework includes wider, deeper research and evaluations. It also includes the measures we will track and report against regularly. Each quarter, the Board reviews its impact against our strategic priorities and publishes its impact report to staff and volunteers.

We have a published complaints process, and complaints are monitored by the Finance, Audit and Risk Committee on behalf of the Board of trustees. The Board reports any serious incidents to the Charity Commission and other regulators as appropriate. A register of interests for trustees and senior staff is maintained and is available on request.

Public benefit and how our activities deliver it

We must have due regard to the Charity Commission's public benefit guidance under section seventeen of the Charities Act 2011. We're confident that we meet those public benefit requirements. We've taken Charity Commission guidance into consideration.

Our vision is to end cruelty to children in the UK and the Channel Islands. It may take many generations to achieve. We believe cruelty to children is preventable. By having our strategy in place, we can achieve much more: 'Every childhood is worth fighting for'.

We believe we meet the public benefit requirements through the range of activities we undertake, most significantly through Childline — our free, confidential helplines and our range of services for children and families. We deliver projects in local communities for children who have experienced or are at risk of abuse as well as those in care, focusing on children who most need help. We also provide advice to adults and professionals who are concerned about children. We work with other organisations that come into contact with children, ensuring they protect children and challenging those who don't. We visit schools, providing young people with the knowledge and resilience to keep themselves safe. And we campaign to make children safer and improve the child protection system across the UK and the Channel Islands.

Trustees' responsibilities statement

The trustees are responsible for preparing the trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 (The Financial Reporting Standard applicable in the UK and Republic of Ireland).

The law applicable to charities in England, Wales, and Scotland requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity, and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, trustees are required to:

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

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008, the Charities and Trustee Investment (Scotland) Act 2005, the Charity Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the royal charter. 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.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Subsidiaries and related parties

NSPCC Trading Company Limited and Childline are both wholly owned subsidiaries of the NSPCC, and their accounts are consolidated in the accounts presented on pages 107 to 134.

The principal activities of NSPCC Trading Company Limited are organising participation fundraising events on behalf of the NSPCC, a mail order operation

and the sale of NSPCC branded goods. The company has seen an increase in income this year, due to a successful Letter for Santa campaign and increased sponsorship income. The company had a profitable year and continues to develop its activities to support our work. The profit before tax of £0.9 million (2024 £0.3 million) was donated under Gift Aid to the NSPCC.

Childline continues as a separate legal entity in order to receive legacy income not otherwise receivable by the NSPCC. In the year ending 31 March 2025, it received £1.5 million legacy income (2024 £1.6 million). This is paid by way of a grant to the NSPCC towards the operation for the Childline service for which the funds were received.

Patrons, trustees, officers, and professional advisors

Royal Patron
HRH The Duchess of Edinburgh

President
HRH The Duchess of Edinburgh

Royal Patron of Childline
HRH The Duchess of Edinburgh

President of Childline
Dame Esther Rantzen DBE

Deputy President of Childline
Rebecca Wilcox

Board of trustees

Neil Berkett

Trustee since 4 October 2018[1].
Chair since 2 October 2019.
Finance Committee (member) to 6 October 2022.
Nominations and Governance committee (chair).
Policy Committee (member).
Remuneration and People Committee (chair).

Pippa Gough MA MSc PGCEA RN RM HV FQNI FRSA

Trustee since 4 October 2018.
Vice-chair since 12 December 2019.
Policy Committee (chair from 2 September 2019).
Nominations and Governance committee.
(member since 4 December 2019).
Remuneration and People Committee (member since 12 December 2019).

Ifeoluwapo (Ife) Grillo

Trustee since 1 October 2020.
Vice-chair since 28 March 2024.
Volunteer Engagement Committee (member).
Nominations and Governance Committee (member since 3 April 2023).

Mark A. Corbidge

Trustee since 6 October 2022.
Hon Treasurer since 6 October 2022.
Finance, Audit and Risk Committee (chair).
Remuneration and People Committee (member).

Dr Joanna Begent MBBS

Trustee from 2015 to 3 October 2024.
Lead trustee with responsibility for safeguarding (from 2 October 2020).
Policy Committee (member).
Service Development, Safeguarding and Quality Committee (member).

Pete Daffern

Trustee since 6 October 2022.
Income Generation Committee (chair).

Eithne Daly

Trustee since 1 October 2020.
Service Development, Safeguarding and Quality Committee (member).

Ryan den Rooijen

Trustee since 3 October 2024.
Finance, Audit and Risk Committee (member)
Income Generation Committee (member).

Albert Heaney

Trustee since 7 October 2021.
Policy Committee (member).
Service Development, Safeguarding and Quality Committee (Chair since 28 March 2024).

Andrew Kerr

Trustee since 4 October 2018.
Policy Committee (member).
Service Development, Safeguarding and Quality Committee (member).

Tarek Khlat MBA

Trustee 2015 to 3 October 2024.
Income Generation Committee (member).

Derrick Mortimer

Trustee 4 October 2018 to 3 October 2024.
Finance, Audit and Risk Committee (member).
Service Development, Safeguarding and Quality Committee (chair to 28 March 2024).

Sheanna Patelmaster

Trustee since 1 October 2018.
Finance, Audit and Risk Committee (member).
Service Development, Safeguarding and Quality Committee (member).
Policy Committee (chair since 1 January 2025).

Sarah Ridgway

Trustee 4 October 2018 to 3 October 2024.
Vice-chair 12 December 2019 to 28 March 2024.
Nominations and Governance Committee 12 December 2019 to 28 March 2024.
Remuneration and People Committee 12 December 2019 to 28 March 2024.
Service development, Safeguarding and Quality Committee (member).
Volunteer Engagement Committee (chair 12 December 2019 – 28 March 2024).

Kathleen Saxton

Trustee since 3 October 2024.
Volunteer Engagement Committee (member).

Emma Scott

Trustee since 9 July 2025.

Emma Smyth

Trustee since 7 October 2021.
Volunteer Engagement Committee (member).

Thomas Toumazis MBE

Trustee 4 October 2018 to 3 October 2024.
Income Generation Committee (member).
Audit and Risk Committee (member to 6 October 2022).

Chanelle Wilson

Trustee since 5 October 2023.
Service Development, Safeguarding and Quality Committee (member).

Gaby Zein

Trustee since 5 October 2023.
Service Development, Safeguarding and Quality Committee (member).
Volunteer Engagement Committee (member to 28 March 2024, Chair since 28 March 2024).

Committee Advisors

We thank the following for the support on our committees, recognising the expert advice they give:

Angela Cha
Finance, Audit and Risk Committee.

Dr Carlene Cornish
Policy Committee.

Professor Julia Davidson
Policy Committee.

Sally Essler
Service Development, Safeguarding and Quality Committee;
Volunteer Engagement Committee.

Ed Grimsey
Volunteer Engagement Committee.

Jonathan Middup FCA
Finance, Audit and Risk Committee.

Hywel Peterson
Income Generation Committee.

Julian Short
Income Generation Committee.

Paul Snell
Service Development, Safeguarding and Quality Committee.

Sarah Timby
Finance, Audit and Risk Committee.

Francesca Valli
Income Generation Committee.

We also thank the trustees of the NSPCC Pension Scheme Limited:
Lynne Stewart-Brindle, Pan Trustees UK LLP (chair).
Alex Camm.
Tracey Dawkins.

Senior management (the Executive Leadership team)

Chief Executive
Peter Wanless to 31 December 2024.
Chris Sherwood from 21 January 2025.

Director of Communications and Marketing
David Hamilton to 8 May 2024.
Devia Gurjar from 1 August 2024.

Director of Finance (to 30 June 2024)
Director of Finance and Technology (from 1 July 2024)
Paul Taylor.

Director of Income Generation, Fundraising and Engagement
Jo Swinhoe to 4 April 2025.
Tim Hunter from 7 April 2025.

Director of Services
Claire Watt.

Director of People
Brett Terry.

Director of Strategy and Knowledge
Maria Neophytou.

Director of Technology and Data
Greig Sharman to 28 June 2024.

Chief Safeguarding Officer (member of ELT from 27 March 2025)
Tracey Holdsworth.

Head of Governance, Risk & Compliance (member of ELT from 27 March 2025)
Allison Howe.

Bankers and professional advisers

Bankers
Barclays Bank Plc
1 Churchill Place, London E14 5HP

The Co-operative Bank Plc
9 Prescot Street, London E1 8BE

NatWest Plc
250 Bishopsgate, London EC2M 4AA

Auditors
Crowe U.K.
55 Ludgate Hill, London EC4M 7JW

Internal Audit Partner
KPMG LLP
15 Canada Square, London E14 5GL

Investment managers
Blackrock
12 Throgmorton Avenue, London EC2N 2DL

Credit Suisse (UK) Limited
1 Cabot Square, London E14 4QJ

J.P. Morgan International Bank Ltd.
25 Bank Street, Canary Wharf, London E14 5JP

Goldman Sachs International
25 Shoe Lane, London, EC4A 4AU

Legal advisors

Bates Wells & Braithwaite
10 Queen Street Place, London EX4R 1BE

Carbon Law Partners
89 Eastgate, Cowbridge CF71 7AA

Carson McDowell LLP
Murray House, Murray Street, Belfast BT1 6DN
(who also advise us on a pro-bono basis)

Wilson's Law
4 Lincoln's Inn Fields, London WC2A 3AA

Withers Worldwide
20 Old Bailey, London EC4M 7AN
(who also advise us on a pro-bono basis)

We would like to thank the following firms for their pro-bono work:

Baker & McKenzie
100 New Bridge Street, London EC4V 6JA

CMS Cameron McKenna Nabarro Olswang LLP
Cannon Place, 78 Cannon Street, London EC4N 6AF

Devereux Chambers
Devereux Court, Temple, London WC2R 3JH

DLA Piper
3 Noble Street, London EC2V 7EE

Doughty Street Chambers
53-54 Doughty Street, London WC1N 2LS

Gowling WLG
3 Waterhouse Square, 142 Holborn, London EC1N 2SW

Herbert Smith Freehills LLP
Exchange House, Primrose Street, London EC2A 2EG

Mayer Brown International LLP
201 Bishopsgate, London EC4V 6JA

Simmons and Simmons
City Point, 1 Ropemaker Street, London EC2Y 9SS

Walker Morris
Kings Court, 12 King Street, Leeds LS1 2HL

Weil, Gotshal & Manges
110 Fetter Lane, London EC4A 1AY

Financial review



Summary

This year's annual report marks our fourth year of progress in our ambitious ten-year strategy. Much of the social safety net the NSPCC provides is dependent on our indispensable volunteers who — alongside our employees, supporters, and partners — keep lifelines like Childline and the Helpline open to the children and families who need them. Crucially, none of those vital services would be possible without the generosity and goodwill of our supporters, who continue to donate much-needed funds.

Our total income decreased in the year, with increases in our regional and community fundraising, and corporate partnership and investment income streams offsetting a continued decline in individual direct giving as well as a reduction in legacies and grant income this year. Despite this overall reduction, our income from supporters (donations and legacies*, and other trading activities) remains around 85% of total income received, which continues to illustrate the clear mandate we hold to act on behalf of the public to protect children.

The amount spent on charitable activities has reduced by £0.3 million to £85.3 million, and we have had to spend more on raising funds and therefore the percentage of our funds spent on directly helping children and families has reduced slightly to 71.7% (2024 73.4%). We have chosen to invest in fundraising infrastructure, including our supporter engagement platform and, for a period, acknowledge that this will have an impact on this metric. However, this still means that for every pound we spend, almost 75 pence** goes on charitable activities.

We would like to thank everyone who stands with us in the fight for every childhood and who continues to support our work.

**Income from supporters included income from donations and legacies (excluding statutory non- performance related grants) and other trading activities.*

***Expenditure on charitable activities is 71.7% (2024: 73.4%) of total expenditure excluding other expenditure. Excluding donated services of £6.9 million (2024: £5.0 million), expenditure on charitable activities would be 75.7% (2024: 76.3%) of total expenditure excluding other expenditure. Donated services are recognised within raising funds (£6.5 million (2024: £4.6 million)) and charitable activities (£0.4 million (2024: £0.4 million)).*

How we helped children

Our ambition over our ten-year strategy is to work with more children and make the biggest impact we can to help prevent child abuse and neglect. This year we spent a total of £85.3 million on charitable activities (2024: £85.5 million) with the amount spent to directly help children and families remaining around 75% of expenditure.**



Expenditure on services for children and families increased slightly by £0.4 million to £25.5 million (2024: £25.1 million). You can read more about the delivery of our direct services throughout the annual report.

Expenditure on Childline and our Schools Service increased by £1.5 million to £25.8 million (2024: £24.3 million). Through 2024/25, Childline has continued to listen to and respond to children and young people's needs for help and support. This year we delivered fewer counselling sessions — around 162,000 (2024: almost 188,000), with the help of over 1,200 volunteer counsellors (2024 over 1,000 volunteer counsellors) who provided over 106,000 hours (2024 over 123,000 hours). Childline continues to face challenges in providing enough capacity during the busiest periods — evenings and weekends are often the hardest shifts to fill with volunteers. During the year the service was restructured to manage the shift pattern of the counsellors to help meet the demand. We're also focusing on recruiting more volunteers and getting them trained as efficiently as possible. Delivery of our Speak out. Stay safe programme through school assemblies remained largely virtual through the year. We delivered assemblies to over 6,300 schools (2024 over 5,600 schools) reaching over 1,500,000 children across the UK (2024 over 1,376,000 children). You can read more about our Childline service and Speak out Stay safe programme on page 24.

**Expenditure on charitable activities is 71.7% (2024: 73.4%) of total expenditure excluding other expenditure. Excluding donated services of £6.9 million (2024: £5.0 million), expenditure on charitable activities would be 75.7% (2024: 76.3%) of total expenditure excluding other expenditure. Donated services are recognised within raising funds (£6.5 million (2024: £4.6 million)) and charitable activities (£0.4 million (2024: £0.4 million)).

Expenditure on child protection advice and awareness decreased by £2.1 million to £27.8 million (2024: £29.9 million). This year we have spent less in this area as we postponed a number of public awareness campaigns. The NSPCC Helpline continues to support adults — including parents, professionals and other members of the public — who have concerns about a child. During the year, our Helpline responded to 69,920 contacts in relation to child welfare (2024: over 75,600). You can read more about our Helpline on page 12.

Expenditure on child protection consultancy remained at £6.2 million (2024: £6.2 million). A major component is our NSPCC Learning activity, where we offer our range of online courses that help organisations and individuals working with children and young people to gain the knowledge and skills they need to keep them safe. In 2024/25, we had over 3 million visitors to the NSPCC Learning website. And we're well on our way to achieving our vision to be the 'go-to' place for safeguarding information, and for training professionals working or volunteering with children. You can read more about our NSPCC Learning on pages 15 and 16.

Expenditure on raising funds increased by £2.6 million to £33.6 million (2024: £31.0 million). This includes increased advertising costs for our awareness and fundraising campaigns, including gifted advertising.

Our efforts over the years to streamline all that we do have enabled us to continually reduce support costs, and to reduce this as a percentage of our total expenditure from 7% in 2012 to just 4% in 2019, which has since been broadly maintained. This year, although support costs increased slightly to £5.6 million, proportionally this is similar to previous years at 4.6% of total expenditure (2024: £5.2 million, 4.4%). Support costs include expenditure on governance activities of £0.5 million (2024: £0.5 million). Governance costs include the cost of internal audit, legal advice, costs associated with meeting constitutional and statutory requirements and strategic planning.

The support we received

This year our total income reduced by £4.4 million to £120.3 million (2024: £124.7 million). Of that, overall income from donations and legacies decreased by £3.5 million to £97.1 million (2024: £100.6 million).

Income from individual giving, including regular donations, reduced again this year by £1.6 million to £41.7 million (2024: £43.3 million), continuing the trend of decline in the number of committed regular giving relationships. Cost of living pressures have persisted over the last 12 months, contributing to a rise in cancellation rates, with committed givers reducing by 22,000 to 380,000 (2024: reducing by 20,000 to 402,000). This year we were able to secure 7,000 new regular donors (compared to 10,000 in 2024).

Legacy income decreased by £4.6 million to £26.2 million (2024: £30.8 million). The decline is partly due to 2024 being the last year of an exceptionally generous gift which totalled £19.7 million over 2021/22–2023/24, with £6m of this received in 2024. In the year, there were 16 gifts over £250,000 with a total value of £8.5 million (2024: 13 gifts over £250,000 with a total value of £11.5 million). This includes a significant gift of £1.25 million.

Income from corporates, trusts and major donors increased by £1.8 million to £17.9 million (2024: £16.1 million). This is primarily due to a significant partnership with Newsquest, who provided £3.7 million marketing services as gifts in kind in the year, offset by the non-continuation of the Omaze partnership reported last year. You can read more about our corporate partners on page 31. The Katherine Martin Charitable Trust (KMCT) donated £3.0m during the year which has been recognised as restricted income across a number of different projects with £1.5 million spent on the delivery of Childline, and the remainder carried forward to be spent on other campaigns including Talk PANTS and online abuse support.

Other voluntary income streams remained relatively consistent with the prior year though reduced slightly as we received £0.3 million of capital income in 2024 to develop one of our service centres.

Income from trading activities increased by £0.3 million to £5.6 million (2024: £5.3 million). This was due to increased income from high value events compared to last year including the Great Chefs Dinner, White Hat Ball, City Fine Wine, and Merry Little Christmas.

Income from charitable activities, received primarily from government and other statutory sources through grants and contracts, decreased by £2.2 million to £13.5 million (2024: £15.7 million). Sales from our bespoke training increased and our elearning sales through NSPCC Learning — which was launched in 2019 — reduced slightly by £0.3 million compared to last year,

with our range of online courses that help organisations and individuals working with children and young people to gain the knowledge and skills they need to keep them safe. In 2024 we received a one-year grant of £1.2 million from the Home Office to support the long-term aim of building public awareness about child sexual abuse and to ensure the provision of accessible expert advice and a confidential reporting mechanism for whistleblowers. This was not repeated in 2025.

Income from supporters (donations and legacies*, and other trading activities) remains above 80% of total income received, which continues to illustrate the clear mandate we hold to act on behalf of the public to protect children. We would like to thank all our supporters for their commitment to the cause and their passion for what we do, which leads them to give generously in so many ways. This support is as vital as it has ever been, and we simply could not reach the children who need us without our supporters standing with us.

Reserves

Total reserves now stand at £125.9 million, an increase of £6.3 million compared to last year.

This reflects:

- unrestricted general funds of £98.7 million (2024: £100.1 million);
- designated funds of £40.0 million (2024: £41.5 million);
- restricted funds of £2.8 million (2024: £1.6 million) and endowment funds of £1.6 million (2024: £1.6 million), offset by the negative pension reserve of £17.2 million (2024: £25.2 million).

The £1.4 million decrease in unrestricted general funds reflects net income for 2024/25 of £1.2 million, partly offset by transfers of £2.3 million, with £2.2 million transferred to the pension reserve for defined benefit contributions paid during the year.

The £1.5 million decrease in designated funds reflects expenditure on projects and fixed asset property depreciation. Designated funds are funds set aside by the trustees out of general funds to cover the value of property fixed assets held, which includes freehold and leasehold properties, or to fund specific future purposes or projects. Designated funds relating to freehold and leasehold properties were £22.6 million, consisting of property fixed assets, with a land value of £1.9 million, investment property value of £1.9 million and depreciating property assets of £15.0 million, and related provision for property dilapidations of £3.8 million. The remaining average depreciation time for these property assets is 31 years. In addition, £17.4 million is held for the furtherance of strategic projects.

The £1.2 million increase in restricted funds reflects additional gifts received in the year from the Katherine Martin Charitable Trust (KMCT) to support our work in the coming year. Restricted funds at 31 March 2025 represent unspent restricted income of £2.6 million, being £1.1 million for our KMCT projects and £1.5 million across a number of projects to end cruelty to children. The remaining balance of £0.3 million relates to capital restricted income, where the asset is yet to be brought in to use.

Endowment funds, being donations where the capital needs to be preserved, have remained at £1.6 million (2024: £1.6 million).

Per our reserves policy, we aim to retain sufficient unrestricted free reserves in a range equivalent to three to six months' forward expenditure. Unrestricted free reserves are calculated as excluding fixed assets included within general funds, adjusted for the actuarial deficit in the pension scheme and investment volatility. We hold these unrestricted free reserves in case of any sudden decline in income, so that we can honour our commitments to children and young people by ensuring contractual obligations to staff, premises and funding partners can be met with confidence.

Our unrestricted free reserves totalled £63.5 million (2024: £59.3 million) and are equivalent to 5.9 months forward expenditure (2024: 5.8 months), which are within our target range.

Investments and cash

Our reserves are largely represented by the amounts that we hold in investments and cash.

The trustees' responsibilities with respect to investments are set out in the Royal Charter and by-laws. These responsibilities are delegated to the Finance, Audit and Risk Committee, which oversees the management of the portfolio.

JP Morgan and Credit Suisse are our investment managers, with each actively managing a mixed portfolio of equities, bonds, and cash deposits with the aim of achieving return goals within risk parameters and applying a set of ethical screens using industry recognised screening tools such as provided by MSCI ESG (Environmental, Social and Governance) Research and ECPI Research.

At 31 March 2025, total investments and cash totalled £126.9 million (2024: £126.9 million). Fixed asset investments totalled £118.8 million (2024: £122.3 million), of which £29.5 million was held in equities (2024: £30.2 million); £42.6 million was held in fixed income bonds (2024: £41.5 million); £43.9 million was held in bank deposits and money market funds (2024: £48.7 million); and £2.8 million in investment property (2024: £1.9 million).

A total of £76.3 million is held by Credit Suisse and JP Morgan (2024: £75.1 million). This increase is due to £7.2 million of investment gains combined with £1.1 million net investment income. The table below shows the performance of our investment managers at 31 March 2025:

Fund manager	Benchmarks used	Fund value 31 March 2025 £'000		Inception	Performance Since Inception %	
JP Morgan	51% BBG Capital Sterling Corporate 1-10yrs 49% MSCI World After Tax	Equities	18,812	1st October 2018	Performance	40.80
		Bonds	19,913		Benchmark	52.84
		Deposits	432			
		Total	**39,157**		**Variance**	**(12.04)**

Credit Suisse	37% Bloomberg GBP Non-Gilts 1-10yr 31% MSCI World Idx TR Net Hdg into GBP 24% Bloomberg GBP Gilts 1-10yr 8% JPMorgan Cash GBP 1M	Equities Bonds Deposits	10,719 22,684 3,695	2nd July 2018	Performance Benchmark	26.79 29.90
		Total	**37,098**		**Variance**	**(3.11)**

The investment managers' performance against their respective benchmarks is monitored closely by the Finance, Audit and Risk Committee. JP Morgan's underperformance versus its benchmark since inception has been impacted by sustainability objectives. Although JP Morgan's performance has been below benchmark, it has delivered a strong overall absolute return since inception.

Current investments and cash were £8.1 million (2024: £4.6 million), comprising operational cash held plus overnight money market investments. The overall return on cash investments for the year ending 31 March 2025 was 4.8% (2024: 4.2%). We also earned rental income of £0.3 million (2024: £0.1 million) from our investment properties.

Pensions

We provide a defined contribution pension scheme available to all staff, operated by Aviva. We also operate a defined benefit scheme.

The non-contributory section of this defined benefit scheme was closed to new members on 1 July 2002, and the contributory section was closed to new members on 1 July 2008. The full scheme was closed to future accrual on 31 December 2009; on closure, members of the scheme had the opportunity to join the defined contribution scheme.

The most recent triennial actuarial valuation, carried out at 31 March 2024, calculated a funding deficit of (£14.9m). Based on this valuation, the Society has agreed with the Pension trustees that it will aim to eliminate the deficit over a period of nine years from 31 March 2024 by the payment of annual contributions of £1.8m until 30th June 2028, rising to £2.5m from 1st July 2028 to 31st March 2033. In addition, and in accordance with the actuarial valuation, the Society has agreed with the trustees that it will pay £0.4m per annum to meet expenses of the scheme and levies to the Pensions Protection Fund.

The next triennial actuarial valuation is due 31 March 2027, with the existing funding arrangements remaining in place until this is finalised, and a new funding plan agreed.

The basis of calculating a pension surplus and deficit for funding purposes is different to the basis that needs to be adopted to determine an accounting valuation under FRS 102. The FRS 102 valuation as at 31 March 2025 reported assets of £102.1 million with liabilities of £119.3 million, giving a deficit of £17.2 million (2024: £25.2 million). This deficit decrease reflects £8.0 million actuarial gains, and expenses of £2.2 million, partly offset by £2.2 million of contributions during the year.

Going concern

When setting the 2025/26 budget, we reviewed our income expectations in light of historic returns and future scenario modelling.

We have considered our risks and opportunities, to ensure that our income targets are realistic, and have aligned our planned services and activities with our expected future short-term income. We have considered our need to balance investment in future income streams to ensure financial longevity, against the desire to do as much as we can for children now, and the potential consequences of upward trends in inflation on our financial position.

Despite management's view that the 2025/26 budget represents a realistic, risk adjusted, view of our expected outcome for the year, we acknowledge that our operating environment continues to reflect some uncertainty. Sensitivity analysis has been prepared to model the impact that unexpected changes in income might have on our overall position and viability. Two scenarios have been considered: firstly, the impact of a worsening of economic and political climate, with higher inflation and reductions in donor contribution and, secondly, the impact of damage from an adverse reputational event. Our budget for 2025/26 has been drawn up to expect a reduction in reserves by the end of the year to support and develop the activities of the Society.

We have assessed projected future income, expenditure and cash flows over the period to 31 March 2027, including additional downside scenarios, and analysed the strength of the Society's reserves, liquid assets and its ability to withstand a short-term material fall in income. In conclusion, the trustees have agreed that there is a reasonable expectation that the Society and its subsidiaries have adequate resources to continue their activities for the foreseeable future. Therefore, we have continued to adopt the going concern basis in preparing the financial statements.



Neil Berkett
Chair, 16 July 2025

Independent Auditors' Report to the Trustees of the National Society for Prevention of Cruelty to Children (NSPCC)

Opinion

We have audited the financial statements of NSPCC ('the charity') and its subsidiaries ('the group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet and Charity Balance Sheet, Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

give a true and fair view of the state of the group's and the parent charity's affairs as at 31 March 2025 and of the group's income and expenditure for the year then ended;

have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;

have been prepared in accordance with the requirements of the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

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

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information contained within the annual report. 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.

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 this gives rise to a material misstatement in the financial statements themselves. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient and proper accounting records have not been kept by the parent charity; or

- the financial statements are not in agreement with the accounting records and returns; 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, the trustees 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 and the parent charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011, and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operate, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005, together with the Charities SORP (FRS 102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity and the group for fraud. The laws and regulations we considered in this context for the UK operations included General Data Protection Regulation, Fundraising regulations, Child Welfare legislation, and Employment legislation.

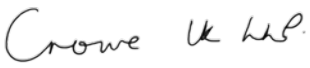
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of legacy and performance related grant income, the valuation of the defined benefit pension scheme liabilities, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, legal counsel and the Finance, Audit and Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Crowe U.K. LLP
Statutory Auditor,

London,

18th July 2025

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.

Crowe U.K. LLP is eligible for appointment as auditor of the charity under regulation 10(2) of the Charities Accounts (Scotland) Regulations by virtue of its eligibility under section 1212 of the Companies Act 2006.

Financial statements



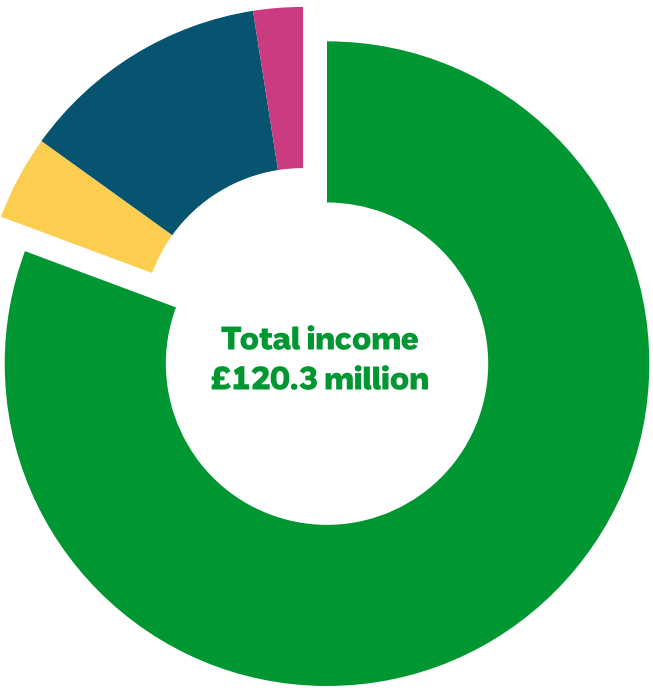
The support we received

Donations and legacies

£97.1 million (80.8%)

Voluntary donations made by our supporters on a regular or one-off basis, including grants which do not have performance-conditions attached.

(£100.6 million in 2024)



Income from carrying out our charitable work

£13.5 million (11.2%)

Income which we receive in the course of carrying out our charitable work. For example, income received from service level agreements with local authorities; government grants; and income received from provision of training and education in child protection to professional groups.

(£15.7 million in 2024)

Other trading activities

£5.7 million (4.7%)

Activities undertaken for the purpose of raising funds to support our charitable work. For example, dinners and balls, auctions, challenge events, sale of Christmas cards and allowing commercial organisations to use our name and logo in their marketing activity.

(£5.3 million in 2024)

Investment income

£4.0 million (3.3%)

Income received from our bank accounts and investment holdings.

(£3.1 million in 2024)

Other

£nil

This includes profit on sale of properties and other capital assets.

(£nil in 2024)

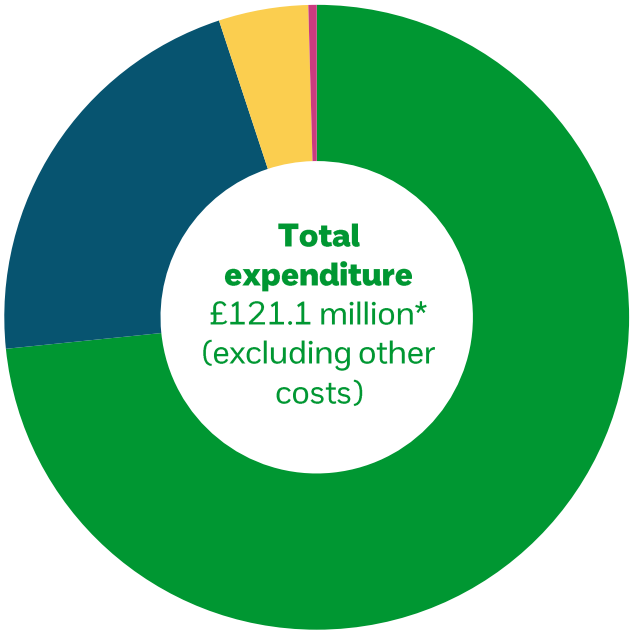
How we helped protect children

Charitable expenditure

£85.3 million (70.4%)

The cost of undertaking direct charitable activities which are defined under the following headings: (£85.5 million in 2024)

- Services for children and families £25.5 million (£25.1 million in 2024)
- Childline and the Schools service £25.8 million (£24.3 million in 2024)
- Child protection advice and awareness £27.8 million (£29.9 million in 2024)
- Child protection consultancy £6.2 million (£6.2 million in 2024)



Raising donations and legacies

£27.0 million (22.3%)

The cost of receiving voluntary donations, attracting new supporters and ongoing supporter care.

(£25.1 million in 2024)

Other trading activities

£6.1 million (4.9%)

The cost of fundraising events, attracting support for our weekly lottery and other trading activities to raise funds to support our work.

(£5.4 million in 2024)

Investment management costs

£0.5 million (0.4%)

The cost of managing our investments.

(£0.5 million in 2024)

Other*

£1.1 million

Costs outside business-as-usual activities, such as restructuring and impairments.

(£1.7 million in 2024)

**Total expenditure was £122.2 million (£118.2 million in 2024) including other expenditure of £3.3 million (£1.7 million in 2024). These costs have been excluded from the figures presented above as they are outside business as usual activities.*

NSPCC Consolidated Statement of Financial Activities
for the year ended 31 March 2025

	Notes	Unrestricted funds £'000	Restricted & endowment funds [i] £'000	Year ended 31 March 2025 £'000	Year ended 31 March 2024 £'000
Income from:					
Donations and legacies	3	83,198	13,945	97,143	100,639
Charitable activities	4	4,516	9,001	13,517	15,701
Other trading activities	3	3,402	2,238	5,640	5,252
Investments	3	3,925	59	3,984	3,142
Total income		**95,041**	**25,243**	**120,284**	**124,734**
Expenditure on:					
Raising donations and legacies	5	26,834	200	27,034	25,140
Other trading activities	5	6,069	13	6,082	5,354
Investment management costs	5	519	3	522	460
Raising funds		**33,422**	**216**	**33,638**	**30,954**
Net income available for charitable application		**61,619**	**25,027**	**86,646**	**93,780**
Expenditure on:					
Services for children and families		16,939	8,534	25,473	25,081
Childline and the schools service		13,156	12,626	25,782	24,313
Child protection advice and awareness		25,956	1,838	27,794	29,894
Child protection consultancy		5,509	720	6,229	6,260
Charitable activities	**5**	**61,560**	**23,718**	**85,278**	**85,548**
Other	5	3,263	-	3,263	1,728
Total expenditure		**98,245**	**23,934**	**122,179**	**118,230**
Net (expenditure)/income before investment gains		**(3,204)**	**1,309**	**(1,895)**	**6,504**
Net gains on investments	13	228	4	232	8,671
Net (expenditure)/income		**(2,976)**	**1,313**	**(1,663)**	**15,175**
Transfer between funds	21	**99**	**(99)**	**-**	**-**
Other recognised losses:					
Actuarial gains / (losses) on defined benefit pension scheme	19	8,011	-	8,011	(1,012)
Net movement in funds		**5,134**	**1,214**	**6,348**	**14,163**
Reconciliation of funds:					
Total funds brought forward		116,385	3,217	119,602	105,439
Total funds carried forward		**121,519**	**4,431**	**125,950**	**119,602**

[i] The net gains on investments shown under Restricted & endowment funds are attributable to permanent endowment investments and along with the allocation of investment management fees are the only movements on the Permanent endowment fund. All other income and expenditure relates to restricted funds. Details of the Permanent endowment fund are given within notes 21 and 22.

There were no other recognised gains and losses other than those listed above and the net income for the year. All income relates to continuing operations.

The Consolidated Statement of Financial Activities with fund comparatives is detailed within note 2.

NSPCC and Consolidated Balance Sheets as at 31 March 2025

	Notes	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Fixed assets					
Tangible assets	11	18,853	18,106	18,853	18,106
Intangible assets	11	3,252	3,041	3,252	3,041
Investments	13	118,800	122,288	118,800	122,288
Total fixed assets		**140,905**	**143,435**	**140,905**	**143,435**
Current assets					
Debtors	14	11,332	13,871	11,184	13,549
Investments	15	7,607	4,210	7,607	4,210
Cash at bank and in hand	15	494	375	469	308
Total current assets		**19,433**	**18,456**	**19,260**	**18,067**
Creditors - amounts falling due within one year	16	(13,211)	(13,514)	(13,068)	(13,155)
Net current assets		**6,222**	**4,942**	**6,192**	**4,912**
Total assets less current liabilities		**147,127**	**148,377**	**147,097**	**148,347**
Provisions for liabilities	17	(3,991)	(3,531)	(3,991)	(3,531)
Net assets excluding pension scheme liability		**143,136**	**144,846**	**143,106**	**144,816**
Defined benefit pension scheme liability	19	(17,186)	(25,244)	(17,186)	(25,244)
Total net assets		**125,950**	**119,602**	**125,920**	**119,572**
Total funds					
Endowment funds	21	1,564	1,563	1,564	1,563
Restricted income funds	21	2,867	1,654	2,867	1,654
Unrestricted funds:					
Designated funds	21	39,994	41,531	39,994	41,531
General funds	21	98,711	100,098	98,681	100,068
Unrestricted funds excluding pension liability		**138,705**	**141,629**	**138,675**	**141,599**
Pension reserve	21	(17,186)	(25,244)	(17,186)	(25,244)
Total unrestricted funds		**121,519**	**116,385**	**121,489**	**116,355**
Total funds		**125,950**	**119,602**	**125,920**	**119,572**

The accompanying notes form part of these accounts.

Approved by the Board of Trustees on 16th July 2025 and signed on its behalf by

Neil Berkett,
Chair

Mark Corbidge
Treasurer

Consolidated Cash Flow Statement
for the year ended 31 March 2025

	Notes	2025 £'000	2024 £'000
Cash flows (used by)/provided from operating activities:			
Net cash (used by)/provided from operating activities	a	(2,167)	7,848
Cash flows from investing activities:			
Dividends and interest from investments		3,984	3,142
Purchase of tangible and intangible fixed assets		(2,916)	(2,331)
Proceeds from sale of investments		56,783	55,518
Purchase of investments		(52,168)	(68,483)
Net cash provided by/(used in) investing activities		**5,683**	**(12,154)**
Change in cash and cash equivalents in the reporting period		3,516	(4,306)
Cash and cash equivalents at the beginning of the reporting period	b	4,585	8,891
Cash and cash equivalents at the end of the reporting period	b	**8,101**	**4,585**

Notes to the cash flow statement

	2025 £'000	2024 £'000
a. Reconciliation of net (expenditure)/income to net cash flow from operating activities		
Net (expenditure)/income	(1,663)	15,175
Adjustments for:		
Depreciation and amortisation charges	1,958	1,964
Gains on investments	(232)	(8,671)
Dividends and interest from investments	(3,984)	(3,142)
Decrease in debtors	1,644	3,395
Decrease in creditors	(303)	(82)
Increase/(Decrease) in other provisions	460	(107)
Difference between pension contributions paid and charges made	(47)	(684)
Net cash provided/(used) by operating activities	**(2,167)**	**7,848**
b. Analysis of cash and cash equivalents		
Cash at bank and in hand	494	375
Current investments	7,607	4,210
Total cash and cash equivalents	**8,101**	**4,585**

Notes to the Consolidated Accounts
for the year ended 31 March 2025

1. Accounting policies

1.1 **Basis of accounting**
The NSPCC is a public benefit entity. The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the Charity's governing document, the Charities Act 2011 and 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 issued in October 2019. The accounts are prepared under the historical cost convention as modified for the revaluation of investments.

After making enquiries, the Trustees have a reasonable expectation that the Charity and its subsidiaries have adequate resources to continue their activities for the foreseeable future. When setting the 2025/26 budget, we reviewed our income expectations in light of historic returns and income modelling. We have considered our risks and opportunities, to ensure that our income targets are realistic, and have aligned our planned services and activities with our expected future short term income. Having assessed projected future income, expenditure and cash flows over the period to 31 March 2026, including additional downside scenarios and analysed the strength of the Charity's reserves, liquid assets and its ability to withstand a short- term material fall in income we have concluded that there is a reasonable expectation that the Charity and its subsidiaries have adequate resources to continue their activities for the foreseeable future. Therefore, we have continued to adopt the going concern basis in preparing the financial statements.

1.2 **Consolidated accounts**
The results of NSPCC Trading Company Limited (the 'Trading Company') and Childline, which are wholly-owned subsidiaries, have been consolidated on a line-by-line basis in the Statement of Financial Activities (SOFA) and Balance Sheet. A summary of the results of the parent charity are given within note 10.

Where Childline is used to describe part of charitable income or expenditure by activity, this does not refer to the results of the statutory entity. Childline, the entity, exists to receive legacy income otherwise not receivable by the NSPCC. Childline, the charitable activity, provides support and advice to ensure that every child is listened to and protected.

NSPCC Pension Scheme Limited, a wholly owned subsidiary, has not been consolidated as it is a dormant entity with no assets or liabilities. The company acts solely as a corporate trustee of the NSPCC Pension Scheme and does not trade on its own behalf.

1.3 **Principal accounting estimates and judgements**
In the application of the Charity's accounting policies, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources.

The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from those estimates and the estimates, along with their underlying assumptions, are continually reviewed. The estimates and underlying assumptions are reviewed on an ongoing 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 both current and future periods.

The following critical judgements have been made in the process of applying the Charity's accounting policies and have the most significant effect on the amounts recognised in the financial statements:

- Legacy income recognition: Income from residuary legacies are recognised when there is entitlement and the income is measurable and probable as detailed within accounting policy 1.5. Legacy income recognised in the year is shown in note 3, and legacies not recognised in the year are detailed in note 23.
- Expenditure allocations: Expenditure is apportioned where it relates to more than one cost category as detailed within accounting policy 1.6.
- The following are the key

sources of estimation uncertainty:

- Actuarial assumptions: See detailed disclosure within note 19.
- Property impairments: See detailed disclosure within note 11.

1.4 **Financial instruments**

Financial assets and financial liabilities are recognised when the Society becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, with the exception of fixed asset investments, as detailed within accounting policy 1.9.

Trade and other debtors are recognised at the settlement amount due after any discount offered and net of the bad debt provision. Prepayments are valued at the amount prepaid net of any trade discounts due. Creditors and provisions are recognised where the Charity 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.

1.5 **Income**

All income is accounted for in the SOFA when the Charity is legally entitled to the income, it is probable that the income will be received, and the amount can be quantified with reasonable accuracy.

For pecuniary legacies the recognition point is normally at the date probate is granted, and residuary legacies are normally recognised when draft estate accounts are available or other suitable information which allows the legacy to be measured with reasonable accuracy. Income is not recognised for legacies which remain subject to a life interest.

Income received from fundraising activities organised by volunteer groups operating under the Charity's control is in many cases received net of related expenditure. An estimate of the expenditure has been calculated according to payments made out of the branch bank accounts and returns sent from the volunteer groups. Income and expenditure have been increased by this amount. The Trustees have concluded that this is a reasonable estimate to use given the cost and administrative effort involved to account for the actual gross branch income.

Gifts in kind and donated services have been included at the lower of their value to the Society and their estimated open market value. No amount has been included for services donated by volunteers.

All grants and contractual payments are included on a receivable basis. Contract income is recognised as performance obligations are satisfied. Grant income with performance related conditions received in advance of delivering specified goods and services, or income with a time restriction placed on it by the donor, is deferred until the donor stipulated criteria are met. Income is also deferred if it is probable it could become refundable. Income from contracted services and performance related grants generated through the delivery of goods and services furthering the objects of the Charity is included under income from charitable activities. This policy applies to both non-government and government grants.

1.6 **Expenditure**

Expenditure is accounted for on an accruals basis and allocated to the appropriate heading in the accounts.

Charitable activities expenditure enables the Society to meet its charitable aims and objectives. Expenditure on raising funds includes expenditure incurred in raising donations and legacies, other trading activities and investment management costs. These costs are regarded as necessary to generate funds that are needed to finance charitable activities.

Expenditure is apportioned where it relates to more than one cost category, such as communication with the public around child protection advice and awareness with the parallel purpose of encouraging potential donors to contribute funds to the Society. The method of apportionment uses the most appropriate basis in each case. Marketing activities with the dual purpose of generating funds and informing the public about child protection are allocated based on content. An analysis of the split between directly attributable costs and allocated costs incurred for fundraising activities and child protection advice and awareness is detailed within note 6.

Support costs are those costs which enable raising funds and charitable activities to be undertaken. These costs include finance, human resources, information systems, communications, property management, legal costs, and governance costs. All support costs are apportioned on the basis of full-time equivalent staff numbers, except costs relating to information systems which are apportioned based on the number of computers and laptops in use.

Redundancy costs are recognised when there is a legal or constructive obligation. Employment related costs and

redundancy costs are detailed within note 8.

Any irrecoverable VAT is included as part of the cost to which it relates. The amount suffered in the year is detailed within note 5.

1.7 **Fund Accounting**

General funds - these are funds given freely to the organisation that can be applied at the discretion of the Trustees in accordance with the Society's charitable objects.

Designated funds - these are funds set aside by the Trustees out of general funds, to cover the value of property fixed assets and investment property held, or to fund specific future purposes or projects.

Restricted funds - these are funds received for undertaking an activity specified by the donor when making the gift, or may result from the terms of an appeal for funds.

Endowment funds - these are funds where the assets must be held permanently by the Society, principally in the form of investments. Endowment funds are not shown separately on the SOFA on the basis of materiality but are detailed within note 21. Income received from endowments is added to the appropriate fund in accordance with any restriction placed upon it. Any capital gains or losses arising on the investments form part of the fund.

Further explanation of the nature and purpose of each fund is detailed within note 21.

1.8 **Tangible and intangible fixed assets**

Tangible and intangible fixed assets are stated at cost. Depreciation and amortisation is calculated to write off the cost of fixed assets by equal annual instalments over their expected useful lives as follows:

Freehold property 50 years
Leasehold property the shorter of the lease term or 50 years
Furniture, fittings and equipment 2 - 5 years
Intangible assets 2 - 5 years
No depreciation is provided on freehold land.

Tangible and intangible fixed assets costing less than £2,000 are not capitalised, and are written off in the year of purchase. Technology hardware refresh projects that purchase individually insignificant items but that in aggregate are over £100,000 are capitalised in order to reflect the hardware's pattern of use.

Impairment reviews on fixed assets are conducted on an annual basis and if found to have a carrying value materially higher than its recoverable amount, it is written down accordingly. As part of the impairment review, an assessment is performed to record properties at the lower of net book value and recoverable amount. Fair value is estimated through property valuations which are conducted triennially by an independent valuer. The valuation, which conforms to International Valuation Standards, was arrived at by reference to market evidence of transaction prices for similar properties.

1.9 **Investments**

Other than investments in subsidiaries, which are stated at cost, and donated shares as in the paragraph below, investments are stated at fair value (market value) through the SOFA.

Investment properties are held by the Society to earn rentals or for capital appreciation, or both rather than for use by the entity. Investment properties are initially recognised at cost which includes purchase cost and any directly attributable expenditure. They are subsequently held at fair value with the fair value assessment being conducted triennially by an independent valuer. The valuation, which conforms to International Valuation Standards, was arrived at by reference to market evidence of transaction prices for similar properties.

No depreciation is provided on the investment properties and changes in fair value are recognised in the SOFA.
Rental income from operating leases is recognised as income from investments in the SOFA on a straight-line basis over the term of the lease.
Donated shares that come with a requirement that they be held for a fixed period or are infrequently traded are included in the balance sheet at the lower of market value if available and a value assessed by the Trustees. This value is reviewed by the Trustees at each balance sheet date.
Investment income is recognised gross of costs when the Charity is entitled to it, it is probable that it will be received, and it can be reliably measured.
Realised and unrealised gains and losses are combined in the appropriate section in the SOFA.

1.10 **Pension costs**

The NSPCC defined benefit scheme is closed to new entrants and to further accrual. The assets of the scheme are held separately from those in the group, in a separate trustee administered fund. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent currency and term to the scheme liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the balance sheet. Whilst the scheme includes a provision to allow the Society to claim a refund after the payment of all outstanding benefits, the scheme trustees retain full

discretion over whether to grant such a refund and may instead apply any balance of assets to augment members' benefits. As such, the Society does not recognise an asset in respect of potential future refunds. Full actuarial valuations are obtained triennially.

The amounts charged in expenditure are gains and losses on settlements and curtailments. These are included as part of staff costs together with losses and gains due to benefit changes which are recognised immediately if the benefits have vested. The net amount of interest cost and the discount rate applied to the assets are included within other expenditure. Actuarial gains and losses are recognised immediately under Other recognised gains and losses.

Costs incurred in relation to the defined contribution scheme are included in staff pension costs. Costs recognised are equivalent to the contributions in the year and are recognised on an accruals basis and any unsettled amounts are included in other creditors.

1.11 **Operating leases**
Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

1.12 **Tax**
The NSPCC as a registered charity is exempt from tax under Chapter 3 of Part 11 to the Corporation Tax Act 2010 or Section 256 of the Taxation for Chargeable Gains Act 1992, to the extent surpluses are applied to its charitable purposes. No corporation tax charge has arisen in the Charity's subsidiaries since all their profits are gifted to the NSPCC.

1.13 **Cash flow**
The Society meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemption in relation to presentation of a cash flow statement in respect of its separate financial statements, which are presented alongside the consolidated financial statements.

2. Consolidated Statement of Financial Activities with fund comparatives

	Unrestricted funds £'000	Restricted & endowment funds £'000	Year ended 31 March 2025 £'000	Unrestricted funds £'000	Restricted & endowment funds £'000	Year ended 31 March 2024 £'000
Income from:						
Donations and legacies	83,198	13,945	97,143	86,176	14,463	100,639
Charitable activities	4,516	9,001	13,517	5,018	10,683	15,701
Other trading activities	3,402	2,238	5,640	3,173	2,079	5,252
Investments	3,925	59	3,984	3,093	49	3,142
Total income	**95,041**	**25,243**	**120,284**	**97,460**	**27,274**	**124,734**
Expenditure on:						
Raising donations and legacies	26,834	200	27,034	24,831	309	25,140
Other trading activities	6,069	13	6,082	5,320	34	5,354
Investment management costs	519	3	522	456	4	460
Raising funds	**33,422**	**216**	**33,638**	**30,607**	**347**	**30,954**
Net income available for charitable application	**61,619**	**25,027**	**86,646**	**66,853**	**26,927**	**93,780**
Expenditure on:						
Services for children and families	16,939	8,534	25,473	15,299	9,782	25,081
Childline and the schools service	13,156	12,626	25,782	10,987	13,326	24,313
Child protection advice and awareness	25,956	1,838	27,794	26,761	3,133	29,894
Child protection consultancy	5,509	720	6,229	5,540	720	6,260
Charitable activities	**61,560**	**23,718**	**85,278**	**58,587**	**26,961**	**85,548**
Other	3,263	-	3,263	1,728	-	1,728
Total expenditure	**98,245**	**23,934**	**122,179**	**90,922**	**27,308**	**118,230**
Net (expenditure)/income before investment gains	**(3,204)**	**1,309**	**(1,895)**	**6,538**	**(34)**	**6,504**
Net gains on investments	228	4	232	8,570	101	8,671
Net (expenditure)/income	**(2,976)**	**1,313**	**(1,663)**	**15,108**	**67**	**15,175**
Transfer between funds	**99**	**(99)**	**-**	**96**	**(96)**	**-**
Other recognised gains/(losses):						
Actuarial gains/(losses) on defined benefit pension scheme	8,011	-	8,011	(1,012)	-	(1,012)
Net movement in funds	**5,134**	**1,214**	**6,348**	**14,192**	**(29)**	**14,163**
Reconciliation of funds:						
Total funds brought forward	116,385	3,217	119,602	102,193	3,246	105,439
Total funds carried forward	**121,519**	**4,431**	**125,950**	**116,385**	**3,217**	**119,602**

3. Analysis of income from raised funds

	2025 £'000	2024 £'000
Donations and legacies:		
Individual giving including regular donations	41,668	43,291
Legacies	26,218	30,832
Regional and community fundraising	10,291	9,035
Corporates, trusts and major donors	17,943	16,075
Schools fundraising	468	499
Other donations and gifts	555	907
Total	**97,143**	**100,639**
Other trading activities:		
Fundraising events	3,539	3,182
Sale of goods and other activities*	2,101	2,070
Total	**5,640**	**5,252**
Investments:		
Dividends	400	385
Interest	3,333	2,632
Investment property	251	125
Total	**3,984**	**3,142**

*Other activities include sponsorship, promotions, training, sundry sales, lotteries and rental income, none of which are individually material.

Donated goods and services amounted to £6,929,000 (2024 £4,970,000), of which £6,314,000 (2024 £4,309,000) has been recognised within corporates, trusts, and major donors; £352,000 (2024 £350,000) within Regional and community fundraising; and £263,000 (2024 £311,000) within Other donations and gifts.

Donations and legacies include £9,000 (2024 £250,000) income received for a capital purpose recognised within other donations and gifts.

Income from donations and legacies includes £5,728,000 from non-performance related grants (2024 £5,785,000), of which £884,000 are government grants (2024 £614,000). £2,500,000 was received from People's Postcode Lottery (2024 £2,600,000), recognised within corporates, trusts, and major donors. There were no unfulfilled conditions or other contingencies relating to government grant income recognised in the year. None of the income received from government grants has been used to fund political campaigning.

Although required to disclose the aggregate donated by trustees the Society recognises that all of our trustees give their time on a voluntary basis and make valuable non-financial contributions. Total trustee donations of £51,000 (2024 £37,000) have been received in the year, of which £36,000 (2024 £36,000) was restricted.

4. Analysis of income from charitable activities

Income raised by the following child protection activities:

	Statutory funding		Non-Statutory funding			
	Contracts and fees	Performance related grants	Contracts and fees	Performance related grants	**Total 2025**	**Total 2024**
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Services for children and families	836	4,828	56	41	5,761	6,465
Childline and the schools service	-	1,997	4	-	2,001	1,920
Child protection advice and awareness	34	573	72	264	943	2,161
Child protection consultancy	385	714	3,713	-	4,812	5,155
Total	**1,255**	**8,112**	**3,845**	**305**	**13,517**	**15,701**

Statutory funding includes income received from government, government agencies and similar bodies whether local, national or international.

Income from charitable activities includes £8,417,000 from performance related grants (2024 £10,119,000), of which £8,112,000 are government grants (2024 £9,804,000). There were no unfulfilled conditions or other contingencies relating to government grant income recognised in the year. Other forms of government assistance include income from statutory contracts and fees of £1,255,000 (2024 £1,365,000). None of the income received from government grants has been used to fund political campaigning.

Statutory contracts and fees include donated services and facilities under service level agreements (SLAs) of £10,000 (2024 £10,000) in respect of premises and other facilities which have been recognised as gifts in kind.

5. Analysis of total expenditure

	Notes	Direct Costs £'000	Support Costs £'000	Total 2025 £'000	Total 2024 £'000
Expenditure on raising funds:					
Expenditure on raising donations and legacies:					
Individual giving including regular donations		7,946	264	8,210	8,808
Legacies		2,278	69	2,347	2,268
Regional and community fundraising		5,460	263	5,723	5,646
Corporates, trusts and major donors		9,364	240	9,604	7,639
Schools fundraising		853	44	897	609
Other donations and gifts		241	12	253	170
Total		**26,142**	**892**	**27,034**	**25,140**
Expenditure on other trading activities:					
Fundraising events		3,776	127	3,903	3,546
Sale of goods and other activities		2,131	48	2,179	1,808
Total		**5,907**	**175**	**6,082**	**5,354**
Investment management costs		522	-	522	460
Total expenditure on raising funds	**6**	**32,571**	**1,067**	**33,638**	**30,954**
Expenditure on charitable activities:					
Services for children and families		24,133	1,340	25,473	25,081
Childline and the schools service		24,235	1,547	25,782	24,313
Child protection advice and awareness	6	26,469	1,325	27,794	29,894
Child protection consultancy		5,916	313	6,229	6,260
Total expenditure on charitable activities		**80,753**	**4,525**	**85,278**	**85,548**
Other expenditure:					
Dilapidations		289	-	289	86
Restructuring		796	-	796	100
Defined benefit pension costs (see note 19)		2,178	-	2,178	1,542
Total other expenditure		**3,263**	**-**	**3,263**	**1,728**
Total expenditure		**116,587**	**5,592**	**122,179**	**118,230**

Included in total expenditure is irrecoverable Value Added Tax of £4,655,000 (2024: £4,653,000). The partially recoverable percentage has stayed at 3% (2024 3%). Wholly irrecoverable VAT has increased by £744,000 from £1,899,000 to £2,643,000).

Included in total expenditure are grant payments of £2,732,000 (2024 £3,292,000) which are grants to Blackpool council for delivery of services for the Big Lottery funded 'Better Start' programme.

The Society undertakes annual property impairment reviews, comparing the properties' net book value to value in use. Properties identified with a net book value in excess of value in use are written down to the higher of market value or value in use.

During the year, the Society completed a full review of the potential liability to dilapidations at the end of the leases on occupied buildings. The provision is calculated based on average historic landlord claims received. The movement on the provision reflects both changes in the average landlord claims and changes in properties occupied by the Society.

The restructuring costs relate primarily to the cost of redundancies (see note 8).

The activities underlying the costs above under each heading are:

Services for children and families — Work with children, young people, families, and communities throughout Great Britain, Northern Ireland and the Channel Islands to provide preventive, therapeutic, and assessment services across the United Kingdom. The services work in partnership with local authorities and Local Safeguarding Children Boards, health services, and other statutory and voluntary agencies; and children and young people's participation activities.

Childline and the Schools Service — Work to provide accessible support and advice to ensure that every child is listened to and protected. Childline includes: a free 24-hour helpline (telephone, online and automated text services) for children and young people to access advice and support from trained counsellors; and work with schools to educate children about how to protect themselves.

Child protection advice and awareness — Work in partnership with adults across the UK, empowering them to take action on behalf of children. This includes: the NSPCC Helpline (telephone and online services) providing advice and support to adults; the Child Trafficking Advice Centre (CTAC); the provision of comprehensive and expert information services; public campaigning and government lobbying; and activities to raise awareness and influence behaviour within adult audiences.

Child protection consultancy — Work with organisations, networks, and professionals that come into contact with children, challenging them to ensure that children are protected from harm. This includes: the provision of training and consultancy services; use of the NSPCC's authorised person status; work in partnership with other bodies; and representation on boards and committees where the NSPCC can influence change.

Expenditure on raising donations and legacies — promoting the awareness of the NSPCC and its work to create the income flow needed to support our activities.

Expenditure on other trading activities — investing in products and organising events to create the income flow needed to support our activities.

Total expenditure is stated after charging:	2025 £'000	2024 £'000
Operating lease rentals:		
Land and buildings	958	935
Other	171	152
Fees payable to the Charity's auditor for:		
Statutory audit of the Charity and Group accounts	104	100
Statutory audit of the Charity's subsidiaries' accounts	9	8
Total audit fees	**113**	**108**
Other assurance services	4	4
Total non-audit fees	**4**	**4**
Charges on owned assets:		
Depreciation and amortisation	1,958	1,964
Impairment	-	-
Trustees' expenses:		
Trustees' travel, subsistence and other expenses	6	4

Our Trustees are based all over the United Kingdom and give their time on a voluntary basis; the trustees are not entitled to and did not receive any remuneration or other benefits during the year (2024 £nil).

Total trustee expenses of £6,000 (2024 £4,000) were incurred in the year, in respect of ten trustees (2024 ten). In addition, the Society paid indemnity insurance in respect of the trustees of £16,000 (2024 £16,000).

The trustee expenses disclosed above were incurred solely in furtherance of their duties. Trustee expenses include travel, subsistence and other incidental expenses reclaimed or paid directly by the Charity.

Maria Neophytou, a member of the ELT of the NSPCC, is also a Trustee and Director of Warren House Group at Dartington (trading as Dartington Design Lab). During the year, the NSPCC paid a total of £57,352 to this company for Consultancy work on the Early Years and Baby Steps projects. This work was awarded through an open tender process to select and approve the contract, which Maria was not a part of.

6. Child protection advice and awareness

As part of its mission to end cruelty to children, and in accordance with its Royal Charter, the NSPCC undertakes a broad range of publicity and educational work aimed at influencing adults. It aims to work in partnership with adults across the UK, empowering them to take action on behalf of children. Expenditure of this nature:

- makes the public aware of the incidence and effects of child abuse and everyone's shared responsibility to act to stop it;
- provides comprehensive and expert advice and information on child protection to professionals and other relevant parties;
- provides advice, guidance, and support to adults who are concerned about the welfare of a child or young person, enabling them to take appropriate action;
- informs the public and fellow professionals about the NSPCC's own action to protect children and young people through its services for them and their families.

Communication with the public through child protection advice and awareness has a parallel purpose of encouraging potential donors to contribute funds to achieve the mission of the NSPCC.

	2025		2024	
	Raising funds £'000	Child protection advice and awareness £'000	Raising funds £'000	Child protection advice and awareness £'000
Charged directly	17,499	14,920	14,765	17,195
Allocated costs	15,072	11,549	15,225	11,471
Direct costs allocated	**32,571**	**26,469**	**29,990**	**28,666**
Support costs allocated	1,067	1,325	964	1,228
Total	**33,638**	**27,794**	**30,954**	**29,894**

Expenditure incurred each year is, where possible, charged directly to raising awareness or raising funds. Where there is more than one purpose, costs are shared between the activities in proportion to the work undertaken. For example, marketing materials are evaluated by content.

7. Allocation of support costs

Type of cost	Raising funds £'000	Charitable activities £'000	Total 2025 £'000	Total 2024 £'000
Central management and administration	637	2,609	3,246	3,206
Premises, infrastructure and communications	335	1,526	1,861	1,519
Governance	95	390	485	514
Total support costs allocated	**1,067**	**4,525**	**5,592**	**5,239**

Central management and administration costs includes the relevant proportion of human resources, legal services, and risk management; and central finance including procurement and transaction processing.

Premises, infrastructure ,and communications are costs which enable the buildings and NSPCC facilities to operate effectively — this includes provision of information system services and internal and external communications.

Governance cost are costs associated with the governance arrangements of the NSPCC, including internal and external audit costs, legal advice for trustees, and costs associated with constitutional and statutory requirements.

Support costs are allocated on the basis of relevant full time equivalent staff numbers. Information Systems support costs are allocated on the basis of personal and laptop computers in use.

8. Employees

Total staff costs recognised in the year	2025 £'000	2024 £'000
Wages and salaries	58,251	54,062
Social security costs	6,025	5,438
Pension costs	8,611	7,594
Other forms of employee benefits	311	346
Total	**73,198**	**67,440**

Redundancy costs of £779,000 have been paid (2024 £50,000). The amount expensed in the

accounts, not included in the above table, is £810,000 (2024 £50,000), of which £31,000 is provided for (2024 £nil).

Included within pension costs of £8,611,000 (2024: £7,594,000) are costs relating to the defined contribution scheme of £6,433,000 (2024: £6,052,000) and costs relating to the defined benefit scheme of £2,178,000 (2024: £1,542,000). Pension costs in relation to the defined benefit pension scheme are detailed within note 19.

Other forms of employee benefits include life assurance and car allowances, where applicable.

The average number of employees on the payroll for the year was 1,636 (2024: 1,648). The average number of employees, calculated on a full-time equivalent basis for the year, was 1,484 (2024: 1,468). The NSPCC operates a family-friendly policy including part-time work and job-sharing. The above numbers include staff responsible for the management and support of the volunteers.

The average number of employees, calculated on a full-time equivalent basis, analysed by function was:

	2025 Number	2024 Number
Activities to end cruelty to children	1,116	1,105
Raising funds	213	220
Support and governance	155	143
Total	**1,484**	**1,468**

The number of employees whose total employee benefits (excluding employer pension and national insurance costs) for the reporting period amounted to over £60,000 was as follows:

	2025 Number	2024 Number
£180,001-£190,000	-	1
£150,001-£140,000	1	-
£140,001-£150,000	2	1
£130,001-£140,000	-	2
£120,001-£130,000	3	2
£110,001-£120,000	-	1
£100,001-£110,000	1	1
£90,001-£100,000	7	5
£80,001-£90,000	14	8
£70,001-£80,000	25	21
£60,001-£70,000	45	41
Total	**98**	**83**

The table above does not include termination benefits paid in the year. If these were included, two additional employees would be included in banding £60,000-£70,000, one in banding £70,000-£80,000, one less in banding £80,000-£90,000 and one in £120,000-£130,000. In 2024, there were no changes in bandings.

Key management personnel (Executive Leadership team) - Group and Charity	2025 £'000	2024 £'000
Total employee benefits* received by the ELT for their services during the year	1,185	1,288

*Employee benefits are all forms of consideration paid by a charity in exchange for the service rendered by employees and include all remuneration, salary, employer's pension and national insurance contributions and any termination payments made.

9. Contribution from volunteers

We are very grateful to our large and hugely supportive volunteer base. Some work tirelessly to raise funds for our work, whilst others work directly with children, young people and families through our services such as being a trained volunteer counsellor for our Childline service or delivering our Schools Service.

Our Childline service delivers 24/7 support to children throughout the year. Our Childline counselling service delivered almost 162,000 counselling sessions (2024: almost 188,000 sessions) with the help of 976 volunteer counsellors (2024: over 1,000 volunteer counsellors), providing over 106,000 hours (2024: over 123,000 hours).

Our Speak out Stay safe service delivers assemblies and workshops in primary schools to equip pupils with the knowledge and resilience to protect themselves from abuse, and the confidence to seek help. This year the assemblies continued to be completed virtually, and we delivered assemblies to over 6,300 schools (2024: delivered virtual assemblies to over 5,600 schools), reaching over 1,538,000 children across the UK (2024: reaching over 1,376,000 children).

Supporting our fundraising team, there are a number of Special Events Committees, Volunteer and Business Boards, each focusing on NSPCC activities they feel particularly passionate about, and where their skills and expertise can be best utilised. Our Board and Committee members use their expertise and contacts from their own fields of business, employing a range of fundraising techniques — from corporate introductions to charity event creation, securing major gifts and legacies, and raising awareness. In the year, the Boards and Committees supported our fundraising team in generating income of £8,515,000 (2024: £6,063,000).

We have 122 branches and 313 districts (2024 150 branches and over 474 districts) raising funds around the UK, with around 2,800 members (2024 around 2,800 members) who raised over £2,052,000 (2024 almost £1,500,000) in the year through organising local community fundraising events.

In addition, there are approximately 67 volunteers (2024 approximately 53 volunteers) working in our service centres across the country in a range of roles, primarily providing support through our young witness in Northern Ireland.

Given the absence of a reliable measurement basis, donated services from our volunteers are not included within the financial statements. This is in line with the requirements of the Charities SORP (FRS 102).

10. Subsidiary companies and their activities

The Charity has three wholly owned subsidiaries. Information and financial data on Childline and NSPCC Trading Company Limited are detailed below. The NSPCC Pension Scheme Limited acts solely as a corporate trustee of the NSPCC Pension Scheme, does not trade on its own behalf, and has no assets or liabilities.

NSPCC Trading Company Limited

NSPCC Trading Company Limited (NSPCC Trading) is incorporated in the UK (Company registration number 00890446). The main activities consist of corporate sponsorships, fundraising events, sale of goods — including Christmas cards, and income from promotional activities.

A summary of the NSPCC Trading results are below. The information is taken from the audited accounts for the company and therefore includes transactions undertaken with the NSPCC.

Profit and loss account	NSPCC Trading 2025 £'000	NSPCC Trading 2024 £'000
Revenue	1,116	649
Cost of sales	(66)	(83)
Gross profit	**1,050**	**566**
Net operating costs	(200)	(302)
Operating profit	**850**	**264**
Amount gift aided to NSPCC	(850)	(264)
Retained profit for the year	-	-
Assets, liabilities and funds:		
Assets	528	789
Liabilities	(498)	(759)
Total funds including 100 ordinary shares of £1 each	**30**	**30**

NSPCC Trading runs fundraising events that benefit the NSPCC. As such the NSPCC has been charged a management fee to cover these costs plus a commission totaling £1,306,000 (2024 £1,132,000). Revenue includes £38,000 in commission for fundraising events (2024 £33,000). In addition, NSPCC Trading pays the NSPCC £10,000 for the use of the NSPCC logo (2024 £10,000) and £576,000 in staff and building costs (2024 £576,000).

Profits from NSPCC Trading are gift aided to the NSPCC at the value of the taxable profits under a deed of covenant arrangement.

Childline

Childline is a charitable company limited by guarantee, registered in England and Wales and incorporated in the UK (company registration number 2622689, charity registration number 1003758). Childline the entity exists to receive legacy income otherwise not receivable by the NSPCC. These funds are paid by way of a grant to the NSPCC.

A summary of the Childline results are below. The information is taken from the audited accounts for the charitable company and therefore includes transactions undertaken with the NSPCC.

	Childline 2025 £'000	Childline 2024 £'000
Total income	1,480	1,579
Total expenditure	(1,480)	(1,579)
Net expenditure	**-**	**-**
Reconciliation of funds:		
Total funds brought forward	-	-
Funds balance carried forward	**-**	**-**
Assets, liabilities and funds:		
Assets	126	33
Liabilities	(126)	(33)
Total funds	**-**	**-**

NSPCC results (excluding subsidiaries)
A summary of the results of the parent charity are below.

	NSPCC excluding subsidiaries 2025 £'000	NSPCC excluding subsidiaries 2024 £'000
Total income	118,760	123,260
Total expenditure	(120,655)	(116,756)
Net gains/(losses) on investments	232	8,671
Net income	**(1,663)**	**15,175**
Actuarial gains/(losses) on defined benefit pension scheme	8,011	(1,012)
Net movement in funds	**6,348**	**14,163**
Reconciliation of funds:		
Total funds brought forward	119,572	105,409
Funds balance carried forward	**125,920**	**119,572**

Total income for the NSPCC excluding subsidiaries, includes the gift aid donation from the NSPCC Trading Company Limited of £850,000 (2024 £264,000) and the grant from Childline of £1,480,000 (2024 £1,579,000).

11. Tangible and intangible fixed assets

Group and Charity	Freehold property £'000	Leasehold property £'000	Furniture, fittings, and equipment £'000	Total Tangible assets £'000	Total Intangible assets £'000	Total Fixed assets £'000
Cost						
1 April 2024	25,694	10,989	7,850	44,533	13,251	57,784
Additions	27	628	1,179	1,834	1,082	2,916
Disposals	-	(249)	(593)	(842)	(2,222)	(3,064)
31 March 2025	**25,721**	**11,368**	**8,436**	**45,525**	**12,111**	**57,636**
Depreciation and amortisation						
1 April 2024	10,987	8,818	6,622	26,427	10,210	36,637
Depreciation and amortisation	381	194	512	1,087	871	1,958
Disposals	-	(249)	(593)	(842)	(2,222)	(3,064)
31 March 2025	**11,368**	**8,763**	**6,541**	**26,672**	**8,859**	**35,531**
Net book value						
31 March 2025	**14,353**	**2,605**	**1,895**	**18,853**	**3,252**	**22,105**
31 March 2024	14,707	2,171	1,228	18,106	3,041	21,147

Intangible assets represent the cost of software development and other computer software.

The Society undertakes annual property impairment reviews, comparing the properties' net book value to value in use. Properties identified with a net book value in excess of value in use are written down to the higher of market value or value in use.

Depreciation and amortisation are recognised as an expense in the SOFA. The expense is charged or apportioned to the relevant SOFA headings reflecting the assets use.

12. Capital commitments

There were capital commitments of £477,000 at 31 March 2025 (2024 £55,000).

13. Investments

Group and Charity	Equities £'000	Bonds £'000	Bank deposits £'000	Investment properties £'000	Total 2025 £'000	Total 2024 £'000
Market value at 1 April	30,227	41,458	48,713	1,890	122,288	100,320
Received from Legacies	-	-	-	895	895	332
Purchases at cost	5,587	11,788	34,793	-	52,168	68,483
Disposals at carrying value	(5,513)	(10,768)	(40,502)	-	(56,783)	(55,518)
Realised (loss)/ gain on investments	(683)	(80)	89	-	(674)	788
Unrealised (loss)/gain on investments	(86)	199	793	-	906	7,883
Value at 31 March	**29,532**	**42,597**	**43,886**	**2,785**	**118,800**	**122,288**
Historical cost as at 31 March	23,121	45,963	41,788	2,198	113,070	117,142

The majority of fixed investments are held with and managed by Credit Suisse and JP Morgan. Bank deposits also include £39,762,000 of deposits held directly (2024 £45,260,000). Investments are accounted for as detailed within accounting policy 1.9.

With reference to FRS 102 properties that are held to generate rental income are included within investments properties. This year part of our Head Office has been let out in order to generate rental income ,and therefore this has been transferred from tangible fixed assets to investments properties. These properties are leased to not-for-profit organisations however, as their activities are not in line with NSPCC charitable objectives, these elements of the properties are classified as investment properties. These properties have been revalued based on an independent property valuations carried out as at 31 March 2024. The lease for the previous investment property was renewed in February 2024 on comparable terms.

Future minimum lease payments for rent receivable under non-cancellable operating leases on investment properties are:

Group and Charity	Total 2025 £'000	Total 2024 £'000
Less than 1 year	193	193
Between 1 and 5 years	173	245
Total	**366**	**438**

14. Debtors

	Group		Charity	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Trade debtors	582	943	533	895
Amounts owed by group undertakings	-	-	479	433
Prepayments	3,438	2,743	3,018	2,111
Accrued income	4,441	7,269	4,315	7,235
Other debtors	2,871	2,916	2,839	2,875
Total	**11,332**	**13,871**	**11,184**	**13,549**

Amounts owed to by group undertakings are non-interest bearing and repayable on demand.

15. Current investments and cash at bank and in hand

	Charity			
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Current investments	7,607	4,210	7,607	4,210
Cash at bank and in hand	494	375	469	308
Total	**8,101**	**4,585**	**8,076**	**4,518**

Current investments represent monies invested through the NSPCC's bankers in short-term money market instruments, and available for return on demand.

16. Creditors: amounts falling due within one year

	Group		Charity	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Trade creditors	2,250	1,938	2,228	1,723
Accruals	4,820	4,930	4,793	4,886
Deferred income (see note 18)	1,711	1,863	1,617	1,763
Taxation and social security	1,533	1,469	1,533	1,469
Grants payable	2,068	2,509	2,068	2,509
Other creditors	829	805	829	805
Total	**13,211**	**13,514**	**13,068**	**13,155**

17. Provisions for liabilities

Group and Charity	Dilapidations on leasehold properties £'000	Other £'000	Total £'000
Carrying amount at 1 April 2024	3,482	49	3,531
Additions and remeasurement	538	171	709
Amounts utilised against the provision	(249)	-	(249)
Carrying amount at 31 March 2025	**3,771**	**220**	**3,991**
Commitments are likely to be met:			
Within one year	1,177	220	1,397
After one year and less than five years	1,596	-	1,596
After five years	998	-	998
Total	**3,771**	**220**	**3,991**

The provision for dilapidations on leasehold properties relates to the estimated future cost of landlord claims at the end of the lease. The provision is calculated based on average historic landlord claims received. The movement on the provision reflects both changes in the average landlord claims and changes in properties occupied by the Society.

No discounting has been applied to any of the provisions as the effect of this would be immaterial.

18. Deferred income

	1 April 2024 £'000	Deferred £'000	Released £'000	31 March 2025 £'000
Statutory sources	35	104	(35)	104
Other non-statutory sources	396	441	(396)	441
Income from fundraising activities	1,332	1,072	(1,332)	1,072
Total for the Charity	**1,763**	**1,617**	**(1,763)**	**1,617**
Income from fundraising activities	100	94	(100)	94
Total for the Group	**1,863**	**1,711**	**(1,863)**	**1,711**

The main reasons for deferrals are as follows:

	Group		Charity	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Performance related grant conditions not met	217	-	217	-
Potentially refundable income received for future events	1,166	1,432	1,072	1,332
Other deferrals	328	431	328	431
Total	**1,711**	**1,863**	**1,617**	**1,763**

19. NSPCC pension schemes

The NSPCC operates both a defined contribution and a defined benefit pension scheme which require contributions to be made to separately administered funds for the benefit of the employees. Further details of these schemes are provided below.

NSPCC defined contribution pension scheme

The pension costs for the year in relation to the defined contribution pension scheme were £6,433,000 (2024 £6,052,000). As at 31 March 2025, £553,000 was outstanding and included in creditors (2024 £523,000). Expenditure is allocated to the appropriate heading in the accounts on the basis of full-time equivalent staff numbers.

NSPCC defined benefit pension scheme

The Society operates a defined benefit scheme in the UK. This is a separate trustee administered fund holding the pension scheme assets to meet long term pension liabilities. A full actuarial valuation was carried out at 31 March 2021 and this has been updated to 31 March 2025 by a qualified actuary, independent of the scheme's sponsoring employer. The present value of the defined benefit obligation, the related current service cost and past service cost were measured using the projected unit credit method. The major assumptions used by the actuary are shown below.

This most recent triennial actuarial valuation showed a deficit of £23,300,000. Based on this valuation, the Society has agreed with the trustees that it will aim to eliminate the deficit over a period of five years and six months from 31 March 2021 by the payment of annual contributions (payable monthly) of £1,800,000. In addition to the annual contributions, it was agreed that a lump sum of £11,400,000 would be paid by 31 December 2021. In addition and in accordance with the actuarial valuation, the Society has agreed with the trustees that it will pay £425,000 per annum (payable monthly) to meet expenses of the scheme and levies to the Pensions Protection Fund (previously £475,000 per annum).

Present values of defined benefit obligation, fair value of assets and defined benefit asset:

Group and Charity	31 March 2025 £'000	31 March 2024 £'000
Fair value of plan assets	102,100	113,328
Present value of defined benefit obligation	(119,286)	(138,572)
Defined benefit liability to be recognised	**(17,186)**	**(25,244)**

Reconciliation of opening and closing balances of the defined benefit obligation:

	31 March 2025 £'000	31 March 2024 £'000
Defined benefit obligation at start of period	138,572	141,089
Interest expense	6,498	6,622
Actuarial gains	(19,311)	(2,803)
Benefits paid	(6,473)	(6,336)
Defined benefit obligation at end of period	**119,286**	**138,572**

Reconciliation of opening and closing balances of the fair value of plan assets:

	31 March 2025 £'000	31 March 2024 £'000
Fair value of plan assets at start of period	113,328	116,174
Interest income	5,316	5,469
Actuarial losses	(11,300)	(3,815)
Contributions by the Society	2,225	2,225
Administrative Costs	(996)	(389)
Benefits paid	(6,473)	(6,336)
Fair value of plan assets at end of period	**102,100**	**113,328**

The actual return on the plan assets over the period ended 31 March 2025 was a loss of £5,894,000 (2024 gain of £1,654,000).

Defined benefit costs recognised in the Statement of Financial Activities

	31 March 2025 £'000	31 March 2024 £'000
Expenses	996	389
Net interest cost	1,182	1,153
Defined benefit costs recognised in expenditure	**2,178**	**1,542**
Actuarial losses on assets	(11,300)	(3,815)
Actuarial gains on liabilities	19,311	2,803
Actuarial gains/(losses) on defined benefit pension scheme	**8,011**	**(1,012)**

Assets:	2025 £'000	2024 £'000
Equity instruments	-	10,873
Cash and cash equivalents	8,889	8,350
Other	93,211	94,105
Total assets	**102,100**	**113,328**

None of the fair values of the assets shown above include any direct investments in the Society's own financial instruments or any property occupied by, or other assets used by, the Society.

Expenses include £21,000 Pension Protection Fund levy (2024 £43,000) and £15,000 pension regulator fee (2024 £15,000).

Assumptions:	2025 £'000	2024 £'000
Discount rate	5.70% pa	4.80% pa
Inflation (pre and post 2030)	3.20% pa	3.30% pa
Inflation (CPI Pre 2030)	2.30% pa	2.30% pa
Inflation (CPI Post 2030)	3.10% pa	3.20% pa

The mortality assumptions adopted at 31 March 2025 imply the following life expectancies:	Life expectancy at age 65 (Years)
Male retiring in 2025	20.4
Female retiring in 2025	23.6
Male retiring in 2045	21.4
Female retiring in 2045	24.7

20. Operating lease commitments

Total of future minimum lease payments for the Group and Charity under non-cancellable operating leases for each of the following periods:

Group and Charity	Land and buildings 2025 £'000	Other 2025 £'000	Land and buildings 2024 £'000	Other 2024 £'000
Not later than one year	904	-	779	3
Later than one year and not later than five years	590	-	712	-
Total	**1,494**	**-**	**1,491**	**3**

21. Endowment, restricted, and designated funds

Permanent endowment funds Charity	Balance 1 April 2023 £'000	Income £'000	Expenditure £'000	Gains / (losses) £'000	Transfers £'000	Balance 31 March 2024 £'000	Income £'000	Expenditure £'000	Gains / (losses) £'000	Transfers £'000	Balance 31 March 2025 £'000
Permanent endowment fund	1,437	-	(4)	101	-	1,534	-	(3)	4	-	1,535
N Knatchbull endowment fund	10	-	-	-	-	10	-	-	-	-	10
M Glaister fund	10	-	-	-	-	10	-	-	-	-	10
A Sykes fund	9	-	-	-	-	9	-	-	-	-	9
Total permanent endowment funds	**1,466**	**-**	**(4)**	**101**	**-**	**1,563**	**-**	**(3)**	**4**	**-**	**1,564**
Restricted funds											
Charity											
Childline restricted funds received by NSPCC including funding received from the Child's Voice Appeal for the Helpline Development Project	167	11,716	(11,569)	-	(14)	300	9,168	(9,406)	-	-	62
Activities to end cruelty to children funded by other restricted donations	1,405	5,652	(6,070)	-	15	1,002	5,528	(5,115)	-	(13)	1,402
Capital Projects, including Acquisition of Buildings	80	267	-	-	(97)	250	34	-	-	(34)	250
Details are given below in respect of restricted funds where separate disclosure is required by the funder:											
Childline and NSPCC Helpline funded by the Department for Education	-	2,000	(2,000)	-	-	-	2,000	(2,000)	-	-	-
Childline Foyle Helpline in Londonderry funded by the Department of Education Northern Ireland	-	159	(159)	-	-	-	159	(159)	-	-	-
Childline counselling staff salaries in Northern Ireland funded by the Department of Health, Social Services & Public Safety (DSSHPS) of Northern Ireland	-	23	(23)	-	-	-	23	(23)	-	-	-
"A Better Start" project in Blackpool funded by the Big Lottery Fund	-	4,952	(4,952)	-	-	-	4,359	(4,359)	-	-	-
Building public awareness about child sexual abuse set out in the Tackling Child Sexual Abuse Strategy 2021 funded by the Home Office.	-	1,447	(1,447)	-	-	-	241	(241)	-	-	-
Childline in Wales funded by the Welsh Government 'Children and Families Organisation' (CFOG)	-	90	(90)	-	-	-	90	(90)	-	-	-
Northern Ireland Young Witness Support Service funded by the Department of Justice Northern Ireland	-	467	(467)	-	-	-	467	(467)	-	-	-
Community Potential in Plymouth funded by the National Lottery Community Fund	128	55	(81)	-	-	102	52	(95)	-	(52)	7
Practitioner Salaries delivering 'Pregnancy in Mind' in Northern Ireland funded by Community Foundation Northern Ireland	-	7	(7)	-	-	-	-	-	-	-	-
Delivery of 'Letting the Future In' and scale-up in England and Wales funded by the Home Office	-	359	(359)	-	-	-	365	(365)	-	-	-
Delivery of 'Letting the Future In' Project in South Wales funded by the South Wales Police and Crime Commissioner	-	48	(48)	-	-	-	30	(30)	-	-	-
Grant from the Welsh government towards the Safeguarding campaign	-	-	-	-	-	-	23	(7)	-	-	16
Katherine Martin Charitable Trust For the delivery of Childline Service	-	-	-	-	-	-	1,500	(1,500)	-	-	-
Katherine Martin Charitable Trust for the delivery of Talk PANTS for the next five years.	-	-	-	-	-	-	501	(74)	-	-	427

Katherine Martin Charitable Trust for the delivery of core NSPCC Services in Grimsby during the financial year of 25/26	-	-	-	-	-	-	502	-	-	-	502
Katherine Martin Charitable Trust to enable the NSPCC to deliver a national campaign on tackling the rise in online sexual abuse arising from self-generated images	-	-	-	-	-	-	201	-	-	-	201
Delivery of 'Domestic Abuse, Recovering Together' Project in South Wales Funded by the South Wales Police and Crime Commissioner	-	12	(12)	-	-	-	-	-	-	-	-
Provide bilingual 'Pantosaurus' books to all primary schools and libraries in Wales funded by the Welsh Government.	-	20	(20)	-	-	-	-	-	-	-	-
Total restricted funds	**1,780**	**27,274**	**(27,304)**	**-**	**(96)**	**1,654**	**25,243**	**(23,931)**	**-**	**(99)**	**2,867**
Total restricted and endowment funds	**3,246**	**27,274**	**(27,308)**	**101**	**(96)**	**3,217**	**25,243**	**(23,934)**	**4**	**(99)**	**4,431**
Designated funds											
Charity											
Freehold and leasehold properties	21,684	-	(597)	658	504	22,249	-	(575)	-	944	22,618
Strategic spend	15,960	6,000	(1,789)	-	(889)	19,282	-	(1,418)	-	(488)	17,376
Total designated funds	**37,644**	**6,000**	**(2,386)**	**658**	**(385)**	**41,531**	**-**	**(1,993)**	**-**	**456**	**39,994**
Other unrestricted funds											
Charity											
General funds	89,434	89,232	(84,766)	7,912	(1,744)	100,068	92,445	(91,478)	228	(2,582)	98,681
Total general funds for the Charity	**89,434**	**89,232**	**(84,766)**	**7,912**	**(1,744)**	**100,068**	**92,445**	**(91,478)**	**228**	**(2,582)**	**98,681**
Subsidiary companies											
NSPCC Trading Company Limited	30	649	(649)	-	-	30	1,116	(1,116)	-	-	30
Childline	-	1,579	(1,579)	-	-	-	1,480	(1,480)	-	-	-
Total general funds for the Group	**89,464**	**91,460**	**(86,994)**	**7,912**	**(1,744)**	**100,098**	**95,041**	**(94,074)**	**228**	**(2,582)**	**98,711**
Pension reserve	(24,915)	-	(1,542)	(1,012)	2,225	(25,244)	-	(2,178)	8,011	2,225	(17,186)
Total funds for the Group	**105,439**	**124,734**	**(118,230)**	**7,659**	**-**	**119,602**	**120,284**	**(122,179)**	**8,243**	**-**	**125,950**

Income within general funds for the Charity excludes the gift aid donation of £850,000 (2024 £264,000) from NSPCC Trading Company Limited and the grant of £1,480,000 from Childline (2024 £1,579,000).

Transfers include £2,225,000 transferred from general funds for payments in relation to pensions (2024 £2,225,000), and £944,000 to designated funds in relation to property additions. In 2024, £504,000 was transferred from designated funds in relation to property disposals.

22. Analysis of group net assets between funds

Fund balances are represented by:

	Unrestricted				2025	Unrestricted				2024
	General £'000	Designated £'000	Restricted £'000	Endowment £'000	Total funds £'000	General £'000	Designated £'000	Restricted £'000	Endowment £'000	Total funds £'000
Tangible and intangible fixed assets	5,148	16,957	-	-	22,105	4,270	16,877	-	-	21,147
Investments	97,970	19,266	-	1,564	118,800	99,553	21,172	-	1,563	122,288
Current assets and liabilities	(416)	3,771	2,867	-	6,222	(194)	3,482	1,654	-	4,942
Provisions	(3,991)	-	-	-	(3,991)	(3,531)	-	-	-	(3,531)
Total net assets excluding pension reserve	**98,711**	**39,994**	**2,867**	**1,564**	**143,136**	**100,098**	**41,531**	**1,654**	**1,563**	**144,846**
Pension reserve	(17,186)	-	-	-	(17,186)	(25,244)	-	-	-	(25,244)
Total net assets	**81,525**	**39,994**	**2,867**	**1,564**	**125,950**	**74,854**	**41,531**	**1,654**	**1,563**	**119,602**

23. Legacies

The NSPCC has been notified of 787 legacies (2024: 822 legacies) which have not been included within the financial statements as they do not yet meet the income recognition criteria. This includes seven pecuniary legacies which have an average value of £12,175 (2024: 37 cases with an average value of £4,400). Pecuniary legacies are only recognised once notification of probate is received. The remaining 674 are residuary legacies, which have an average value of £57,904 (2024: 785 cases with an average value of £46,779). Residuary legacies are normally recognised once draft accounts are received or other information which allow them to be measured with reasonable accuracy. Included within the above figures are seven pecuniary legacies (2024: 7) and 124 residuary legacies (2024: 135) which are not recognised because they are subject to a life interest.

The NSPCC waived the rights to two legacy entitlements totalling £7,505 (2023: two totalling £600) related to claims made by the family of the deceased on the basis that the claim reflected the deceased's wishes.

24. Related party transactions

Related party transactions with and between wholly owned subsidiaries are detailed as follows. Further details on subsidiaries and their activities are provided in note 10.

	2025 £'000	2024 £'000
Management charge (payable by NSPCC to NSPCC Trading)	1,306	1,132
Logo licence fee (payable by NSPCC Trading to NSPCC)	10	10
Staff and building costs (payable by NSPCC Trading to NSPCC)	576	576
Profits distributable under Gift Aid (payable by NSPCC Trading to NSPCC)	850	264
Profits distributable under Gift Aid (payable by Childline to NSPCC)	1,480	1,579

Related party transactions with NSPCC Pension Scheme are disclosed in note 19. Related party transactions with the Trustees are detailed within in notes three and five. There were no transactions with other related parties in the year.

25. Post balance sheet events

In June 2025, the trustees of The Katherine Martin Trust approved donations to the NSPCC totaling £15 million. This income is split between a £5 million Permanent Endowment fund in support of our work in Grimsby and Northeast Lincolnshire, and a £10 million restricted gift towards our work in schools. The NSPCC received these funds in June.

NSPCC offices

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Weston House, 42 Curtain Road,
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Tel: 020 7825 2500

National and regional hubs

Cymru/Wales National Office and Hub

Diane Engelhardt House, Treglown Court, Dowlais Road, Cardiff CF24 5LQ
Tel: 02920 108 081

Northern Ireland National Office and Hub

Unit 7, The Lanyon Building,
Jennymount Business Park, North Derby Street, Belfast BT15 3HN
Tel: 028 2044 1524

Scotland National Office

3rd Floor, Templeton House,
62 Templeton Street,
Glasgow, G40 1DA
Tel: 0141 212 3844

London and South East Regional Hub

Alexandra Ciardi House,
7-8 Greenland Place, Camden,
London NW1 0AP
Tel: 020 3772 9905

North East, Yorkshire and the Humber Regional Hub

Suite 1-3 5th Floor,
St Johns Offices, Albion Street,
Leeds, LS2 8LQ
Tel: 01274 381 440

North West Regional Hub

Hargreaves Centre

112 Great Homer Street, Liverpool, L5 3LQ
Tel: 0151 556 1000

Midlands Regional Hub

Jenny Farr House, 1 Cranmer Street, Nottingham, NG3 4GH
Tel: 0115 960 5481

South West and Channel Islands Regional Hub

5 Little London Court,
Albert Street,
Swindon, SN1 3HY

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NSPCC

Together, we can stop child abuse and neglect — by working with people and communities across the UK and Channel Islands to prevent it, transforming the online world to make it safer for children, and making sure every child has a place to turn for support when they need it.

We campaign for change. We work with schools to help children understand what abuse is and support them to speak out and feel safe. Childline is there for young people when they need us. And the NSPCC Helpline is ready to respond to adults with any worry about a child. We develop services in local communities to stop abuse before it starts and help children recover, so it doesn't shape their future.

And, above all, we work together — because we can't stop child abuse alone. Everyone has a part to play in keeping children safe. By building a bigger team, we can give more children the safety and support they need. Every pound you raise, every petition you sign, every minute of your time, will make a difference. Together, we can change children's lives.

nspcc.org.uk

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THE NATIONAL SOCIETY FOR THE PREVENTION OF CRUELTY TO CHILDREN

England & Wales - Charity number 216401

Accounts

NSPCC



Annual Report and Accounts 2023/24

EVERY CHILDHOOD IS WORTH FIGHTING FOR

Protecting children today, preventing abuse tomorrow

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Welcome



Welcome from our chair

It gives me huge pride to present you with this year's annual report, marking three years of progress on our ambitious long-term strategy. The report speaks for itself in demonstrating the talent, hard work and sheer determination of our employees, volunteers, supporters and partners to make a difference to children and young people across the UK and Channel Islands.



And it's thanks to their tireless dedication that we have taken such huge strides forward in our mission to keep children safe, as well as supporting parents and families to thrive from a child's earliest moments.

Our strategy is clear, and its three central goals have never been more embedded at the heart of everything we do. We continue to encourage everyone to play their part in keeping children safe from harm. We have seen significant advances this past year in our efforts to keep every child safe online. And crucially, we continue to make sure that children and young people feel heard and listened to – that they are empowered and supported to help design and build the society they would like to see.

The UK, and the world, continues to be a challenging environment for young people and families. The cost of living remains high, children's services remain under strain, and conflicts and instability around the world are adding to children's worries about the society they will inherit. Amid this difficult picture, it's more important than ever that young people have somewhere to turn, and that we are here to listen.

The voices of young people continue to be fundamental to every pillar of our work. Everything from our policy and campaigns work, to providing much-needed services to children, to generating the funds that sustain them and is informed by them. And so much of the social safety net the NSPCC provides is dependent on our indispensable volunteers who, alongside our employees, supporters and partners, keep lifelines like Childline and the Helpline open to the children and families who need them. Crucially, none of those vital services would be possible without the generosity and good will of our supporters, who continue to donate much-needed funds.

It is that unwavering support which not only funds our ongoing work, but which gives us the drive to carry on. It proves that our work is not only worthwhile but absolutely essential to the young people we serve.

It would be remiss of me not to pay tribute to more than a decade of service of our Chief Executive, Sir Peter Wanless, without whom the NSPCC would not be the organisation it is today. During his tenure, Peter has led the NSPCC with wisdom, courage, humility, resilience and, above all else, integrity. He has focussed our efforts on listening to children and young people and then placing the NSPCC where and how they need us to be - today and tomorrow. Peter has worked tirelessly to reposition the organisation further up the prevention end of the spectrum and he has been instrumental in ensuring the NSPCC works in true partnership with others, acting as the rallying point for children, inspiring and enabling everyone to play their part in ending child abuse and neglect. Furthermore, he has always championed the experiences and the contribution of our people - our supporters, our volunteers and our staff - acknowledging and valuing effort and, the positive, lasting impacts made for children and young people. Peter will be missed by us all and, as Chair of the Board of Trustees, both personally, and on behalf of the Board, I would like to thank him for his unrivalled contribution over that time, and for positively impacting the lives of so many young people across the country – through his tenure and beyond.

Finally, the Board and I would like to extend our most sincere thanks to you – every one of our employees, volunteers, donors, supporters and partners whose unwavering support is critical in helping us to be there, to keep our children and young people safe.



Neil Berkett
Chair of trustees








PETER
NSPCC
PROJECTS





Welcome from our chief executive

The past year has brought with it yet another raft of challenges and worries for babies, Children and young people. Those have included the enduringly high cost of living, escalating conflicts around the world, rapid advances in artificial intelligence technology and all the excitement and uncertainty that came with a sudden General Election.



Alongside all this, rising numbers of our children and young people are grappling with their mental health, unhealthy relationships, the risks associated with their online presence and a future in which most of them foresee prospects that don't represent an advance on what was experienced by their parents. All of these are issues that our Childline counsellors and our NSPCC practitioners support children with daily, making sure that whatever their worries, no child bears them alone.

In 2023/24, Childline service carried out 187,999 counselling sessions for children and young people across the UK and Channel Islands, with mental and emotional health and wellbeing; family relationships; friendship issues being among the top concerns. Increasing numbers also found support through the Childline website and our online message boards.

The year saw a huge win for young people as the Online Safety Act entered into law, compelling technology companies to do more to help keep young people safe on their platforms. We will be influencing its implementation closely and encouraging its enforcement as it aims to protect future generations of children from harm online. Alongside other children's charities we have also championed "Children at the Table" in an effort to see the influence and impact on young people's lives being considered much more explicitly in the decisions made by Government.

This year we have also extended our offer of support to parents. The launch of our Public Awareness Campaign brought with it refreshed parenting advice and guidance on our website, covering everything from toddler tantrums to teen relationships. We are determined to ensure our relevance to every family, offering advice for a host of parenting anxieties while also continuing to

provide robust support to children at risk of or already experiencing abuse and neglect.

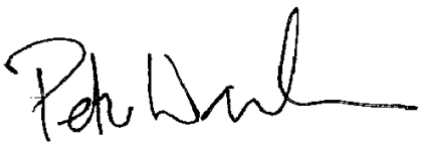
In that vein, our Listen Up, Speak Up campaign scaled up this year. At the time of writing, over 54,000 people have signed up. By sharing essential safeguarding information, we're making it easier for everyone to play their part in keeping children safe.

Our support for professionals who work with children is delivered via our NSPCC Learning website. Last year over 2.3 million visitors accessed our safeguarding information, resources and training, cementing our status as an industry leader in this area.

It has been a great privilege to serve the NSPCC for the past 11 years. As I pass the reins onto my successor, I'm confident this very special charity will continue in its vital work to the benefit of so many children – by supporting those in need, ensuring children are heard at the top tables of Government, and providing services which give children at risk of being failed a chance to thrive.

It is only with your support that we can achieve those goals – and together I know that we will meet them.

My sincere thanks to you all.



Sir Peter Wanless,
Chief Executive Officer

Hello from our Young People's Board for Change

The NSPCC's Young People's Board for Change is instrumental in offering a young person's viewpoint to the incredible work the NSPCC does to keep children safe. If the organisation is going to truly 'work together' to protect children and young people, it is vital that it has access to the perspective and experiences of young people themselves, allowing us to help shape priorities and decision making.



To be part of that process is a privilege and I know that all of us on the Young People's Board for Change feel that the responsibility we hold, to support the work of the NSPCC, is also a great honour. We all want to support this important agenda and make an impact by young people, for young people.

Reflecting on the past 14 months since I applied for a place on the board has really been quite inspiring. I cannot believe how many projects and activities we have had the opportunity to be involved in. Working as a team has allowed us to share the huge number of opportunities and focus on the topics we are individually committed to. The Participation Team have been amazing at making everyone feel welcome and included, and keeping sessions a balance of important, serious content and of course, fun.

Our first task in April 2023 was to create our own manifesto, based on the priorities we all care most about. It was interesting to get to know the other board members and hear them speak so eloquently and passionately about the issues that they feel matter to young people today. I was already an ambassador for the TIRED movement, which drives change to improve inclusivity in dance education. I was able to raise my concerns about lack of representation of the global majority in dance and the safety of young people in clubs that are not protected by a governing body.

The most exciting project I have been involved in was a live event in London for Childline with Cocoa Magazine. It was all about considering how to better listen to and support children and young people from black, Asian and ethnically minoritised communities. We met some celebrities and heard a range of views, including from the Childline teams themselves, about

the incredible work they do when children are most at risk, and how they want to be a service that reaches all children.

I can hardly believe that I am halfway through my time on the board, and I am so excited to see what the next year brings. In May, we kicked off with our residential, where we met each other in person for the first time. We are all different ages, from different cities, and with such different experiences of growing up in the UK today. Our discussions are so interesting because we have so many perspectives to share, yet we all care so much about helping to make a difference.

Thank you so much for this opportunity. I cannot wait to see what comes next.

Lily Reyes, Age 14
Member of YPBC



Our strategy

Our vision
What we want to achieve for children by 2031:

Together, we can stop child abuse and neglect.

Through the collective power of our staff, volunteers, supporters and partners, and our 100 years of experience, we will move closer to achieving that goal.

The difference we want to make:

Outlined below are the three areas we must address in order to make the most progress towards our overall vision to **stop child abuse and neglect.**

1

Everyone plays their part to prevent child abuse

We'll work together to make it easier for everyone to play their part and create a social safety net that prevents child abuse and neglect.

2

Every child is safe online

Together, we'll transform the online world, so it's safe for every child to go online.

3

Children feel safe, listened to and supported

More children will be able to speak out, so they feel safe, listened to and understood – and abuse doesn't shape their future.

Why these three areas?

Our strategy is driven by children's experiences in the UK and Channel Islands. And it's built on our strengths, credibility and experience, along with insight from our staff, volunteers, and those we work with.

Each of these focus areas contribute something different. On their own, they will see us making significant and necessary changes for children. And they build on each other – collectively, making change across these three areas will make a huge impact for children.

Our guiding principles

Our seven principles will shape and guide everything we do: influencing how we work together and how we support children and young people.

We will:

- Focus more on preventing child abuse and neglect
- Be inspired and led by children
- Work in partnership
- Embed equality, diversity and inclusion
- Inspire more people to be there for children
- Be trauma informed
- Build on our strengths

To effectively deliver our strategy, we have drawn out seven principles that will shape and guide everything we do for children and young people.



Focus more on preventing child abuse and neglect

Prevention is in our name; it's at the heart of what we do. We'll continue to prevent abuse and neglect from happening in the first place and concentrate on stopping it faster once it's started.



Be inspired and led by children

We'll involve children and young people in our work and decision-making through meaningful participation. We'll continue to listen to them, learn from them, and be inspired by them.



Work in partnership

We'll work together with everyone – from schools to local authorities and corporate partners – to reach more children and prevent child abuse and neglect. And, by working together with communities, we'll strive to be nationally significant and locally relevant – balancing our responsibility as a national charity with responding to local need.



Embed equality, diversity and inclusion

We believe every childhood is worth fighting for. Together, we'll remove real and perceived barriers to inclusion and diversity. Because recognising, embracing and valuing difference leads to improvements for all.



Inspire more people to be there for children

We'll inspire more people to be there for children, to keep children safe and make the biggest difference to children's lives, together.



Be trauma informed

All of our work with children will be underpinned by an understanding of trauma. We'll help others with this too – developing a shared awareness of trauma and making sure all children get the response and support they need.



Build on our strengths

We're drawing on over 100 years of experience. We'll do the things we do well – that others can't, won't or don't do. We'll do more to be present in communities, understand their needs and work with them to shape what we do.

Objectives and achievements

Throughout the third year of our 2021-31 strategy, we put children and families' needs at the forefront of our work, while continuing to cement the internal foundations for achieving our ten-year goals.

As we approach year four of our strategy, we move forward acknowledging our achievements, while maintaining focus on the continued delivery of our strategic programmes. Together, these will help prevent child abuse and neglect.



We've made good progress against the targets we set ourselves for our impact framework measures. In 2023/24, we met or exceeded 46% of our targets and were close to target for a further 26%. This section of the report summarises what we achieved under each of our three impact goals between 1 April 2023 and 31 March 2024.



Our impact goals

Goal 1 – everyone plays their part to prevent child abuse

Our strategy is structured around what we will do, what we will enable and what we will influence. We need everyone to play their part to prevent child abuse and neglect. That's why we work in partnership with others, often in local communities, influencing the changes we'd like to see in the world.



We are there to support adults who work or volunteer with children, and adults who need our support to keep children safe. None of this would be possible without the continued efforts of our supporters.

Overall, the Number of times we enabled others to safeguard children sat near target at the end of 2023/24. Within this we exceeded target Helpline calls, Podcast Listens and, attendances at our How Safe Conference. Within this measure a number were also below target, notably E-learning completions which we think is due to a decrease in the education sector's training budget.

The number of times we influenced policy changes was on target this year, however the overall number of supporters we can contact decreased, falling below target along with the number of volunteers.

The number of times we enabled others to better safeguard children

NSPCC Helpline

NSPCC Helpline is a free service, offering advice, guidance and support to any adult with a concern about a child. We want everyone, from parents and professionals to the wider public, to know that they can contact the service – whatever their worry, and without hesitation.

In 2023/24, NSPCC Helpline responded to over 75,600 contacts from people with concerns about a child's welfare, 17% above target and 28% more than last year. Contacts about neglect continue to increase, accounting for around 27% of contacts handled.

The NSPCC Helpline also runs specific lines in partnership with external agencies. 26 commissioned helplines were operational this year and they handled a total of 1,930 child welfare contacts. Currently, this includes partnerships with holiday companies, where we work together to identify safeguarding incidents that involve UK residents travelling overseas.

Listen up Speak up

Having run a pilot in 2022/23, this year we launched a new bilingual campaign, Listen up Speak up, to support more adults to know what to do if they have concerns about a child. In our recent YouGov polling, 30% of UK adults surveyed said that they have had concerns that made them think a child may be experiencing abuse or neglect. But one in five didn't act on those concerns. Our new, free, 10-minute digital training helps adults to learn what to do if they're ever worried about a child. Over 54,000 people have signed up to the campaign.

Our work in local communities

Together for Childhood

Together for Childhood is an ambitious, 10-year NSPCC initiative that uses a place-based approach to build and sustain local community partnerships. These partnerships are designed to understand, share and promote a preventative approach to ending child abuse. This year, Together for Childhood events were attended by parents, carers and the public over 6,854 times and 8,018 times by professionals.

Local campaigns

This year, local campaigns events were attended by parents, carers and the public over 9,634 times, 20% above target and 6,791 times by professionals, 15% below target. Our local campaigns include Talk PANTS and Look Say Sing Play, which is a set of resources that supports higher quality interaction between parents and their babies.

2023 marked the tenth anniversary of our Talk PANTS campaign. Talk PANTS helps parents and schools talk to children in an age-appropriate way about sexual abuse. Over 1.1 million parents of children aged 3-8 said they had had at least one conversation with their children about PANTS in the last year.

In 2023/24, our Local Campaigns team also started to run face-to-face and virtual workshops throughout the UK as part of Listen up Speak Up.

Blackpool Better Start

Blackpool Better Start is a 12-year Lottery Funded programme which started in 2015. It supports speech and language, diet and nutrition, and social and emotional development of children aged four and under across Blackpool. This is achieved by working with statutory partners and the local community to create systems change and deliver evidence-based interventions.

The NSPCC Centre for Early Child Development delivers directly to children and families through the Community Connector Service. This service provides community-based signposting and support to families. This helps engage families in early years services and identifies unmet needs. Connectors provided support to parents 2,253 times this year, 25% below target. This was to 818 individual parents, which benefitted 936 children aged 0-3.

Additionally, the Home Learning Environment Community Based groups are delivered by Children Services Practitioners. These groups support early learning and engage families in wider provision across the town through Family Hubs. These groups have had 2,111 attendees, made up of 672 individual parents and 649 children aged 0-3. As a result of improvements to services for pregnant women and children 0-3 across the town, Blackpool families have received over 25,000 contacts with partners delivering across the partnership.

Supporting professionals to keep children safe

Throughout the year we continued to develop our NSPCC Learning website, we had almost 3million visits to safeguarding content on our NSPCC Learning website. Our goal is to be the UK's centre of excellence on safeguarding information, guidance and training. We provide high-quality resources and learning, including through our extensive library catalogue and national case reviews collection. We aim to improve the practice of people who work and volunteer with children, enabling them to recognise and respond to signs of child abuse and neglect.

Our series of NSPCC Learning and Child Protection in Sport Unit podcasts had almost 40,000 listens, 32% more than target and 37% more than last year. Our elearning courses were completed over 54,000 times, 16% below target. By the end of the year, we had over 100,000 subscribers to our weekly CASPAR (Current Awareness Service for Policy, Practice and Research) email, keeping people up-to-date with all the latest developments in the world of child protection.

How Safe Conference

Our flagship conference for safeguarding professionals took place in June 2023. It focused on child protection in a cost-of-living crisis. Our keynote speaker, Professor Sir Michael Marmot, University College London Institute of Health's Equity Director, reflected on the challenges facing children and young people in 2023 and called for change to better protect children. The online

event brought together experts from health, social work, education, policy development and delivery. 484 professionals attended the event, 21% more than target.

Influencing national laws and policy frameworks

We know that preventing abuse is a task that's much bigger than the NSPCC. Making sure that laws and systems have children's needs rooted into them is key to keeping children safe. This year, we influenced 13 policy and practice changes, achieving target. This included:

- the Online Safety Act;
- advocating for compulsory relationship and sex education in schools in Northern Ireland;
- addressing the 'baby blind spot' in the implementation of The Promise in Scotland;
- securing new Elective Home Education Guidance in Wales;
- making the case for specific regulatory guidance for tech companies that will help prevent and tackle online violence against women and girls; and
- strengthening Public Prosecution Service guidance for prosecuting cases of domestic abuse.



Ahead of the general election, we joined forces with Action for Children, Barnardo's, National Children's Bureau and The Children's Society to launch the 'Children at the Table' campaign. We want all political parties to commit to making childhoods safer, happier and healthier, with all children having more equal access to opportunities right across the UK.

Independent Inquiry into Child Sexual Abuse (IICSA)

Following the publication of IICSA's final report in October 2022, we have pressed for the UK Government to take forward the recommendations that would help transform the response to victims and survivors. This has included leading a coalition of children's organisations advocating for the Victims and Prisoners Bill to be strengthened. This would make sure young survivors' needs are met and they can access specialised support wherever they live in England.

Since IICSA has concluded, the baton needed to be picked up. We are now playing a core role in coordinating – survivors, charities, law enforcement, frontline public sector organisations, health and sport bodies – to ensure the evidence, research and findings from IICSA's work are taken forward to prevent child sexual abuse in the future, through the 'IICSA Changemakers'. This is a group of 65 organisations, facilitated by the NSPCC.

This group has come together as an informal coalition to help inspire a national mission to prevent child sexual abuse and provide much improved support to victims and survivors. The IICSA Changemakers recognise the importance of working collectively to make sure the prevention of child sexual abuse, and support for victims and survivors, is given a much greater priority in public life.

In their first year, the Changemakers have spoken collectively at numerous events. They've explained the need for collaboration that's required across sectors and Government departments to deliver the recommendations of the inquiry. These conversations took place with Government at party conferences, and with parliamentarians at cross-party events in Westminster. Alongside this were structured conversations with practitioners and academics at events such as Care Knowledge's hosted webinars, reaching over 600 individuals and organisations.

They have submitted (as a collective of over 65 organisations) consultation responses on mandatory reporting, the criminal compensation scheme and online harm regulations. Every consultation has sought to support survivors' voices from the existing IICSA work and draw on survivor networks supported across the changemaker network. The Changemakers work alongside organisations such as the Office for National Statistics, who are developing an improved data mechanism for capturing the scale and nature of abuse.

Goal 2: Every child is safe online

Impact goal two focuses on ensuring that:

- Children and young people have safe and healthy online experiences
- Children who experience online harm and abuse are supported
- Effective regulation and compliance mechanisms are in place
- Providers of online products put child safety at the heart of their design
- Adults play their part to keep children safe



Online Safety Act

After six years of campaigning by the NSPCC, we finally have an Online Safety Act focused on keeping children safe online. This is a huge step towards making the internet a safer place. The Act means that tech companies running social networking sites or search engines must promote online safety. They now have to tackle illegal material and content that is harmful to children, conduct regular risk assessments, and properly enforce age limits. We worked closely with parliamentarians, civil society and the Government to ensure the final Act can deliver change for children, including by securing a number of important amendments to strengthen the child protection measures in the new legislation.



To make sure companies meet these new legal requirements, the Government has placed the independent regulator Ofcom in charge of enforcing the regulatory framework and raising awareness around online safety. Over 147,635 supporters joined our campaign to bring about this change. We're now working to make sure children's voices are heard, so the regulation has impact.

Our Young People's Board for Change played a significant role in bringing about the Online Safety Act. They helped shape the NSPCC vision and policy, attended multiple Parliamentary events, spoke directly to decision makers, and attended Party Conferences and fringe events. In October 2023, they joined us in Parliament to celebrate the passing of the Act.

Research and influencing on child safety online

We were fortunate to be able to undertake research and influencing activity that helped secure the Online Safety Act, supported by a grant from the Oak Foundation.

We have also started to build working relationships with the new regulator Ofcom. By sharing research and insight from young people, inputting into consultations and working directly with the regulator, we have influenced the initial implementation of the new legislation.

Throughout 2023 and 2024, we published a series of policy briefings and research reports.

These covered topics including:

- how virtual reality can put children at risk of sexual abuse and exploitation;
- the latest evidence base on online risks and harms to children; and
- how the design of platforms can increase or decrease risks to child safety online.

We will continue to generate evidence, insights and policy solutions to ensure government, tech companies and Ofcom maintain a focus on child safety. This will mean the new regulatory regime is as effective as possible in making the online world safe for children.

Child Safety Online programme



This year, building on our achievements to date, we developed our forward plan to keep more children safe online. The focus of our Child Safety Online (CSO) work over the next two years will be amplifying the voices of children. We have recruited a young person's taskforce to inform and lead this work. We are also working in a targeted way with underrepresented groups, starting with autistic children and those in care.

We lead our CSO Taskforce, a diverse group of industry leaders passionate about helping us transform the online world for children. The Taskforce is working with us to help accelerate and unlock the ambitions of our online safety work.

The CSO Taskforce is making an impact through:

- mobilising industry change. By championing a 'safety by design' approach to business, the Taskforce demonstrates the commercial and moral importance of focusing on child safety;
- child advocacy. The Taskforce helps us listen to and amplify the voices of children at a much bigger scale; and
- unlocking funding, resource and campaign opportunities. The Taskforce help us develop exciting new ways to mobilise people to support our work.

Report Remove

Through Childline and the Internet Watch Foundation (IWF) we launched Report Remove in 2020, to help young people get nude images removed from the internet. This year we worked to remove requirements for young people to prove their age, which has resulted in a significant increase in the number of young people we can support.

909

reports were made to the IWF via Report Remove this year



This was 709 more reports than our target, and an increase of 626 from last year. 580 reports were actioned and a total of 1,243 items (URLs, images or videos) were removed as a result of a report through the tool.

Our partnership with Common Sense Media

In 2023, we began a three-year partnership with US Charity Common Sense Media. Our aim is to respond to emerging challenges facing children in the US, UK and globally. Together, we aim to:

1. **Educate:** Deliver best-in-class, age-appropriate digital learning tools to primary schools across the UK, focused on reaching schools in need. We also aim to localise and distribute AI literacy lessons in targeted UK schools.
2. **Advocate:** Use our organisations' established youth advisory councils to support young people to engage with decision-makers in tech companies, parliaments, regulators and other spaces where their perspectives are needed, in the UK, US and Europe.
3. **Research:** Exchange learnings and develop shared research evidence to strengthen global understanding of children's experiences in the digital world. We have a specific commitment to exploring the impact of generative AI on children.

Goal 3: Children feel safe, listened to, and supported

By working together to give children the supportive response they need, we can also make sure abuse doesn't shape their future. And we'll build on and share our expert support to help children recover from abuse.

The number of times we supported children exceeded target by 7% this year. We exceeded what we had planned with Speak Out Stay Safe, Report Remove and the number of children that attended our local campaign activities. We fell below target for the number of referrals accepted into our direct services and Childline Message boards, mainly due to planned changes.



Childline

Our Childline service gives children and young people a voice when no one else is listening. Our volunteers delivered 187,999 Childline counselling sessions in 2023/24, 8% below target and 4% less than last year. We also ran two campaigns this year. Our goal was to make sure Childline is accessible to and inclusive of all young people, and to increase the number of young people that Childline supports.



'The Team Talk' campaign aimed to reach and engage young people from Black, Asian, and ethnically minoritised communities. We wanted to make these young people feel that Childline is a service they can come to for support. To do this we partnered with VERSUS, a multicultural media and fan community that connects with young people interested in music, sports, and culture. The video asked influential figures in music and sport, like Dilan Markanday, Blackburn Rovers footballer, to reflect on their own experiences. The campaign was advertised to 13–18-year-olds on social media, generating over 1.2 million impressions and over 250,000 completed video views.

The second campaign, 'Find your Calm', launched at the end of 2023/24. This is a mental health campaign, encouraging young people to find their calm if they have a low mood or are feeling depressed. The campaign also aims to inform young people that Childline isn't just for high-risk issues. Instead, Childline has lots to offer, and is there to help all young people, even with everyday ups and downs. To create the campaign videos, we worked collaboratively with four young people to capture their real, day-to-day experiences.

Building Connections

We launched Building Connections, an online service for young people up to the age of 19 experiencing loneliness, in October 2023. Each young person works with a trained befriender over 11 sessions, building resilience and learning coping techniques. The Building Connections Service delivered 348 sessions in 2023/24, including during the pilot.

Young People's Board for Change

Our previous Young People's Board for Change (YPBC) came to the end of their two-year term. We marked this with a celebration in London. Then, we recruited and onboarded a brand-new group of 15 children and young people.

The YPBC's role is to steer, advise and influence the NSPCC on issues affecting children and young people in the UK. They help us make sure children and young people's opinions and ideas are considered in the strategic direction of the organisation. As well as playing a significant role in campaigning for the Online Safety Act, the YPBC were instrumental when we were developing our new three-year participation strategy, 'Children and Young People at the Heart'. This included the launch of The Collective (our participation network) and The YPBC Alumni (for past board members).

Speak out Stay Safe

Speak out Stay safe (SOSS) is a safeguarding programme for children aged 5 to 11. It is available to all primary schools in the UK and Channel Islands. Our virtual assemblies, which feature Ant and Dec, equip a generation of children with the knowledge and skills they need to stay safe from abuse and neglect. They learn how they can speak out and stay safe, including how to access relevant classroom resources.

5,605

schools in the UK had the SOSS programme delivered to them



In 2023/24, we delivered the SOSS programme to 1,376,756 children across 5,605 schools in the UK, 10% more than target. This represents an increase of 11% on the previous year, covering an extra 273 schools. In September 2023, we launched a refreshed version of SOSS. This included new virtual assemblies for each age group (available in English, Welsh and incorporating British Sign Language (BSL)) and revised lesson plans with activities and resources to help reinforce key messages. We also have new face-to-face workshops (for children aged 6-7 and 9-11) led by NSPCC volunteers, with over 280,000 children attending a workshop in 2023/24.

Talk Relationships

Talk Relationships was created in response to the widespread problem of sexual harassment and abuse in UK secondary schools, and relationships and sex education (RSE) becoming a statutory part of the curriculum in England and Wales. Our aim is for all secondary school-aged young people to speak out and access the help they need. They should be able to do this in a safe education environment that fosters healthy relationships, and that recognises, responds to and prevents abuse.

Phase one launched in September 2022. It aimed to increase the knowledge, skills, and confidence of teachers to teach RSE through a suite of e-learning courses, lesson plans and a dedicated helpline. All our lesson plans are also available as Welsh language versions.

In April 2024 we launched phase two of Talk Relationships, which is a framework for promoting a Whole-School Approach to RSE. The framework will be free to access and is based on evidence and best practice.

Direct services

Our direct services teams accepted 1,197 referrals in 2023/24, including for Pregnancy in Mind, Domestic Abuse Recovering Together and Letting the Future In, this was 46% less than target.



Pregnancy in mind

The NSPCC Pregnancy in Mind (PIM) service is a preventative, evidence-based, groupwork, mental health service. It is for parents-to-be who are at risk of experiencing, or are experiencing, mild to moderate anxiety and/or depression during the perinatal period. The programme is for any expectant parent. This year we accepted 303 referrals into our PIM service.

This year we have been looking at more innovative way of delivering services. For example, we developed a PIM pilot in New Hall Prison, so that women who are pregnant in prison have the same opportunities to access support services as those not in prison.

Domestic Abuse Recovering Together

This year we accepted 91 referrals into our Domestic Abuse, Recovering Together (DART) service. DART is an NSPCC group work programme aimed at improving outcomes for mothers and their children following domestic abuse. This programme has a unique focus on strengthening the mother-child

relationship, as well as supporting other aspects of recovery from domestic abuse.

DART is delivered at NSPCC Hubs, and externally, by domestic abuse support organisations or Local Authority teams. This year, the Youth Endowment Fund and Kings University undertook an independent study of DART to assess whether it should be further evaluated . The study identified a number of strengths and areas of further development for the service.

Letting the Future In

Letting the Future In (LTFI) helps children recover from the impact of sexual abuse. This year we have supported and trained 64 professionals, both internal NSPCC practitioners and external partners, so they can deliver and implement this vital service. We have also facilitated four Community of Practice events for professionals delivering the service, with over 130 attending these events. These events help provide support and improve confidence for all practitioners delivering LTFI.

We were delighted to be awarded funding from the Home Office Support for Victims and Survivors of Child Sexual Abuse (SVSCSA) fund. This fund will be used to help children and families recover from the impact of child sexual abuse (CSA), and strengthen multi-agency responses to CSA. We'll use the funding to deliver our system-wide CSA snapshot, our 'Developing an Understanding of CSA' training and the CSA recovery service LTFI.



Strengthening our ability to deliver the strategy

We can only achieve the changes we want for children by continuing to build our internal capabilities. Internal teams across the NSPCC take part in various programmes of work that will help us deliver our strategy, alongside our supporters, volunteers and partners.

Equality, diversity and inclusion

Equality, diversity and inclusion (EDI) is key area that is fundamental to us delivering our ten-year strategy. We continue to see progress in both attracting and recruiting a more diverse workforce, as a result of our Equality, Diversity and Inclusion (EDI) action plan 2022-2025.

There is now increased representation in our workforce of:

- people from Black, Asian and minoritised ethnic communities;
- people who self-declare as having a disability;
- people who hold a belief other than Christian,
- people from the LGBTQ+ community, and;
- Men (as our workforce comprises a large majority of women).

Our senior leadership and trustee board have both become more diverse. They now meet or exceed national diversity when it comes to sexuality and disability.

During the second year of our EDI action plan, we delivered over 44 work packages across our three areas of focus:

- diversifying our workforce and volunteer base;
- creating an inclusive culture and sense of belonging; and
- creating an inclusive leadership.

In our annual engagement survey, our approach to EDI was overwhelmingly the most referenced by staff as an area where we continue to make positive progress. We now have seven Lived Experience Network Groups, with the most recent addition of our Menopause Lived Experience network.

Embedding trauma-informed approaches

Becoming trauma informed is another area that is fundamental to us delivering our ten-year strategy. Continuing our journey to become a trauma-informed organisation, we now have a dedicated Trauma-Informed Lead.

In February 2024, we launched a basic training course and accompanying guidance document. These resources help our people build a foundational knowledge of trauma and our organisational approach to it. In under two months, 270 staff and volunteers had completed the training.

Staff engagement

In September 2023, we invited all staff and volunteers to make their voice count through our annual engagement survey. We had a total of 851 respondents, which is 54.1% of staff. Results showed that 95% of respondents feel proud to work for the NSPCC, and 76% would recommend the NSPCC as a great place to work.

In addition to our EDI action plan, we held our NSPCC People Awards this year. This provided an opportunity for our people to showcase best-practice examples of our values and behaviours in action.

The Work Life Balance project launched in January 2024. This project brings together a range of information and resources to improve everyone’s wellbeing at work. We are also bringing to life the career and personal development opportunities we have to offer through the ‘Grow Your Own’ series, which showcases staff member’s real experiences.

Public awareness campaign

Our new public awareness campaign, ‘Not Letting Go’, launched in January 2024. We refreshed our online parenting advice and created a TV campaign to raise awareness of the free, easy-to-understand support that's available for families, parents, and carers. By sparking meaningful conversations and raising awareness, the campaign has taken strides towards inspiring positive change within our society.

Fundraising highlights



Major Giving: Philanthropy – Individuals

Philip Gower Charitable Foundation

We are incredibly grateful to the Philip Gower Charitable Foundation. In June 2023, the Gower Centre in Jersey celebrated its 10th anniversary since its opening in 2013, thanks to Philip's generous donation of the building. Philip's unwavering dedication has been instrumental in safeguarding thousands of Jersey children, leaving a lasting impact on the community.

Moondance Foundation

Thank you to the Moondance Foundation who continued their phenomenal support of the NSPCC. Their gift of £500,000 supported vital services which made a big difference to the lives of children and young people in South Wales.

The Syncona Foundation

Thank you to the Syncona Foundation for their continued support. Over 10 years they've helped us meet the needs of children and young people, most recently with a gift of £70,000.



Partnerships: National Corporate Partnerships

Vodafone

We welcomed Vodafone into the NSPCC family this year. We're working together to develop guidance for Vodafone’s Digital Parenting site and a parenting toolkit for families to navigate the online world.

Lidl GB

We're celebrating 7 years of our partnership together. Our current focus is supporting young people’s mental health through funding Childline and raising over £1.5 million this year.

Omaze

Thank you Omaze for raising over £2.0 million during the Million Pound House Draw Cotswold. This incredible amount allows the NSPCC to reach more than 700,000 primary school children through the Speak out, Stay safe programme.

Partnerships: Volunteer Partnerships and Special Events

Our four Volunteer Boards: Rebuilding Childhoods Board, Childline Board, Property Board and Sports Steering Group

Thank you to our Volunteer Boards for their ongoing hard work and commitment. The boards have continued to open up their networks, make introductions to new corporate partners and individuals, and host fundraising events. They have collectively raised over £1.8 million this year for the NSPCC and Childline, as well as securing over £1.1 million worth of gift-in-kind opportunities.

Our four Event Committees: City Fine Wine Challenge, Great Chefs Dinner, Merry Little Christmas and White Hat Ball plus the Heavy Metal Truants.

Thank you to our Event Committees for collectively raising over £1.0 million net for Childline. They've helped to organise a wide range of high-value fundraising events throughout the year, as well as sharing their expertise and contacts. Each event attracts a variety of senior professionals from a number of industries, which is invaluable to us. Our committees and supporters come together to raise incredible funds in the fight for every childhood.

Newsquest

We launched a new partnership with Newsquest, the UK’s leading local media group. They have gifted us advertising across their extensive portfolio of titles, online and in print, to the value of £1.0 million in 2023/24. The partnership, which launched in January and will run throughout 2024, includes a series of advertising and editorial activities which will increase public awareness of our work.

Community Supporters

The 2023 London marathon saw 265 runners take part in #TeamNSPCC raising over £915,000. It's not only the runners who make the London Marathon the world's biggest – NSPCC had over 90 staff and volunteers cheering on all runners throughout the course and being on hand to help at the end of the race for the important massages, food and celebrations! Shaun Gregory, part of the Childline Board, raised over £13,000 for the 2023 London Marathon!



Mass Participation – 2023 Cardiff Half Marathon

We have continued our partnership with Run for Wales, being the lead charity partner for the event. 2023 saw 589 runners take part in the marathon, raising a massive £160,000.

The Cardiff Half is more than just 13.1 miles on a Sunday morning. The event organisers kick off the running fever on Saturday morning with a full day of fun activities, entertainment and running for all ages and abilities. This includes a family-focused Fun Run, a Toddler Dash started by Buddy, and a Future Challengers race for talented young athletes looking for an accessible and competitive race. This is a great event for us to engage with families and friends in Wales, building the profile of the NSPCC in local communities.

Mass Participation – DIY fundraising

Over 1,000 fundraisers have organised their own activities to raise money to protect children. From baking cakes, to organising coffee mornings and dress-up days, to taking on daily squat challenges and walking a million steps, they've all taken time to support children and collectively raised over £150,000.

Community Fundraising

In the financial year of 2023/24, our Community Fundraising teams across the UK and Channel Islands recruited a further 11 fundraising groups while also supporting and developing the 24 new fundraising groups created in the previous year.

Within the 11 new groups we had two new District Committees, a new business board in Leeds, a board to lead our Drive it Day campaign, and we continued to see new groups developing in universities. To support our new groups to be as sustainable as possible, we have developed a new group checklist and criteria. It's great to see the breadth of new supporters joining our Community Fundraising family!

South West and Channel Islands - Jersey

In Jersey we celebrated the 10-year anniversary of the Gower Centre. We were joined on the day by Phillip Gower OBE, who donated the centre to NSPCC Jersey 10 years ago, and Lieutenant Governor of Jersey Jerry Kyd CBE. While this was an opportunity to look back and mark the achievements of our staff, volunteers and supporters over the last 10 years, it also launched NSPCC Jersey as a specialist centre for child sexual abuse.



Midlands

The West Midlands Business Board have had another very successful year. The group raised a very impressive £80,000 to support services in the West Midlands, including Childline Birmingham and the Helpline Birmingham base.

New membership was crucial for the Board. The new-look Board now has a Head of Events, a Social Media Manager and a younger, more diverse membership all round. New events include a St Patrick's Day Networking Breakfast with the Mayor of Birmingham and a Christmas event at Birmingham Cathedral. Work has already begun on this year's 140th Birthday Ball at the International Convention Centre, celebrating NSPCC's special birthday.

The Board also use their networks and reach to help the NSPCC. Thanks to a Business Board connection, HSBC supported Uncomfortable Conversations Birmingham with a community grant of over £9,000. And through the partnership with Birmingham City FC, the NSPCC Annual Council meeting will be held at the football Club in October. We look forward to welcoming you all.

North East Yorkshire and Humber

After identifying that we didn't have a challenge event specifically for the Yorkshire region, in 2023 we launched our first NSPCC Yorkshire Abseil. The event was a huge success and had new supporters sign up to take part as well as corporate partners. In total we had 27 participants abseiling down Ilkley's

Cow and Calf rocks, raising £7,000 for the NSPCC. Following this great success, the next abseil will be taking place in August 2024.

North West

The Manchester Special Events Committee held a new Christmas lunch in late November at King Street Townhouse. It was a fantastic afternoon with celebrity hosts, games, great food and fantastic entertainment, courtesy of Elvis. This lovely event raised an amazing £13,000.

We also had two great Carols by Candlelight events in the North West. The Liverpool event, which was again very generously sponsored by Home Bargains, hosted over 1,000 people in Liverpool's iconic Metropolitan Cathedral. It featured performances from local bands and choirs and a reading from actor Joe McGann. It raised the incredible sum of nearly £15,000 and was supported by 26 volunteers. The Blackburn Carol Concert at Blackburn Cathedral was a relaunch of an old event. The event featured some fantastic regional and local musical performers and raised over £5,000.

Finally, the annual Cumbria Fair was held on 11 and 12 October at The Garden at Eden, Cumbria and raised over £12,000. It had a wonderful selection of pop-up shops and food stalls, all in beautiful surroundings.

Northern Ireland

In Northern Ireland the fantastic partnership with Lidl NI continued to raise incredible amounts of money through a wide range of fundraising activities, including Superhero Weekend for Childhood Day and the Christmas Spectacular Trolley Dash. As our partnership draws to a close, we are delighted to celebrate nearly £1.0 million raised during our seven-year partnership.

The Magheramourne Foundation have been very special supporters of our work in Northern Ireland for over 20 years. Another fantastic donation of over £13,000 this year brings their total giving to the NSPCC in Northern Ireland to an amazing £250,000.

Our wonderful corporate supporter, Bell and Company, took on their gruelling Power of 4 challenge for the fourth year, raising over £18,000. Participants ran or walked 4 miles every 4 hours, over a 48 hour period! An incredible achievement.

NSPCC Ambassador and Expleo Director Rob McConnell organised the 2023 Expleo Cycle Challenge. Almost 100 cyclists from technology companies based in Northern Ireland participated in a 40km or 80km course, enjoying the breath-taking views of the Causeway Coastal Route and Glens of Antrim, starting and finishing in Ballygally. Since 2016, the Expleo Cycle Challenge has raised over £115,000 for the NSPCC in Northern Ireland.

Scotland

Our Glasgow Fizz and Fabulous volunteer committee presented NSPCC Scotland with a cheque for nearly £60,000 after a year of fundraising activity, including their sixth annual Fizz and Fabulous lunch with over 500 attendees. The ten-strong volunteer committee, chaired by Janette McAllister, also won an Esther Award in the annual NSPCC People awards. On top of that, they surpassed their own ambitious target and welcomed new committee members to help them do even more next year. Their commitment and dedication to children is exceptional.

We were delighted that the National Lottery Community Fund renewed their commitment to Together for Childhood in Govan, Glasgow with a three-year grant of £200,000. By 2026, they will have funded the project for six years, and have been a key partner in developing our community engagement work in the local area. The Lottery have also supported our Winter Warmer Programme, offering practical items such as gloves and scarves to children in the community.



Wales

NSPCC Dyserth Community Shop

The team at the NSPCC Dyserth Community Shop has gone from strength to strength this year. They now have 45 volunteers, and together work tirelessly six days a week to support the NSPCC and their local community. They develop innovative ideas and events to increase their income while always having children and young people at the forefront of what they do. The Dyserth shop has been part of the local community for over 20 years and they continue to support local family groups and services with donations of clothing, baby items, appliances and school uniforms. This year the Dyserth shop have exceeded last year's income by a fantastic 20% and have raised an astonishing £110,000 for the NSPCC.

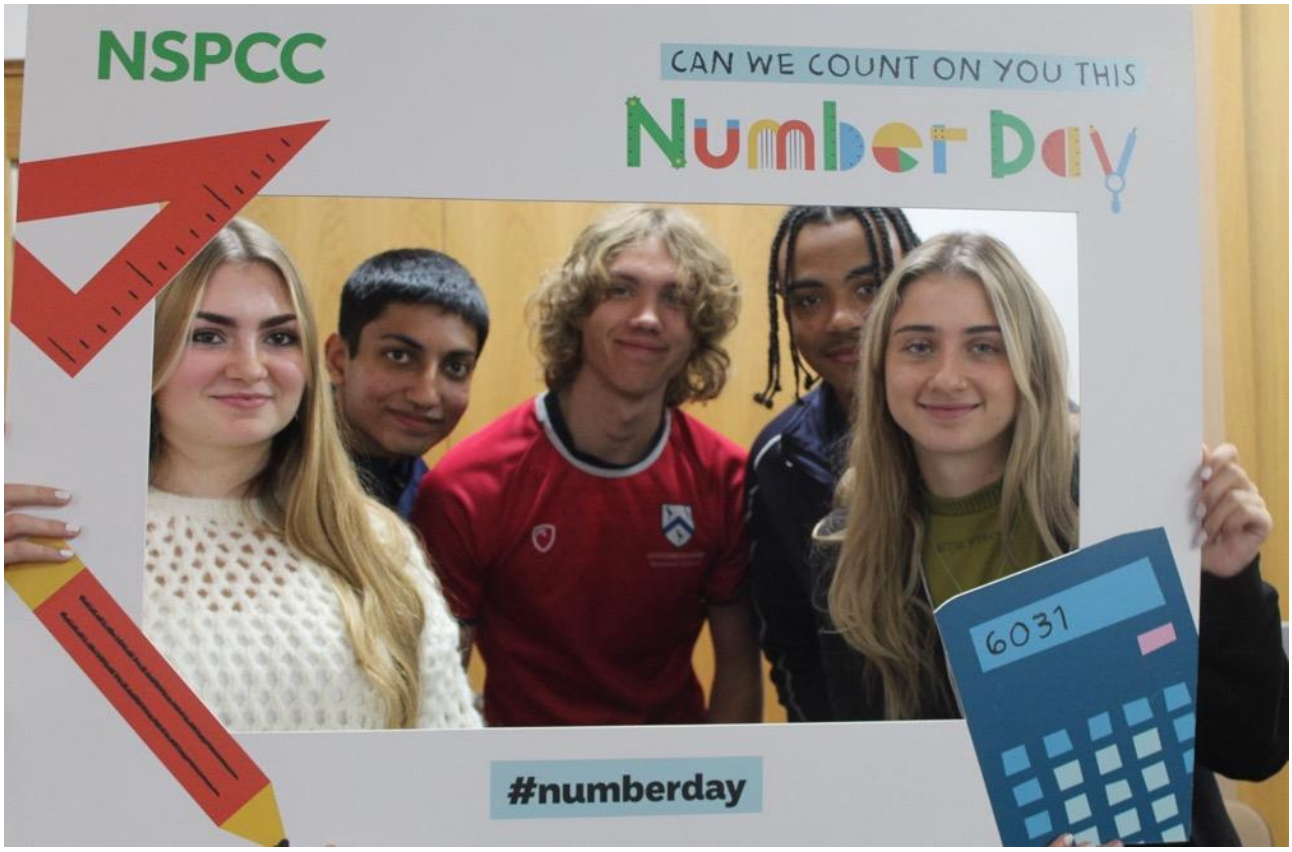
Ride Cymru Knievels

Ride Cymru Knievels, dressed for the occasion donning red, white and blue jumpsuits, set off on an epic journey through villages, towns and cities across Wales. Their route was an incredible 1,200 miles and the journey spanned five days. The self-funded team was made up of 46 bikers and 2 support crew from across the UK and further afield. They began fundraising and planning events such as quiz nights and auctions individually, sharing the NSPCC's values and campaigns along the way. Their efforts meant they hit their original target of £20,000 before leaving the starting line in Wrexham in May 2023. On returning from their five-day tour, the figure increased again, leading to the final amount of over £30,000!

Schools Fundraising – Number Day

Friday, 2 February 2024 saw Number Day, the NSPCC's flagship fundraising day for schools, reach a record number of registrations. We had over 9,096 sign ups, representing an increase of 24% compared to last year. Many nurseries took part again this year - with 1,750 registrations, this was an increase of 601 compared to 2023.

TV and Maths legend Johnny Ball helped launch Number Day and we introduced a new Ambassador, financial expert Emmanuel Asuquo, who took part in a Number Day school tour. New support came from BBC Teach, Sums of Anarchy and Promote Your School, who donated a wall art installation to a school worth thousands of pounds.



JCB

JCB celebrated the launch of their biggest ever appeal for the NSPCC in July 2023, where they are aiming to raise £2.0 million over two years, concluding in 2025 when JCB will be celebrating 40 years working with the NSPCC. Funds raised will support local children from our Together for Childhood site in Stoke on Trent.



YPO

YPO is one of the UK's largest public sector buying organisations and education suppliers. For our initial three-year partnership, they committed to donating a minimum of £20,000 per year through a percentage of profits from their YPO own brand products sales and other fundraising. This target has already been smashed, with a donation of over £60,000 in the second year of their partnership. That makes a total of over £100,000 in donations in just two years.

Home Bargains

Home Bargains are one of the NSPCC's longest standing corporate partnerships.

They have raised nearly £1.5 million to support the NSPCC, funding our Liverpool Hub and Childline service delivered from Liverpool. Their incredible support has included a range of products sold in their Christmas range benefitting the NSPCC, sponsoring Liverpool Carols by Candlelight event, and holding NSPCC collection tins in stores, which has raised over £200,000 to date.



Our regular givers

We continue to be incredibly grateful to our loyal and committed supporters who give to us on a regular basis. We received £39.0 million (income from the 416,000 people who support us with a regular gift. This year we are thankful to the 13,000 supporters who have chosen to play our weekly lottery.

Supporters that may leave us a gift in their Will or have done so already

Each year around a quarter of the NSPCC's donations comes from Gifts in Wills. These gifts come from kind



Every single gift makes a difference
A quarter of the NSPCC's income comes from Gifts in Wills

supporters who have continued their own legacy, supporting the NSPCC after they have gone.

Supporters like Annie's mother, who left a gift in her estate and said

"Everyone is entitled to a full and happy life. Abuse survivors are cheated out of their childhoods. With my gift, I want to show people that your past doesn't have to cheat you out of your future."

Annie, Supporter



If you'd like to find out more about leaving a gift to the NSPCC in your Will, visit: **NSPCC.org.uk/Wills**.

Professional Learning Services

Carnival UK

The NSPCC consultancy team continued its ongoing partnership with P&O Cruises and Cunard with a new contract. These cruise lines welcome large numbers of child guests and provide on board children's clubs. This contract is part of a long-term relationship to enhance safeguarding arrangements. The five-month project was to review and influence their current recruitment, vetting and onboarding policies and procedures in relation to safeguarding children. This included making changes to role qualifications and suitability criteria for staff responsible for children's supervision and entertainment while on board.

Sport England

The NSPCC's Child Protection in Sport Unit (CPSU) secured a grant of £520,000 from Sport England to deliver the second year of a five-year safeguarding contract worth over £2.6 million. This grant allows the CPSU to support sports organisations across England to develop their knowledge of safeguarding issues in sport, improve their safeguarding practice to meet sector standards, and develop tools to help parents and carers keep children safe in sport.

West London NHS Trust

The West London NHS Trust commissioned us to deliver a bespoke training contract. It was designed to support teams providing psychological therapy services to children and young people aged 16-17.

We designed and delivered 13 bespoke safeguarding training sessions aimed at providing the clinical teams with the skills to navigate key safeguarding issues such as child sexual exploitation, county lines, consent, handling of disclosures, adverse childhood experiences and positive healthy relationships. The trust has recommissioned the NSPCC for 2024/25 to deliver further safeguarding training.

Plans for future activities

Looking forward to the year ahead, we will focus on being inspired and led by children – one of the underpinning principles of our strategy. This means that children's voices and experiences will be front and centre of all we do.



In 2024/25, we will prioritise:

Implementing our new three-year participation plan. The contributions of young people are invaluable to the NSPCC. Our participation strategy details how we will listen and work with children and young people, so they are involved in the decisions that affect them. In 2024/25 we will build on the success of our Young People's Board for Change (YPBFC), establishing 'The Collective' (a wider group of young people including YPBFC alumni and applicants) and creating a 'culture of participation' throughout the NSPCC. Our plans for next year outline our ambition to embed a culture of participation throughout the NSPCC.

We will continue to offer opportunities for young people to share their views and opinions to shape our work. As part of our strategy work, we are exploring how to reward and recognise the time and insight that young people contribute to the organisation. We will also work internally with colleagues to guide, advise and support continued learning and development in best participation practice.

This work supports our goals to:

- Make sure all staff and volunteers in the NSPCC know what participation is and why it's important.
- Give different ways for children and young people to get involved that are interesting and important to them.
- Make sure all children and young people can get involved with NSPCC and they'll feel safe and supported.
- Give us a way to show children and young people how they make a difference.

Today's children are the first generation to be growing up online, but decisions about the online world are made without them, by adults with a fraction of the knowledge about what they are seeing and experiencing.

Our focus to 2025/26 is to amplify the voices and experiences of children and young people across ages and stages to help keep them safe online. We have launched a strategic group of 15 young people aged 13-16 called the 'Voice of Online Youth' to direct this work. They will be developing their own manifesto for change and co-creating solutions to support with online safety concerns. We will also be giving children a voice on online safety issues through schools, our Childline Online service and through targeted participation work with autistic children and those with care experience. This will allow the NSPCC to gain vital nuanced understanding from young people on the issues facing them online and use our reach and reputation to amplify this to key stakeholders and audiences.

Children at the Table

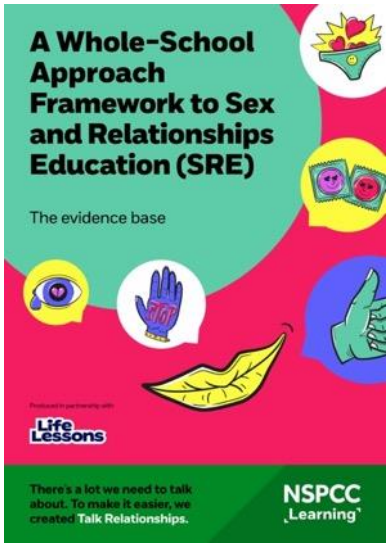
Children at the Table, our joint children's charities coalition campaign ahead of the general election pressed political leaders to become champions for babies, children and young people. We will call on politicians to commit to a cross-Government strategy to drive better outcomes for children, invest more of our national wealth in improving children's lives, and embrace a new approach to decision-making that listens and responds to children's needs and voices. This influencing work with our charity partners will help us move governments towards decision making and investment that focusses on early intervention and systemic change and take the NSPCC closer to achieving our goal of creating a social safety net that prevents child abuse and neglect

Childline Vision

Childline provides a safe confidential space for children to be listened to and heard. At the core of the Childline vision work is the imperative to be there for more of the children who need us.



Schools Programmes



We continue to develop our schools programmes, with children informing the work that we do. The NSPCC's Talk Relationships Service supports secondary schools to deliver sex and relationships education (SRE). The next phase of our Talk Relationships programme will focus on a whole-school approach (WSA) to relationship and sex education (RSE), including supporting schools to involve children in the design and evaluation of RSE.

This will help schools to create a safe and responsive educational environment, where young people can speak out and seek help. We have developed a framework together and several tools for launch, which will enable school leaders to embed sex and relationships education across the whole school.

Research suggests that to have the biggest impact, we need to work with school leaders to help them embed sex and relationships education across the whole school. This will help create safe educational environments for young people, so they feel able to talk and learn about healthy relationships and ask for help when they need it. We have listened to young people and their views have helped us shape the whole school approach framework. We continue to champion the importance of actively including young people in all aspects of SRE.

Our values, principles and standards

As the only charity focused on ending child cruelty across the UK, everything we do protects children and prevents abuse. The values that embody our charity and reflect what we stand for are:



Putting children first

We put children first in everything we do. For more than 140 years, we've put children first. We believe in children, we want what's best for them, and we make sure that we fight for every childhood.

Taking a stand

We're courageous in standing up for what's right. We campaign, change laws where necessary, lead public debate and are on the frontline, supporting those who work with children. We'll speak out when something's wrong and celebrate success with those who help things improve.

Making an impact

We base our actions on evidence and the difference we'll make to children. Our work won't end until we've changed attitudes and transformed services for children in a way that protects every child and prevents abuse. We're brave in our actions, are prepared to be unpopular when necessary, and sometimes force society to face uncomfortable truths where things get in the way of achieving our goal.

Striving for excellence

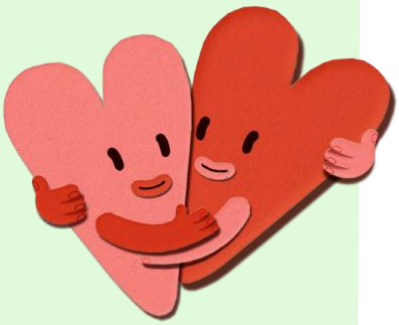
We always strive to be the best and give every child a life free from abuse. We're constantly learning and developing our work. We measure what's effective by sharing knowledge with others.

Working together

We achieve more for children when we work together. We can't prevent cruelty to children on our own. Luckily, we don't have to. Our passion inspires others, and our desire to listen, learn and improve means we continually work with inspirational people, organisations and children.

Remuneration policy

We aim to be an employer of choice, with around 1,700 paid employees operating from ten regions in the UK and the Channel Islands. We regularly engage with employees and volunteers. We value their opinions and seek feedback through various events and surveys.



Our mission is core to us, but it's not just about our purpose. It's about *purpose through people.* We work hard to attract, nurture and retain talented employees to ensure our continued success. We have a transparent pay and total reward aspiration. Our pay promise sets out what our employees can expect of us in terms of direct and indirect financial rewards. Although pay and financial benefits are only one aspect of an individual's motivation, it's important – especially in a tight job market and when considering the soaring cost of living.



The Board of trustees is responsible for our pay policy and for the salaries of executive directors. The remuneration and people committee, a sub-group of the Board of trustees, approves executive pay and annual pay awards. They do this in line with appropriate best practice standards, including those of the National Council for Voluntary Organisations (NCVO).

In line with NCVO recommendations, the annual salaries of our chief executive and other executive Board members are disclosed on our website, no more than two clicks away from the homepage. The table below shows the annual remuneration of the executive Board as at 31 March 2024, including a defined contribution pension and other benefits.

Executive Board annual remuneration as at 31 March 2024

Executive Board director	Responsibilities	Annual salary* £'000	Paid in year Salary £'000	Benefits £'000	Pension £'000
Chief executive Peter Wanless	Leading the organisation, which has an annual income of around £120 million and employs around 1,600 employees, delivering services across the UK and the Channel Islands.	189	187	1	23
Director of Communications David Hamilton	Manages the directorate responsible for all communication initiatives, ensuring that all communication on behalf of the organisation is appropriate, consistent with our brand and key messages, and of a high standard. Also works on behalf of the whole organisation promoting the NSPCC's work, policies, campaigns and publications.	126	125	1	9
Director of Finance Paul Taylor	Manages the Finance and Procurement functions. Responsible for the financial management of the NSPCC. Ensures that the organisation has effective financial controls to safeguard resources for appropriate use.	109	108	1	13
Director of Income Generation Josephine Swinhoe	Manages the directorate responsible for generating the financial resources we need to help end cruelty to children. Responsible for managing the NSPCC's supporters and delivering income from donations, legacies and other trading activities of over £100 million.	150	149	1	10
Director of People Brett Terry	Manages the directorate responsible for recruitment, development, and retention of around 1,600 NSPCC employees and thousands of volunteers across the NSPCC.	114	114	1	5

Director of Services Claire Watt	Manages the directorate responsible for providing our services, including Childline, Schools Services and all of our direct services we provide across the UK.	138	136	1	17
Director of Strategy and Knowledge Maria Neophytou	Manages the directorate responsible for the organisational strategy and for developing and testing activities. Responsible for our research programme, the evaluation of our services and our policy-influencing work.	120	119	1	6
Director of Technology Greig Sharman	Leads our Technology Directorate, focused on supporting our strategy by enabling a step change in the tech-enabled experiences of our service users, employees, volunteers, donors and every other community that's a part of the NSPCC.	131	130	1	9

**Annual salary refers to annual salary excluding benefits in kind as at 31 March 2024.*

Our policy is to pay competitive rates within the charity sector. They must be affordable and reflect the nature and complexity of roles. They must also enable us to recruit any specialists we require to deliver our strategy, and to reward and retain strong performers.

Rates are consistent with our charitable objectives. To demonstrate this, and in collaboration with our Trade Union *Community*, we made a pay promise to our employees in 2019 to pay salaries that are at least comparable with the median salaries in the UK's top charities.

The overall aim is to ensure our median earner at the NSPCC is on a comparable salary to the median salary paid in the wider charity sector. Our commitment has been to move towards this over time and within the parameters of affordability. To enable progress, we've identified and committed to a series of targeted activities. These include lifting the bottom of our pay bands to 'track' the median. We'll aim to stay at least 90% of the charity sector median. We're also aligning our annual performance-related pay awards to increases in the charity sector median. We offer two pay progression uplifts to those longer serving employees who meet certain performance criteria. Additionally, we voluntarily offer our lowest earners the real London and real living wage, set annually. We effectively pay this from November of each year, when the rate is set.

Pay is also reviewed when existing employees take on additional responsibilities.



New recruits are usually paid between the minimum and mid-point of the relevant pay band, as below, depending on their experience and skills. Where necessary, they may be paid at a higher rate, but never more than the pay band maximum. For some roles that are difficult to recruit for, a market premium of up to 10% above the pay ranges may be paid. The reasons for recruiting at market premium rates must be explained in a business case, which the relevant executive Board director and the director of People must approve. We also have 81 employees paid at 'spot rates' outside these ranges, including our executive Board, whose annual remuneration details are shown on the previous page.

We regularly assess our rates, including our use of market premiums and location-based allowances. This ensures our pay practices are fit for purpose and we're using our limited financial resources appropriately.

Grade	Min £	Mid £	Max, including market premium £
P3	21,840	22,362	28,951
P4	26,388	29,986	36,631
P5	32,203	36,595	44,903
P6	38,648	43,918	51,993
P7	45,395	51,585	62,629

Pay ranges exclude regional allowances.

In compliance with the Pensions Act 2008, we operate an auto-enrolment pension scheme. All eligible employees are automatically enrolled into the pension scheme after three months. Employer contribution pension rates are set in line with legislative requirements. Employees are also offered a salary exchange defined contribution pension scheme, where employer contribution rates match employee contributions, ranging from 4% to a maximum of 7%. We continue to operate an historic defined contribution pension scheme, now closed to new entrants. Our employees in the Channel Islands have different pension arrangements in compliance with local legislation.

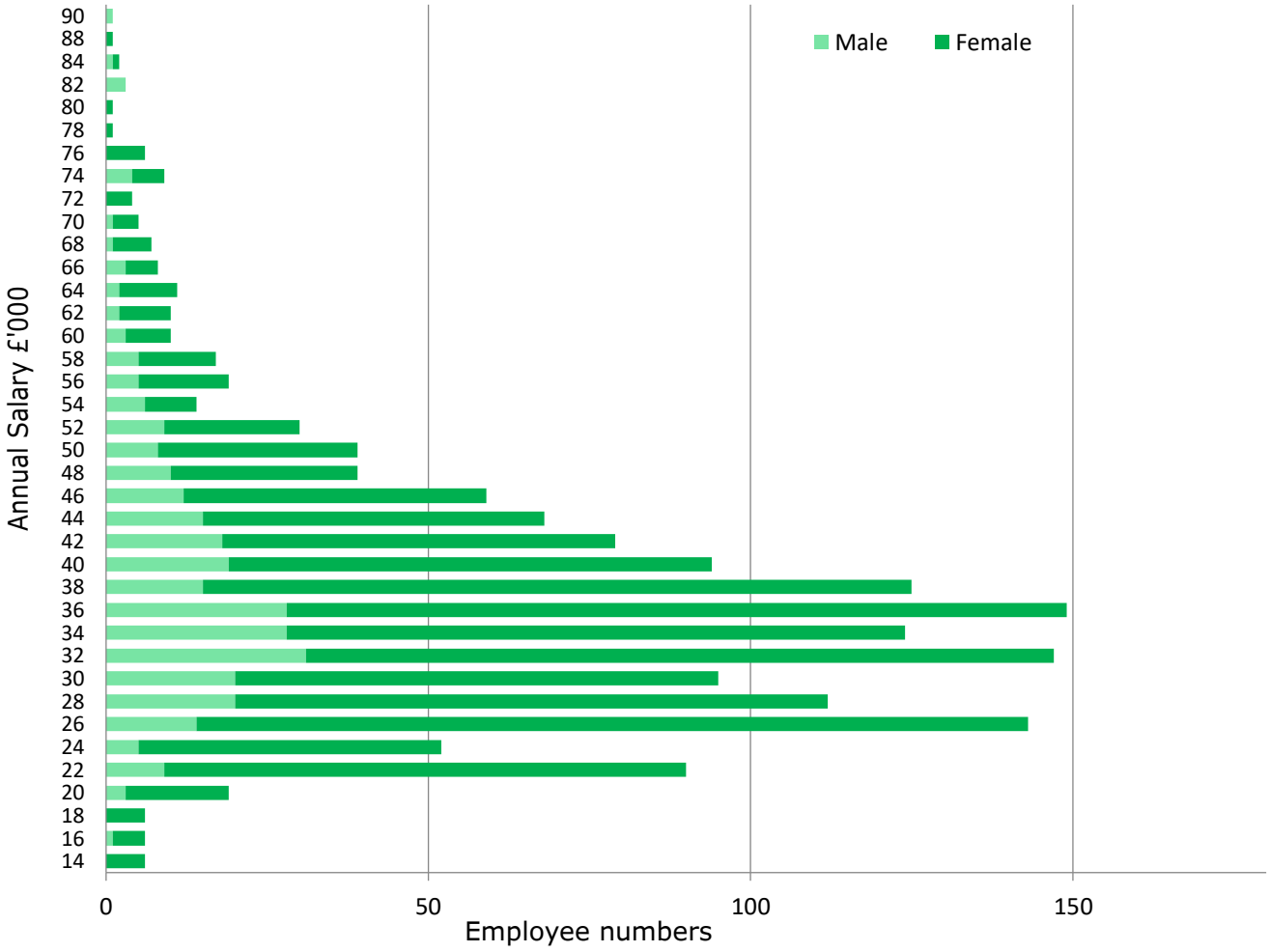
Members of the defined pension contribution scheme receive life assurance cover equivalent to five times their annual salary. Non-members, those auto-enrolled and our employees based in the Channel Islands, receive life assurance cover equivalent to one times their annual salary.

At 31 March, the ratio between the highest paid and median salaries is as follows:

	2024	2023
Highest paid salary (£'000)	189	183
Median (£'000)	36	35
Ratio	5.3	5.3

The spread of annual salary entitlements for all our employees, excluding executive Board members, is detailed in the graph below.

Annual salary entitlements (full-time equivalent basis) for all NSPCC employees, excluding executive Board, employed at 31 March 2024



Diversity pay gap



In our equality, diversity and inclusion charter, we commit to 'publish wider diversity pay gaps including but not limited to Black and Minoritised Ethnic, disability, sexuality and gender identity'. We have honoured this for the past two years.

We will, in March 2024, be extending our pay gap reporting 'suite' to include religion. Next year, we will expand our reporting further to look how some of these characteristics intersect when it comes to pay. These steps allow us to do fuller pay gap reporting and will better inform our pay equity actions.

Our latest 2023 median pay gap data shows:

- The gender pay gap is 8.17%. This marks another positive year-on-year improvement for us since 2018, and our gender pay gap remains considerably less than the national median of 14.9%.
- The disability gap is 0%, and our median sexual orientation pay gap is -2.16%. These mark improvements since last year.
- The ethnicity pay gap is 6.9%, an increase of 2.2% since last year, which is disappointing. This insight will help us determine actions that will meaningfully address this trend.
- The religion pay gap is -0.70%, which in absolute terms, is small.

Our gender pay information is also available on our website, in line with The Equality Act 2010.

Expenses policy

Our expenses policy applies to trustees, employees and volunteers. The policy highlights each claimant's obligation to only spend money if necessary and always choose the most economical option. Video conferencing and teleconferencing facilities are encouraged to reduce spending on travel and to save employees time. Expenses are only reimbursed when authorised by the relevant line manager, up to maximum limits set in the expenses policy.



We use a travel management company to make bookings for rail, air, vehicle hire, hotel accommodation, conference and event venues. Using this service reduces travel costs and is good value for money. These bookings are paid for directly by the organisation.

Since our trustees give their time voluntarily, they receive no remuneration or other benefits. Expenses incurred by trustees while carrying out their roles are included in note 6 of the accounts. Executive Board directors' expenses incurred on business-related activity are disclosed below, where they have chosen to claim.

Executive Board Directors' expenses incurred on NSPCC business, and reclaimed or paid directly by the charity in the year - for Directors in post at 31 March, 2024

	Flights	Hotels	Rail	Other	2024	2023
	£	£	£	£	£	£
Chief Executive - Peter Wanless	257	1,194	1,455	174	3,080	1,906
Director of Communications - David Hamilton	-	305	683	272	1,260	472
Director of Finance - Paul Taylor	-	171	1,648	-	1,819	1,033
Director of Income Generation - Josephine Swinhoe	-	336	573	-	909	603
Director of People - Brett Terry	-	72	185	19	276	294
Director of Services - Claire Watt	-	81	2,401	230	2,712	1,467
Director of Strategy and Knowledge - Maria Neophytou	-	588	556	119	1,263	1,114
Director of Technology Greig Sharman	-	1,826	7,192	-	9,018	7,342
Total	**257**	**4,573**	**14,693**	**814**	**20,337**	**14,231**

Procurement policy and modern slavery statement

We're committed to acting ethically and with integrity internally and in our business relationships. We expect the same high standards from the organisations we work with. Our ethical values and procurement principles are communicated to our suppliers, and new suppliers are asked to evidence that they share our values. We'll never knowingly support or do business with organisations in any way connected with slavery, human trafficking or child labour.

Our procurement process aims to ensure we achieve value for money and that preferred suppliers meet or exceed our requirements regarding ethical procurement. Suppliers are asked to demonstrate that they embrace diversity, understand the risks within their supply chain and remunerate their employees fairly.

Our supply chain is predominantly UK-based and is compliant with UK legislation. We take a risk-based approach to purchase, applying increased levels of scrutiny to high-risk supply categories, such as goods sourced from overseas. We focus our scrutiny on the policies, procedures and controls demonstrated by our direct suppliers, recognising that it is not always possible for us to have a close relationship with all parties in a supply chain.

Our relationship with donors and funders

The NSPCC subscribes to the Fundraising Regulator's fundraising promise, which is available to download on our website. And, in addition, we have published our 'promise to you' as follows:

Our promise to you

- We will tell you about the amazing ways you're helping to change children's lives for the better.
- We will follow the highest standards in fundraising.
- We will always keep your personal information safe.
- We will share with you the ways you can keep the children in your life safe.
- We will let you know about new ways that you can help support children.
- We will always give you the power to decide how we contact you.

We receive over 80% of our funding from generous supporters. We raise funds from individuals through one-off donations, regular donations by direct debit, payroll giving, gifts in Wills and gaming products, such as raffle and lottery. We communicate with our supporters through a selection of mailings, telephone calls, email, and SMS.

Throughout 2023/24, we regularly shared with supporters how their donations allowed us to meet the needs of children. We also shared resources with supporters to help them to support the children in their lives. We have also recruited new donors during the period through online activity, television advertising, payroll giving, legacy promotion activity, contactless and direct debit payment collections. As a fundraising charity, we incur expenditure in order to raise income. The expenditure on raising funds incurred in 2023/24 not only resulted in income being raised in the year, but will also generate future income, particularly through ongoing regular donations and future legacy gifts, which are our largest sources of income.

During the year, we had external agencies fundraising directly with the public on our behalf, including outbound calls to existing supporters and Face to Face fundraising in private sites such as supermarkets and travel hubs. We strictly adhere to the Fundraising Regulator's Code of Fundraising Practice and all relevant Chartered Institute of Fundraising rulebooks, as well as guidance on fundraising activity including the Treating Donors Fairly guidance.

All fundraisers representing us, including external agencies and their subcontractors, are required to adhere to these standards and receive rigorous training, monitoring and mystery shopping to ensure they understand the standards we expect when they are speaking to members of the public on our behalf, and to ensure a positive experience for the people they talk to. Above and beyond industry guidance, we also have additional levels of protection built into our contracts and the training and guidance we provide to all

fundraisers. Our donors do not receive more than two financial asks in any fundraising interaction.

Nobody who appears to be in potentially vulnerable circumstances is asked to commit to giving and those highlighting any form of diminished financial circumstances are offered an opportunity to give at lower value or alternative ways of supporting our fight for every childhood, such as volunteering and campaigning. We also voluntarily subscribe to the following fundraising bodies and uphold their standards:

Body	Standards
Fundraising Regulator	The Code of Fundraising Practice Rulebooks for private site fundraising
Chartered Institute of Fundraising (CIoF)	CIoF Rulebook Treating Donors Fairly Guidance
Direct Marketing Association	The Direct Marketing Code of Practice
Cabinet Office / Department for Culture, Media and Sport	National Exemption Order operational guidance

We have a complaints policy published on our website, which includes reference to inappropriate or improper fundraising methods. We are committed to dealing with all complaints constructively, impartially and effectively and will make every effort to ensure that all complaints receive a complete, accurate and timely response. No complaint is ever disregarded. During this financial year, we received (either directly or through a person acting on our behalf) a total of 431 complaints relating to all methods of fundraising. We define a complaint as ‘any expression of dissatisfaction’ and we actively encourage members of the public to share with us their views on our work to resolve problems and to improve our performance. All agencies we worked with were closely monitored while carrying out fundraising on our behalf. For telephone agencies, we listened to a random selection of calls each week to ensure compliance with regulatory and legislative standards, and that our supporters have been offered a positive experience. All complaints received are tracked and discussed with our agencies on a weekly basis to ensure anything highlighted that could be improved upon is addressed and developed where needed.

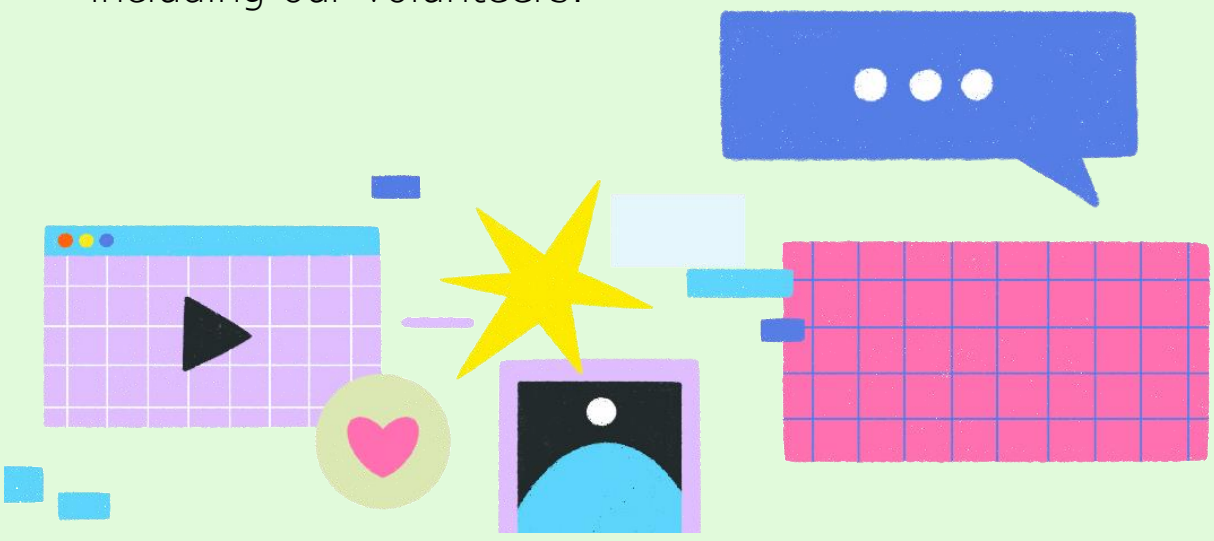
Structure, management and governance

How we are organised and governed

Good governance is fundamental to our sustained success as a charity. With good governance in place, we're most able to deliver on our mission and achieve our objectives. It enables all our people to use their skills, together with our resources, to best effect.

Good governance helps make sure that we are:

- compliant with all relevant legislation;
- constantly reviewing the risks we're facing;
- providing safeguarding standards of the highest quality; and
- supporting a positive culture for all of our people, including our volunteers.



We review our charity governance using the Charity Governance Code, and report against the principles contained within the code in this report.

Organisational purpose

We were initially founded as The London Society for the Prevention of Cruelty to Children in 1884. We then became the National Society for the Prevention of Cruelty to Children (NSPCC), incorporated by Royal Charter in 1895. We are also a charity registered with the Charity Commission in England and Wales, the Office of the Scottish Charity Regulator, the Jersey Charity Commissioner and with the relevant authorities in Guernsey. We are still the only UK children's charity with statutory powers that means we can take action to safeguard children at risk of abuse.

We work in England, Wales, Scotland, Northern Ireland, and the Channel Islands. Our services for children and young people are adapted appropriately, taking regional and local interests into account.



Leadership

Strong and effective leadership helps us deliver our aims. It also sets the tone for the charity, including its vision, values and reputation.

We are headed by a strong Board of trustees (the Board) that provides strategic leadership in line with our aims and values. The Board has collective responsibility for everything that we do, including the legal responsibility to ensure the charity is controlled and properly managed. They exercise their powers in accordance with our Royal Charter, other legal requirements, and the principles of good governance. They act in the best interests of the organisation and our work to protect children and young people.

The Board also makes sure that we are delivering our work effectively and sustainably. The Board regularly reviews our charitable purposes and the external environment in which we are working to make sure that the NSPCC, and its purposes, stay relevant and valid.

The Board agreed the 2021-2031 strategy, which launched on 1 April 2021. The Board also agrees the priorities in the annual HOSHIN (plan) in March every year, together with a three-year roadmap. The Board monitors progress against, and the impact of, the strategy on a quarterly basis.

Integrity

The Board acts with integrity. It adopts our organisational values, uses ethical principles to make decisions, and creates a welcoming and supportive culture to help us achieve our charitable purposes. The Board understands how important it is that the public have confidence and trust in the integrity of the NSPCC. trustees carry out their duties with this in mind, considering our values and ethics in everything they do.

Trustees declare any interests which might conflict with NSPCC business. Trustees also declare any gifts and hospitality they receive from NSPCC partners and contractors. All of our trustees give their time on a voluntary basis; they receive no remuneration or any other benefits. Note 6 details any out-of-pocket expenses, along with other costs paid directly by the charity, that the trustees have incurred while carrying out their duties.

Decision-making, risk and control

The Board makes sure that its decision-making processes are informed, rigorous and timely. They also make sure that effective delegation, control and risk assessment are set up and monitored.

Our Board meets six times a year. We also hold two Board away days each year, where trustees and the executive Board focus on key strategic issues in more depth.

There are certain matters which the Board reserves to itself through a written schedule. These include approval of our annual plan and budget, and our overall strategic direction. The *Matters Reserved for the Board statement* makes clear the trustee Board's responsibilities and where there are clear delegated authorities to act on their behalf.

The trustee Board delegates certain responsibilities to its committees or through the Chief Executive. The Chief Executive is accountable to the trustee Board for the day-to-day running of the NSPCC and for executing the strategy and policies agreed by the Board and/or its committees.

Each Board committee has defined terms of reference, detailing the delegated authorities where appropriate.

Co-opted members, who are not themselves trustees, serve on some of our committees. We are very grateful for the expertise, skills and experience they bring.

Committees of the Board

Finance, Audit and Risk committee	Maintains an overview of the financial aspects of our strategy. Reviews and monitors our policies, processes and standards to ensure effective financial management. Oversees our systems for quality, performance, risk management and internal controls ensuring that our systems are robust, effective and fit for purpose.
Income Generation Committee	Reviews the NSPCC income generation strategies, their relationship with wider brand positioning and marketing activities. Reviews impact on NSPCC's reputation and, where appropriate, recommends relevant strategies to the Board.
Nominations and governance committee	Ensures that we comply with our Royal Charter and byelaws as well as best practice in governance. Reviews the role and membership of the Board of trustees and its committees.
Policy committee	Responsible for identifying key issues on which we must have a public policy position and reviews our work with Government and other agencies.
Remuneration and People committee	Decides on the appropriate level of remuneration for our Chief Executive and reviews recommendations for remuneration of the executive Board. Further information on executive Board and other senior staff remuneration is included earlier in this report.
Service development, Safeguarding and Quality committee	Reports to and advises the Board on the development and impact of our services for children and young people. Ensures that high-quality services meet the needs of children and families based on local need.
Volunteer Engagement Committee	Provides oversight, leadership and critical friendship to the executive in ensuring we create an environment in which volunteers feel valued and able to be their best. Has oversight of a programme of activity where senior leaders, including trustees, engage directly with volunteers across the country in a reasonably systematic way.

Risk management and control

The Board has overall responsibility for risk management. It discusses and decides the level of risk it is prepared to accept for both specific and combined risks. In September 2021, the Board defined its risk appetite, and during the summer of 2023, we reviewed our risk management framework and risk registers.

The Board regularly reviews our specific significant risks and the cumulative effect of these risks. It makes plans to mitigate and manage these risks appropriately.

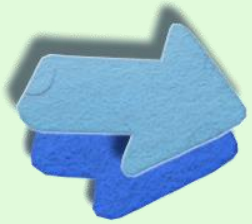


The Board puts in place and regularly reviews our process for identifying, prioritising, escalating and managing risks. Where applicable, it also reviews our system of internal controls to manage these risks. There were two internal audits on risk management in the year: one on the risk management framework and one on risk identification and escalation. Any recommendations made in the report have been implemented, strengthening our risk management framework.

We committed to ongoing reviews of the internal and external risks facing the organisation. We have an annual review of risk appetite and effectiveness. Key to the effectiveness of our risk management system is the annual review of the Strategic Risk Register by the Board of trustees and the reviews of risk by the Finance, Audit and Risk Committee. Risks are also reviewed by the Executive Board quarterly. There is an established process for identifying risks, involving senior management leadership teams, risk owners and risk champions regularly reviewing our strategic and operational risks.

Principal risks and uncertainties

The Strategic Risk Register (SRR) defines risks that could threaten our ability to deliver our strategy, if they took place.



Our Strategic risk register includes 15 Strategic risks, which fall into the following categories:

1. **Income Generation** – historic decline in donor base; competition against other charities for donors;
2. **Economic uncertainty** – cost of living, inflation, and interest rate impacts on the level of giving, operational costs and reserve cover. This also impacts staff recruitment and retention;
3. **Cyberattack/data breach** – cyber risk strategy; prevention measures; crisis management policy and procedures;
4. **Reputation or brand damage** – impact on revenue streams; use of external PR advisers on a contingency basis;
5. **Operational risks** – failure to successfully implement a major and critical systems project;
6. **Failure to innovate** – failure to initiate new revenue streams and use technology and social media platforms effectively;
7. **Legacy technology systems** – ageing technology impacts productivity and requires considerable support to stay operational;
8. **Regulatory or legislative changes** – compliance strategy to keep updated on significant changes which could affect the Society internally or externally; and
9. **Business interruption** – disaster recovery and contingency policies

(in place and being regularly tested).

The principal risks facing the organisation are as follows:

Risk category	Mitigations and actions
1 **INCOME GENERATION**	To help mitigate this risk category, we're prioritising six growth driver income streams as agreed with the Board of trustees. We're using business planning tools to regularly review and report against KPIs in the annual and three-year financial plans. Alongside this, we're preparing evidence to activate new income streams and expand the portfolio. We're continuing to invest in brand awareness for supporter attraction and retention, especially in the current challenging market. Contingencies are in place for an emergency fundraising appeal if necessary and reserves in place to help counteract any in-year net financial declines.
2 **ECONOMIC UNCERTAINTY**	The Society closely monitors income and expenditure against budgets which include operational costs, staff recruitment and retention. While the external economic climate is outside our control, we use our political ongoing influencing activities and evidence-based publications and insights to keep children's needs high on the agenda. This helps us mitigate economic uncertainty. Work in this area includes a general election influencing campaign and co-developing services focused on early intervention and prevention.
3 **CYBER ATTACK/DATA BREACH**	To help mitigate this risk category, key controls include: • mandatory cyber security awareness/training with regular phishing attack exercises; • proactive monitoring of critical vulnerabilities so we can deploy critical patches in a timely manner; • Distributed Denial of Service (DDoS) protection and other targeted testing to protect key services; and • preventing users from installing unauthorised software).

	There are additional quality assurance and processes in place for use of web analytics tools. This includes quarterly scans across our websites, and an external audit to ensure cookie compliance and review new cookie requirements. New projects/products are part of a Data and Analytics Strategy. Information security and digital ethics are considered by Information Security Governance and Digital Ethics Boards. We have a qualified Data protection and compliance team in place, with support from the DPO Centre who conduct Data Protection Impact Assessments on new high-risk projects.
4 **REPUTATION OR BRAND DAMAGE**	Key controls that are currently in place to help mitigate this risk category include: • a well-established 'red lines and red flag' regime with a Trustee subgroup in place to consider marginal cases; • risk appetite being documented and reviewed annually by Board of trustees to help decision making; • an organisation-wide strategic/operational risks and opportunities register that is regularly reviewed by our Executive Board of Directors; and • robust Acceptance and Refusal of donations and equivalent policies (including regarding gifts and hospitality) that are reviewed regularly.
5 **OPERATIONAL RISKS**	Controls that are currently in place to help mitigate this risk category include: • a Technical Debt register, with a remediation project to safeguard frontline services. Following any major incident, an in-depth root cause investigation is conducted to prevent a re-occurrence; • 'Operational Change' process assesses changes to our infrastructure and systems that are presented for approval; and • a Business Relationship Management model helps to ensure that Services delivery outcomes are prioritised, agreed and monitored in project activities. This also provides a better foundation

	for future strategic programmes.
6 **FAILURE TO INNOVATE**	Controls that are currently in place to help mitigate this risk category, in addition to those for Income Generation (see no. 1 above), include: • a Portfolio Governance Board co-chaired by Technology and Finance Directors. This will strengthen Technology investment and benefits delivery across all change and business as usual initiatives, with clear NSPCC corporate and Directorate priorities agreed and in place for 2024/25; and • a Digital Enablers Steering Group, established October 2023, across Income Generation (IG) and Technology Directorates. This oversees/prioritises digital enablers that can grow income workstreams.
7 **LEGACY TECHNOLOGY SYSTEMS**	Controls that are currently in place to help mitigate this risk category include: • a new, Technical Debt register. This is regularly updated with known risks and issues surrounding any infrastructure, system or software going out of support; • audits and network monitoring of system use across the Society. This is informing plans and engagements on those systems to better manage any data and security risks; • annual and ad-hoc licence reviews to assess usage of appropriate licences and optimise costs; and • production of technical roadmaps that include risks status against all areas, to determine areas of focus and onward planning.
8 **REGULATORY OR LEGISLATIVE CHANGES**	Controls that are currently in place to help mitigate this risk category include: • focusing on the implementation and shaping of the new regulatory framework following the Online Safety Act; • setting up an organisation-wide 'The Independent Inquiry into Child Sexual Abuse (IICSA)' review

	group make sure we are able to respond effectively. Our CEO is chairing the 'IICSA Changemakers' alliance to mobilise the wider sector; • channelling our follow up to the Independent Review of Children's Social Care (Care Review) via the children's charities coalition General Election (GE) influencing campaign; • convening a Relationships & Sex Education (RSE) strategic communications group with relevant expertise from across the organisation, to manage our response to RSE developments; and • prioritising work on the Victims Bill so we can maintain our leadership position on this among the children's charities.
9 **BUSINESS INTERRUPTION**	In addition to controls that are currently in place to mitigate Cyber-attack/Data Breach (see no. 3 above) and Legacy Technology Systems (see no. 7 above) categories, there are Business Continuity Plans in place with exercises carried out to test business critical activities.

Board effectiveness

The Board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions. Trustees are appointed on the basis of the skills that they bring. We undertake regular diversity and skills audits to make sure there is an appropriate mix of skills, experience and backgrounds around the Board table.

Trustees usually serve an initial term of three years. This can be extended once, up to a maximum of six years. In very exceptional circumstances there may be a further extension, in accordance with the Charity Governance Code. (Trustees elected before 2016 were able to serve for three terms.)

The Board has plans to reduce it size to twelve, however this cannot be achieved without causing instability for some years. Our trustees are recruited through a variety of means, including open advertising. The Society has a trustee recruitment policy in place which was approved during 2019.

Our trustees take part in a comprehensive induction programme and are offered training and development opportunities throughout their trusteeship. The induction typically consists of:

- training in charity trusteeship and safeguarding;
- induction meetings with the Chair, Chief Executive and Directors;

- visits to Childline bases, service centres; and
- visits to Speak Out Stay Safe assemblies in schools.

Trustees will also have induction meetings with the chairs of the committees on which they will sit.

Trustees have adopted the Charity Governance Code, and the nominations and governance committee continually works to improve our governance. At the end of each Board meeting, trustees discuss areas that worked well and what more is needed to inform discussion and decision making. Additionally, the Chair meets with each trustee to discuss their effectiveness individually.

From January to March 2024, the Board completed a Board evaluation exercise with an external facilitator, in accordance with the Charity Governance Code.

The report stated:

"The last review of the Board of trustees of NSPCC was in 2020 and this review compares very favourably with that one, which was itself very positive. The Board is very well chaired. The atmosphere is open and inclusive and there is a real sense of shared commitment to the Society's success. Decision-making is effective with trustees able to constructively challenge and engage with the executive team on any aspect of its work. Trustees demonstrate their commitment through their considerable contributions both in and outside formal meetings."

The report contained 14 recommendations to further improve our governance. These will be implemented during 2024/25.

Equality, diversity and inclusion

The Board has a clear, agreed and effective approach to supporting equality, diversity and inclusion throughout the organisation and in its own practice. In order to be there for every child and young person, the Board recognises the need to consider equality, diversity and inclusion when making decisions.

This includes making sure the voices of children and young people are considered during the decision-making process.



The Board approved the NSPCC EDI Charter in 2020. Since then, the Board has taken part in training, including unconscious bias training, and has appointed a lead trustee for Equality, Diversity and Inclusion. This trustee act as a bridge, joining the organisational efforts and priorities with the Board of trustees' governance responsibility, focus and plans.



The Board also recognises that in order to make the best-informed decisions, the widest variety of backgrounds and experience is needed around the Board table. We have undertaken diversity audits which are used by the Chair to inform the trustee recruitment process.

Our employee diversity breakdown at the NSPCC is as captured in the table below. These percentages show the average proportion of our workforce, per demographic, for the 12 months ending 31 March 2024.

	NSPCC	People Count benchmark
Female %	81%	72.5%
LGBTQ+ %	10%	9%
Black, Asian and minoritised ethnicities %	13%	8.2%
Disability %	10%	4.3%
Average Age	40	44.7

All our diversity and inclusion actions centre around three main areas of focus in our NSPCC Equality, Diversity and Inclusion action plan (2022-25). These are:

- Diversifying our workforce
- Creating an inclusive culture of safety and belonging
- Inclusive leadership

We call these three focal points our ‘diversity triangle', because we understand that there is interdependence between all three aspects.

Within our action plan, pinned against these three areas of focus, our priorities remain:

- Diversifying the leadership of the organisation
- Removing barriers to entry as a member of staff or volunteer
- Disability accessibility and inclusion.

Openness and accountability

The public’s trust that we are delivering public benefit is fundamental to our reputation and success. We engaged a range of stakeholders while developing the 2021-31 strategy. Having set out our ambition in the strategy, it’s important we understand how well we’re progressing towards these changes for children, and that we are open about our impact.

The Impact Framework stems from, and is intrinsically linked to, the 2021-2031 strategy. It is anchored in helping us understand whether the changes for children set out in our strategy are being achieved. The Impact Framework includes wider, deeper research and evaluations. It also includes the measures we will track and report against regularly. Each quarter, the Board reviews its impact against our strategic priorities and publishes its impact report to staff and volunteers.

We have a published complaints process, and complaints are monitored by the Finance, Audit and Risk Committee on behalf of the Board of trustees. The Board reports any serious incidents to the Charity Commission and other regulators as appropriate. A register of interests for trustees and senior staff is maintained and is available on request.

Public benefit and how our activities deliver it

We must have due regard to the Charity Commission's public benefit guidance under section seventeen of the Charities Act 2011. We're confident that we meet those public benefit requirements. We've taken Charity Commission guidance into consideration.

Our vision is to end cruelty to children in the UK and the Channel Islands. It may take many generations to achieve. We believe cruelty to children is preventable. By having our strategy in place, we can achieve much more: 'Every childhood is worth fighting for'.

We believe we meet the public benefit requirements through the range of activities we undertake, most significantly through Childline, our free, confidential helplines and our range of services for children and families. We deliver projects in local communities for children who have experienced or are at risk of abuse as well as those in care, focusing on children who most need help. We also provide advice to adults and professionals who are concerned about children. We work with other organisations that come into contact with children. Ensuring they protect children and challenging those who don't. We visit schools, providing young people with the knowledge and resilience to keep themselves safe. And we campaign to make children safer and improve the child protection system across the UK and the Channel Islands.

Trustees' responsibilities statement

The trustees are responsible for preparing the trustees' annual report and financial statements following the law and UK Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 (The Financial Reporting Standard applicable in the UK and Republic of Ireland).

The law applicable to charities in England, Wales and Scotland requires the trustees to prepare financial statements for each financial year. Statements must give a true and fair view of the charity's state of affairs and the incoming and application of resources for the charity for that period. In preparing these financial statements, trustees:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgments and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the charity's financial position. Accurate records ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008, the Charities and Trustee Investment (Scotland) Act 2005, the Charity Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the royal charter. Trustees are also responsible for safeguarding the charity's assets and taking reasonable steps to prevent and detect fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charity and the financial information on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Subsidiaries and related parties

NSPCC Trading Company Limited and Childline are both wholly owned subsidiaries of the NSPCC, and their accounts are consolidated in the accounts presented on pages 100–124.

The principal activities of NSPCC Trading Company Limited are organising participation fundraising events on behalf of the NSPCC, a mail order operation and the sale of NSPCC branded goods. The company has seen a small reduction in income this year, as although fundraising events have largely returned to pre-pandemic levels several sponsorship partnerships have come to an end. The company had a profitable year and continues to develop its activities to support our work. The profit before tax of £0.3 million (2023 £0.2 million) was donated under Gift Aid to the NSPCC.

Childline continues as a separate legal entity in order to receive legacy income not otherwise receivable by the NSPCC. In the year ending 31 March 2024 it received £1.6 million legacy income (2023 £1.0 million). This is paid by way of a grant to the NSPCC towards the operation for the Childline service for which the funds were received.

Patrons, trustees, officers and professional advisors

Royal Patron
HRH The Duchess of Edinburgh

President
HRH The Duchess of Edinburgh

Royal Patron of Childline
HRH The Duchess of Edinburgh

President of Childline
Dame Esther Rantzen DBE

Deputy President of Childline
Rebecca Wilcox

Board of trustees

Neil Berkett

- Trustee since 4 October 2018[1]
- Chair since 2 October 2019
- Finance committee (member) to 6 October 2022
- Nominations and governance committee (chair)
- Policy committee (member)
- Remuneration and People committee (chair)

Pippa Gough MA MSc PGCEA RN RM HV FQNI FRSA

- Trustee since 4 October 2018
- Vice-chair since 12 December 2019
- Policy committee (chair from 2 September 2019)
- Nominations and governance committee
- (member since 4 December 2019)
- Remuneration and People committee (member since
- 12 December 2019)

Sarah Ridgway

- Trustee since 4 October 2018
- Vice-chair 12 December 2019 to 28 March 2024
- Nominations and governance committee
- 12 December 2019 – 28 March 2019
- Remuneration and People committee
- 12 December 2019 – 28 March 2019
- Service development, Safeguarding and Quality committee (member)
- Volunteer engagement committee (chair 12 December 2019 – 28 March 2024)

Dr Joanna Begent MBBS

- Trustee since 2015
- Lead trustee with responsibility for safeguarding (since 2 October 2020)
- Policy committee (member)
- Service Development, Safeguarding and Quality Committee (since 6 October 2022)

Mark A. Corbidge

- Trustee since 6 October 2022
- Hon Treasurer since 6 October 2022
- Finance, Audit and Risk Committee (chair)
- Remuneration and People Committee (member)

Pete Daffern

- Trustee since 6 October 2022
- Income Generation Committee (chair)

Eithne Daly

- Trustee since 1 October 2020
- Service Development, Safeguarding and Quality Committee (member)

Ifeoluwapo (Ife) Grillo

- Trustee since 1 October 2020
- Volunteer Engagement Committee (member)
- Nominations and Governance Committee (member since 3 April 2023)
- Vice – Chair since 28 March 2024

Albert Heaney

- Trustee since 7 October 2021
- Policy Committee (member)
- Service Development, Safeguarding and Quality Committee (member)
- Service Development, Safeguarding and Quality Committee (Chair since 28 March 2024)

Andrew Kerr

- Trustee since 4 October 2018
- Policy committee (member)
- Service Development, Safeguarding and Quality committee (member)

Tarek Khlat MBA

- Trustee since 2015
- Income generation committee (member)

Derrick Mortimer

- Trustee since 4 October 2018
- Finance, Audit and Risk committee (member)
- Service development, Safeguarding and Quality Committee (chair to 28 March 2024)

Sheanna Patelmaster

- Trustee since 1 October 2018
- Finance, Audit and Risk Committee (member)
- Service Development, Safeguarding and Quality Committee (member)

Emma Smyth

- Trustee since 7 October 2021
- Volunteer Engagement Committee (member)

Thomas Toumazis MBE

- Trustee since 4 October 2018
- Income generation committee (member)
- Audit and Risk Committee (member) to 6 October 2022
- Volunteer Engagement Committee (member since 3 April 2023)

Chanelle Wilson

- Trustee since 5 October 2023
- Service Development, Safeguarding and Quality Committee (member)

Gaby Zein

- Trustee since 5 October 2023
- Service Development, Safeguarding and Quality Committee (member)
- Volunteer Engagement Committee (member to 28 March 2024, Chair since 28 March 2024)

Co-opted members

We thank the following for the support on our committees, recognising the expert advice they give:

Angela Cha
Finance, Audit and risk committee

Dr Carlene Cornish
Policy Committee

Professor Julia Davidson
Policy Committee

Sally Essler
Service Development, Safeguarding and Quality Committee
Volunteer Engagement committee

Eddie Golding
Service Development, Safeguarding and Quality Committee

Ed Grimsey
Volunteer Engagement committee

Steve Hart
Service Development, Safeguarding and Quality Committee

Estelle Lloyd
Income generation committee

Mark Luboff
Finance, Audit and Risk committee

Jonathan Middup FCA
Finance, Audit and risk committee

Hywel Peterson
Income generation committee

Gavin Dein
Income generation committee

Julian Short
Income generation committee

Paul Snell
Service development, Safeguarding and Quality committee

Sarah Timby
Finance, Audit and Risk Committee

Francesca Valli
Income generation committee

We also thank the trustees of the NSPCC Pension Scheme Limited:

- Lynne Stewart-Brindle, Pan Trustees UK LLP (chair)
- Alex Camm
- Tracey Dawkins (from 7 December 2022)
- Philippa Webster (to 7 December 2022)

Senior management (the Executive Board)

Chief Executive
Peter Wanless

Director of Communications and Marketing
David Hamilton to 8 May 2024

Director of Finance
Paul Taylor

Director of Income Generation, Fundraising and Engagement
Jo Swinhoe

Director of Services
Claire Watt

Director of People
Brett Terry

Director of Strategy and Knowledge
Maria Neophytou

Director of Technology and Data
Greig Sharman to 28 June 2024

Bankers and professional advisers

Bankers

Barclays Bank Plc
1 Churchill Place, London E14 5HP

The Co-operative Bank Plc
9 Prescot Street, London E1 8BE

NatWest Plc
250 Bishopsgate, London EC2M 4AA

Auditors

Crowe U.K.
55 Ludgate Hill, London EC4M 7JW

Internal Audit Partner

KPMG LLP
15 Canada Square, London E14 5GL

Investment managers

Blackrock
12 Throgmorton Avenue, London EC2N 2DL

Credit Suisse (UK) Limited
1 Cabot Square, London E14 4QJ

J.P. Morgan International Bank Ltd.
25 Bank Street, Canary Wharf, London E14 5JP

Legal advisors

Bates Wells & Braithwaite
10 Queen Street Place, London EX4R 1BE

Carbon Law Partners
89 Eastgate, Cowbridge CF71 7AA

Carson McDowell LLP
Murray House, Murray Street, Belfast BT1 6DN
(who also advise us on a pro-bono basis)

Wilson's Law
4 Lincoln's Inn Fields, London WC2A 3AA

Withers Worldwide
20 Old Bailey, London EC4M 7AN
(who also advise us on a pro-bono basis)

We would like to thank the following firms for their pro-bono work:

Baker & McKenzie
100 New Bridge Street, London EC4V 6JA

CMS Cameron McKenna Nabarro Olswang LLP
Cannon Place, 78 Cannon Street, London EC4N 6AF

Devereux Chambers
Devereux Court, Temple, London WC2R 3JH

DLA Piper
3 Noble Street, London EC2V 7EE

Doughty Street Chambers
53-54 Doughty Street, London WC1N 2LS

Gowling WLG
3 Waterhouse Square, 142 Holborn, London EC1N 2SW

Herbert Smith Freehills LLP
Exchange House, Primrose Street, London EC2A 2EG

Mayer Brown International LLP
201 Bishopsgate, London EC4V 6JA

Simmons and Simmons
City Point, 1 Ropemaker Street, London EC2Y 9SS

Walker Morris
Kings Court, 12 King Street, Leeds LS1 2HL

Weil, Gotshal & Manges
110 Fetter Lane, London EC4A 1AY

Financial review



Summary

This year's annual report marking three years of progress on our ambitious ten-year strategy. Much of the social safety net the NSPCC provides is dependent on our indispensable volunteers who, alongside our employees, supporters and partners, keep lifelines like Childline and the Helpline open to the children and families who need them. Crucially, none of those vital services would be possible without the generosity and good will of our supporters, who continue to donate much-needed funds.

Our total income increased in the year, with increases in our legacies and investment income offsetting a decline in individual direct giving. As well as this increase in total income in the year, our income from supporters (donations and legacies*, and other trading activities) also grew, making up over 80% of total income received, which continues to illustrate the clear mandate we hold to act on behalf of the public to protect children.

Although the amount spent on charitable activities has increased by £8.2 million to £85.5 million, we have also had to spend more on raising funds and therefore the percentage of our funds spent on directly helping children and families has reduced slightly to 73.4% (2023 75.0%). We have chosen to invest in fundraising infrastructure, including our supporter engagement platform, and for a period, acknowledge that this will have an impact on this percentage. However, this still means that for every pound we spend, almost 75 pence** goes on charitable activities.

We would like to thank everyone who stands with us in the fight for every childhood and who continues to support our work.

**Income from supporters included income from donations and legacies (excluding statutory non- performance related grants) and other trading activities.*

***Expenditure on charitable activities is 73.4% (2023: 75.0%) of total expenditure excluding other expenditure. Excluding donated services of £5.0 million (2023: £3.3 million), expenditure on charitable activities would be 76.3% (2023: 77.2%) of total expenditure excluding other expenditure. Donated services are recognised within raising funds (£4.6 million (2023: £3.0 million)) and charitable activities (£0.4 million (2023: £0.3 million)).*

How we helped children

Our ambition over our ten year strategy is to work with more children and make the biggest impact we can help prevent child abuse and neglect. This year we spent a total of £85.5 million on charitable activities, which was £8.2 million higher than last year (2023: £77.3 million), with the amount spent to directly help children and families remaining around 75% of expenditure.**



NSPCC

£85.5 million

on charitable activities

Expenditure on services for children and families reduced by £1.1 million to £25.1 million (2023: £24.0 million), primarily due to recruitment to vacant roles in staff across our service centres. You can read more about the delivery of our direct services throughout the annual report.

Expenditure on Childline and our Schools Service increased by £0.1 million to £24.3 million (2023: £24.2 million). Through 2023/24, Childline has continued to listen to and respond to children and young people's needs for help and support. This year we delivered fewer counselling sessions – almost 188,000 (2023: over 195,000), with the help of over 1,000 volunteer counsellors (2023 over 1,100 volunteer counsellors) who provided over 123,000 hours (2023 over 132,000 hours).

**Expenditure on charitable activities is 73.4% (2023: 75.0%) of total expenditure excluding other expenditure. Excluding donated services of £5.0 million (2023: £3.3 million), expenditure on charitable activities would be 76.3% (2023: 77.2%) of total expenditure excluding other expenditure. Donated services are recognised within raising funds (£4.6 million (2023: £3.0 million)) and charitable activities (£0.4 million (2023: £0.3 million)).

Childline continues to face challenges in providing enough capacity during the busiest periods: evenings and weekends are often the hardest shifts to fill with volunteers. We're focusing on recruiting more volunteers and getting them trained as efficiently as possible.

Delivery of our **Speak out. Stay safe. program** through school assemblies remained largely virtual through the year. We delivered assemblies to over 5,600 schools (2023 over 5,300 schools) reaching over 1,376,000 children across the UK (2023 over 1,235,000 children). You can read more about our Childline service and Speak out. Stay safe. on pages 25–27.

Expenditure on child protection advice and awareness increased by £6.0 million to £29.9 million (2023: £23.9 million). This year we have spent more on awareness campaigns, as well as increased Helpline staff costs. The NSPCC Helpline continues to support adults, including parents, professionals and other members of the public, who have concerns about a child. During the year, our Helpline responded to over 75,600 contacts in relation to child welfare (2023: nearly 60,000). You can read more about our Helpline on page 15 and 16.

Expenditure on child protection consultancy increased by £1.0 million to £6.2 million (2023: £5.2 million). A major component is our NSPCC Learning activity, where we offer our range of online courses that help organisations and individuals working with children and young people to gain the knowledge and skills they need to keep them safe. In 2023/24, we had almost 3 million visitors to the NSPCC Learning website. And, we're well on our way to achieving our vision to be the 'go-to' place for safeguarding information, and for training professionals working or volunteering with children. You can read more about our NSPCC Learning on page 15 and 16.

Expenditure on raising funds increased by £5.3 million to £31.0 million (2023: £25.7 million). This includes increased advertising costs for our awareness and fundraising campaigns, including gifted advertising, as well as increased events costs.

Our efforts over the years to streamline all that we do have enabled us to continually reduce support costs, and to reduce this as a percentage of our total expenditure from 7% in 2012 to just 4% in 2019, which has since been maintained. This year, although support costs increased to £5.2 million, this has remained 4.4% of total expenditure (2023: £4.6 million, 4.4%). Support costs include expenditure on governance activities of £0.5 million (2023: £0.4 million). Governance costs include the cost of internal audit, legal advice, costs associated with meeting constitutional and statutory requirements and strategic planning.

The support we received

This year our total income increased by £4.1 million to £124.7 million (2023: £120.6 million). Of that, overall income from donations and legacies increased by £3.8 million to £100.6 million (2023: £96.8 million).



£124.7 million

total income

Income from individual giving, including regular donations, reduced by £2.1 million to £43.3 million (2023: £45.5 million), continuing the trend of decline in the number of committed regular giving relationships. Economic hardship that many people have faced over the last 12 months has resulted in continued cancellations, though lower than last year, reducing by 20,000 to 402,000 (2023: reducing by 26,000 to 422,000). This year we were able to secure 10,000 new regular donors (compared to 9,000 in 2023), largely due to a continued increase in face-to-face fundraising and a focus on regular giving.

Legacy income increased by £2.6 million to £30.8 million (2023: £28.2 million), partly due to an increase in high value gifts. In the year there were 13 gifts over £250,000 with a total value of £11.5 million (2023: 9 gifts over £250,000 with a total value of £9.2 million). This includes a significant gift of £6.0 million compared to a similar gift of £5.0 million last year.

Income from corporates, trusts and major donors increased by £3.5 million to £16.1 million (2023: £12.6 million). This is primarily due to a significant partnership with Omaze of £2.1 million as well as new marketing services provided as gifts in kind. You can read more about our corporate partners on page 34.

Other voluntary income streams remained consistent with the prior year. We received £0.3 million of capital income to develop one of our service centres, which is offset by decreases in our schools fundraising and in participation events when compared to last year.

Income from trading activities decreased by £0.3 million to £5.3 million (2023: £5.6 million). This was due to a reduction in some of the high value events compared to last year, though this was offset by the reintroduction of the Childline Ball in February 2024, run for the first time since 2019. This was also supported by an increase of £0.1m to £2.1m in income from the sale of goods and other activities.

Income from charitable activities, received primarily from government and other statutory sources through grants and contracts, increased by £1.1 million to £15.7 million (2023: £14.6 million). Sales from our bespoke training increased and our elearning sales through NSPCC Learning, which was launched in 2019, have remained consistent, with our range of online courses that help organisations and individuals working with children and young people to gain the knowledge and skills they need to keep them safe. We also received £1.4 million (2023: £nil) from the Home Office to support the long-term aim of building public awareness about child sexual abuse and to ensure the provision of accessible expert advice and a confidential reporting mechanism for whistleblowers.

Income from supporters (donations and legacies*, and other trading activities) remains above 80% of total income received, which continues to illustrate the clear mandate we hold to act on behalf of the public to protect children. We would like to thank all our supporters for their commitment to the cause and their passion for what we do, which leads them to give generously in so many ways. This support is as vital as it has ever been, and we simply could not reach the children who need us without our supporters standing with us.

**Income from supporters included income from donations and legacies (excluding statutory non- performance related grants) and other trading activities.*

Reserves

Total reserves now stand at £119.6 million, an increase of £14.2 million compared to last year.

This reflects:

- unrestricted general funds of £100.1 million (2023: £89.4 million),
- designated funds of £41.5 million (2023: £37.6 million),
- restricted funds of £1.6 million (2023: £1.8 million) and
- endowment funds of £1.6 million (2023: £1.5 million),
- offset by the negative pension reserve of £25.2 million (2023: £24.9 million).



£14.2 million

increase on last year

The £10.7 million increase in unrestricted general funds reflects net income for 2023/24 of £12.4 million, partly offset by transfers of £1.7 million, with £2.2 million transferred to the pension reserve for defined benefit contributions paid during the year.

The £3.9 million increase in designated funds reflects £6.0 million income set aside for strategic expenditure, investment property gains of £0.6 million and net property additions of £0.5 million, offset by expenditure of £2.7 million and fixed asset property depreciation of £0.6 million. Designated funds are funds set aside by the trustees out of general funds to cover the value of

property fixed assets held, which includes freehold and leasehold properties, or to fund specific future purposes or projects. Designated funds relating to freehold and leasehold properties were £22.2 million, consisting of property fixed assets, with a land value of £1.9 million, investment property value of £1.9 million and depreciating property assets of £15.0 million, and related provision for property dilapidations of £3.4 million. The remaining average depreciation time for these property assets is 32 years. In addition, £19.3 million is held for the furtherance of strategic projects.

The £0.2 million reduction in restricted funds reflects the drawdown of funds in order to support activities specified by the donor when making the gift, or related to the terms of an appeal. Restricted funds at 31 March 2024 represent unspent restricted income of £1.4 million, being £0.3 million for our Letting The Future In program, £0.3 million for our Healthy Relationships Campaign and £0.2 million for The Lighthouse as well as £0.5 million restricted to programmes and £0.2 million with other regional restrictions. The remaining balance of £0.3 million relates to capital restricted income, where the asset is yet to be brought in to use.

Endowment funds, being donations where the capital needs to be preserved, have increased to £1.6 million (2023: £1.5 million).

Per our reserves policy we aim to retain sufficient unrestricted free reserves in a range equivalent to three to six months' forward expenditure. Unrestricted free reserves are calculated as excluding fixed assets included within general funds, adjusted for the actuarial deficit in the pension scheme and investment volatility. We hold these unrestricted free reserves in case of any sudden decline in income, so that we can honour our commitments to children and young people by ensuring contractual obligations to staff, premises and funding partners can be met with confidence.

Our unrestricted free reserves totalled £59.3 million (2023: £50.9 million) and are equivalent to 5.8 months forward expenditure (2023: 5.1 months), which are within our target range.

Investments and cash

Our reserves are largely represented by the amounts that we hold in investments and cash.

The trustees' responsibilities with respect to investments are set out in the Royal Charter and by-laws. These responsibilities are delegated to the Finance Committee, which oversees the management of the portfolio.

JP Morgan and Credit Suisse are our investment managers, with each actively managing a mixed portfolio of equities, bonds and cash deposits with the aim of achieving return goals within risk parameters, and applying a set of ethical screens using industry recognised screening tools such as provided by MSCI ESG (Environmental, Social and Governance) Research and ECPI Research.

At 31 March 2024, **total investments and cash totalled £126.9 million** (2023: £109.2 million). Fixed asset investments totalled £122.3 million (2023: £100.3 million), of which £30.2 million was held in equities (2023: £25.2 million), £41.5 million was held in fixed income bonds (2023: £39.0 million), £48.7 million was held in bank deposits and money market funds (2023: £35.4 million) and £1.9 million in investment property (2023: £0.7 million).

A total of £75.1 million is held by Credit Suisse and JP Morgan (2023: £66.8 million). This increase is due to £7.2 million of investment gains combined with £1.1 million net investment income. The table below shows the performance of our investment managers at 31 March 2024:

Fund manager	Benchmarks used	Fund value 31 March 2024 £'000		Inception	Performance Since Inception %	
JP Morgan	51% BBG Capital Sterling Corporate 1-10yrs 49% MSCI World After Tax	Equities Bonds Deposits	18,203 19,606 952	1st October 2018	Performance Benchmark	39.38 45.93
		Total	**38,761**		**Variance**	**(6.55)**
Credit Suisse	37% Bloomberg GBP Non-Gilts 1-10yr 31% MSCI World Idx TR Net Hdg into GBP 24% Bloomberg GBP Gilts 1-10yr 8% JPMorgan Cash GBP 1M	Equities Bonds Deposits	12,022 21,852 2,503	2nd July 2018	Performance Benchmark	24.32 23.68
		Total	**36,377**		**Variance**	**0.64**

The investment managers' performance against their respective benchmarks is monitored closely by the Finance, Audit & Risk Committee. JP Morgan's underperformance versus its benchmark since inception has been impacted by sustainability objectives. Although JP Morgan's performance has been below benchmark, it has delivered a strong overall absolute return since inception.

Current investments and cash were £4.6 million (2023: £8.9 million), comprising operational cash held plus overnight money market investments. The overall return on cash investments for the year ending 31 March 2024 was 4.2% (2023: 1.3%). We also earned rental income of £0.1 million (2023: £0.1 million) from our investment properties.

Pensions

We provide a defined contribution pension scheme available to all staff, operated by Aviva. We also operate a defined benefit scheme.

The non-contributory section of this defined benefit scheme was closed to new members on 1 July 2002, and the contributory section was closed to new members on 1 July 2008. The full scheme was closed to future accrual on 31 December 2009; on closure, members of the scheme had the opportunity to join the defined contribution scheme.

The most recent triennial actuarial valuation at 31 March 2021 reported a deficit of £23.3 million, being the valuation used for funding purposes. Based on this valuation, the Society agreed with the pension scheme trustees that it would aim to eliminate the deficit over a period of five years and six months from 31 March 2021 by the payment of annual contributions of £1.8 million. In addition to the annual contributions, it was agreed that a lump sum of £11.4 million would be paid by 31 December 2021. Also, and in accordance with the actuarial valuation, the Society has agreed with the pension scheme trustees that it will pay £0.4 million per annum to meet expenses of the scheme and levies to the Pensions Protection Fund (previously £0.5 million per annum). The Society trustees consider that the pension deficit is recoverable from future cash flows.

The actuarial deficit as at 31 March 2024 has been estimated as £25.2 million (2023: £24.9 million). This deficit increase reflects £1.0 million actuarial losses, and expenses of £1.5 million, partly offset by £2.2 million of contributions during the year.

The basis of calculating a pension surplus and deficit for funding purposes is different to the basis that needs to be adopted to determine an accounting valuation under FRS 102. The FRS 102 valuation as at 31 March 2024 reported assets of £113.3 million with liabilities of £138.5 million, giving a deficit of £25.2 million (2023: £24.9 million).

Going concern

When setting the 2024/25 budget, we reviewed our income expectations in light of historic returns and future scenario modelling.

We have considered our risks and opportunities, to ensure that our income targets are realistic, and have aligned our planned services and activities with our expected future short term income. We have considered our need to balance investment in future income streams to ensure financial longevity, against the desire to do as much as we can for children now, and the potential consequences of upward trends in inflation on our financial position.

Despite management's view that the 2024/25 budget represents a realistic, risk adjusted, view of our expected outcome for the year, we acknowledge that our operating environment continues to reflect some uncertainty. Sensitivity analysis has been prepared to model the impact that unexpected changes in income might have on our overall position and viability. Two scenarios have been considered: firstly, the impact of a worsening of economic and political climate, with higher inflation and reductions in donor contribution and, secondly, the impact of damage from an adverse reputational event.

We have assessed projected future income, expenditure and cash flows over the period to 31 March 2026, including additional downside scenarios, and analysed the strength of the Society's reserves, liquid assets and its ability to withstand a short-term material fall in income. In conclusion, the trustees have agreed that there is a reasonable expectation that the Society and its subsidiaries have adequate resources to continue their activities for the foreseeable future. Therefore, we have continued to adopt the going concern basis in preparing the financial statements.



Neil Berkett
Chair, 17 July 2024

Independent Auditor's Report to the Trustees of the NSPCC

Opinion

We have audited the financial statements of NSPCC ('the charity') and its subsidiaries ('the group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet and Charity Balance Sheet, Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

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

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information contained within the annual report. 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.

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 this gives rise to a material misstatement in the financial statements themselves. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient and proper accounting records have not been kept by the parent charity; or
- the financial statements are not in agreement with the accounting records and returns; 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, the trustees 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 and the parent charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011, and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and

performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity and the group for fraud. The laws and regulations we considered in this context for the UK operations included General Data Protection Regulation, Fundraising regulations, Child Welfare legislation and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of legacy income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, legal counsel and the Finance, Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Crowe U.K. LLP
Statutory Auditor,

London,

18 July 2024

Financial statements



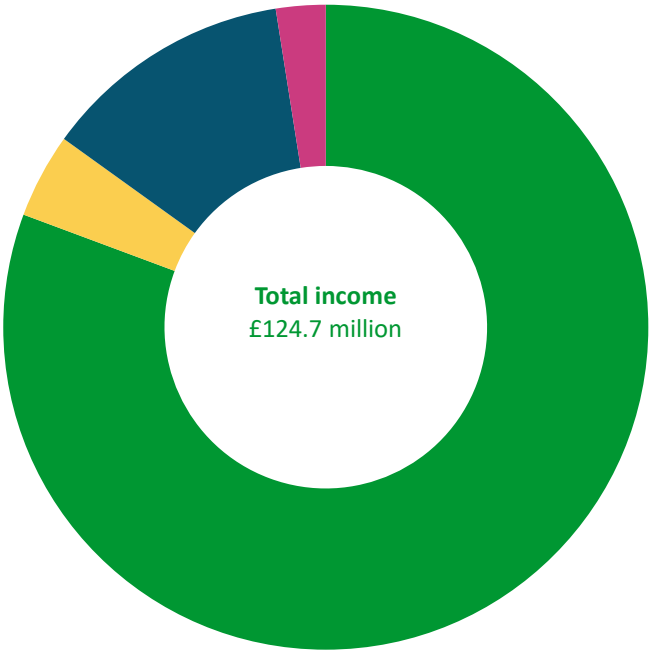
The support we received

Donations and legacies

£100.6 million (80.7%)

Voluntary donations made by our supporters on a regular or one-off basis, including grants which do not have performance-conditions attached.

(£96.8 million in 2023)



Income from carrying out our charitable work

£15.7 million (12.6%)

Income which we receive in the course of carrying out our charitable work. For example, income received from service level agreements with local authorities; government grants; and income received from provision of training and education in child protection to professional groups.

(£14.6 million in 2023)

Other trading activities

£5.3 million (4.2%)

Activities undertaken for the purpose of raising funds to support our charitable work. For example, dinners and balls, auctions, challenge events, sale of Christmas cards and allowing commercial organisations to use our name and logo in their marketing activity.

(£5.6 million in 2023)

Investment income

£3.1 million (2.5%)

Income received from our bank accounts and investment holdings.

(£2.1 million in 2023)

Other

£nil

This includes profit on sale of properties and other capital assets.

(£1.5 million in 2023)

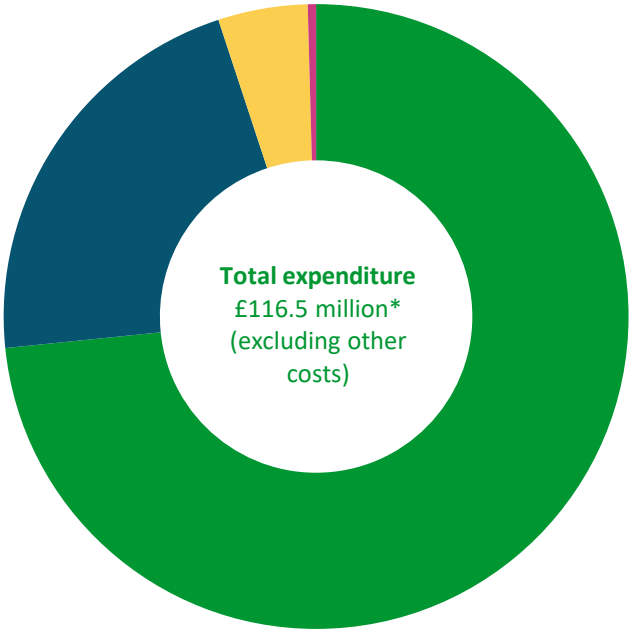
How we helped protect children

Charitable expenditure

£85.5 million (73.4%)

The cost of undertaking direct charitable activities which are defined under the following headings: (£77.3 million in 2023)

- Services for children and families £25.1 million (£24.0 million in 2023)
- Childline and the Schools service £24.3 million (£24.2 million in 2023)
- Child protection advice and awareness £29.9 million (£23.9 million in 2023)
- Child protection consultancy £6.2 million (£5.2 million in 2023)



Raising donations and legacies

£25.1 million (21.5%)

The cost of receiving voluntary donations, attracting new supporters and ongoing supporter care.

(£20.5 million in 2023)

Other trading activities

£5.4 million (4.6%)

The cost of fundraising events, attracting support for our weekly lottery and other trading activities to raise funds to support our work.

(£4.8 million in 2023)

Investment management costs

£0.5 million (0.4%)

The cost of managing our investments.

(£0.4 million in 2023)

Other*

£1.7 million

Costs outside business as usual activities, such as restructuring and impairments.

(£0.5 million in 2023)

**Total expenditure was £118.2 million (£103.5 million in 2023) including other expenditure of £1.7 million (£0.5 million in 2023). These costs have been excluded from the figures presented above as they are outside business as usual activities.*

NSPCC Consolidated Statement of Financial Activities

for the year ended 31 March 2024

	Notes	Unrestricted funds £'000	Restricted & endowment funds [i] £'000	Year ended 31 March 2024 £'000	Year ended 31 March 2023 £'000
Income from:					
Donations and legacies	3	86,176	14,463	100,639	96,790
Charitable activities	4	5,018	10,683	15,701	14,594
Other trading activities	3	3,173	2,079	5,252	5,635
Investments	3	3,093	49	3,142	2,068
Other		-	-	-	1,495
Total income		**97,460**	**27,274**	**124,734**	**120,582**
Expenditure on:					
Raising donations and legacies	6	24,831	309	25,140	20,527
Other trading activities	6	5,320	34	5,354	4,821
Investment management costs	6	456	4	460	404
Raising funds		**30,607**	**347**	**30,954**	**25,752**
Net income available for charitable application		**66,853**	**26,927**	**93,780**	**94,830**
Expenditure on:					
Services for children and families		15,299	9,782	25,081	23,955
Childline and the schools service		10,987	13,326	24,313	24,158
Child protection advice and awareness		26,761	3,133	29,894	23,948
Child protection consultancy		5,540	720	6,260	5,192
Charitable activities	**6**	**58,587**	**26,961**	**85,548**	**77,253**
Other	6	1,728	-	1,728	528
Total expenditure		**90,922**	**27,308**	**118,230**	**103,533**
Net income before investment gains/(losses)		**6,538**	**(34)**	**6,504**	**17,049**
Net gains/(losses) on investments	14	8,570	101	8,671	(4,187)
Net income		**15,108**	**67**	**15,175**	**12,862**
Transfer between funds	22	**96**	**(96)**	**-**	**-**
Other recognised losses:					
Actuarial losses on defined benefit pension scheme	20	(1,012)	-	(1,012)	(26,824)
Net movement in funds		**14,192**	**(29)**	**14,163**	**(13,962)**
Reconciliation of funds:					
Total funds brought forward		102,193	3,246	105,439	119,401
Total funds carried forward		**116,385**	**3,217**	**119,602**	**105,439**

[i] The net gains on investments shown under Restricted & endowment funds are attributable to permanent endowment investments and along with the allocation of investment management fees are the only movements on the Permanent endowment fund. All other income and expenditure relates to restricted funds. Details of the Permanent endowment fund are given within notes 22 and 23.

There were no other recognised gains and losses other than those listed above and the net income for the year. All income relates to continuing operations.

The Consolidated Statement of Financial Activities with fund comparatives is detailed within note 2.

NSPCC and Consolidated Balance Sheets
as at 31 March 2024

	Notes	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Fixed assets					
Tangible assets	12	18,106	18,579	18,106	18,579
Intangible assets	12	3,041	2,533	3,041	2,533
Investments	14	122,288	100,320	122,288	100,320
Total fixed assets		**143,435**	**121,432**	**143,435**	**121,432**
Current assets					
Debtors	15	13,871	17,265	13,549	17,136
Investments	16	4,210	8,555	4,210	8,555
Cash at bank and in hand	16	375	336	308	297
Total current assets		**18,456**	**26,156**	**18,067**	**25,988**
Creditors - amounts falling due within one year	17	(13,514)	(13,596)	(13,155)	(13,458)
Net current assets		**4,942**	**12,560**	**4,912**	**12,530**
Total assets less current liabilities		**148,377**	**133,992**	**148,347**	**133,962**
Provisions for liabilities	18	(3,531)	(3,638)	(3,531)	(3,638)
Net assets excluding pension scheme liability		**144,846**	**130,354**	**144,816**	**130,324**
Defined benefit pension scheme liability	20	(25,244)	(24,915)	(25,244)	(24,915)
Total net assets		**119,602**	**105,439**	**119,572**	**105,409**
Total funds	22	1,563	1,466	1,563	1,466
Endowment funds					
Restricted income funds	22	1,654	1,780	1,654	1,780
Unrestricted funds:					
Designated funds	22	41,531	37,644	41,531	37,644
General funds	22	100,098	89,464	100,068	89,434
Unrestricted funds excluding pension liability		**141,629**	**127,108**	**141,599**	**127,078**
Pension reserve	22	(25,244)	(24,915)	(25,244)	(24,915)
Total unrestricted funds		**116,385**	**102,193**	**116,355**	**102,163**
Total funds		**119,602**	**105,439**	**119,572**	**105,409**

The accompanying notes form part of these accounts.
Approved by the Board of Trustees on 17 July 2024 and signed on its behalf by





Neil Berkett,
Chair

Mark Corbidge
Treasurer

Consolidated Cash Flow Statement

for the year ended 31 March 2024

	Notes	2024 £'000	2023 £'000
Cash flows provided from operating activities:			
Net cash provided/(used) by operating activities	a	7,848	18,106
Cash flows from investing activities:			
Dividends and interest from investments		3,142	2,068
Proceeds from the sale of tangible and intangible fixed assets		-	2,826
Purchase of tangible and intangible fixed assets		(2,331)	(3,572)
Proceeds from sale of investments		55,518	68,041
Purchase of investments		(68,483)	(87,620)
Net cash used in investing activities		**(12,154)**	**(18,257)**
Change in cash and cash equivalents in the reporting period		(4,306)	(151)
Cash and cash equivalents at the beginning of the reporting period	b	8,891	9,042
Cash and cash equivalents at the end of the reporting period	**b**	**4,585**	**8,891**

Notes to the cash flow statement

	2024 £'000	2023 £'000
a. Reconciliation of net income to net cash flow from operating activities		
Net income	15,175	12,862
Adjustments for:		
Depreciation and amortisation charges	1,964	2,332
Impairments	-	(16)
(Gains)/losses on investments	(8,671)	4,187
Dividends and interest from investments	(3,142)	(2,068)
Profit on the sale of tangible and intangible fixed assets	-	(1,495)
Decrease/(increase) in debtors	3,395	2,930
Increase in creditors	(82)	1,381
Decrease in other provisions	(107)	(98)
Difference between pension contributions paid and charges made	(684)	(1,909)
Net cash provided/(used) by operating activities	**7,848**	**18,106**

b. Analysis of cash and cash equivalents		
Cash at bank and in hand	375	336
Current investments	4,210	8,555
Total cash and cash equivalents	**4,585**	**8,891**

Notes to the Consolidated Accounts

for the year ended 31 March 2024

1 Accounting policies

1.1 Basis of accounting

The NSPCC is a public benefit entity. The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 issued in October 2019. The accounts are prepared under the historical cost convention as modified for the revaluation of investments.

After making enquiries, the trustees have a reasonable expectation that the charity and its subsidiaries have adequate resources to continue their activities for the foreseeable future. When setting the 2024/25 budget, we reviewed our income expectations in light of historic returns and income modelling. We have considered our risks and opportunities, to ensure that our income targets are realistic, and have aligned our planned services and activities with our expected future short term income. Having assessed projected future income, expenditure and cash flows over the period to 31 March 2026, including additional downside scenarios and analysed the strength of the charity's reserves, liquid assets and its ability to withstand a short- term material fall in income we have concluded that there is a reasonable expectation that the charity and its subsidiaries have adequate resources to continue their activities for the foreseeable future. Therefore, we have continued to adopt the going concern basis in preparing the financial statements.

1.2 Consolidated accounts

The results of NSPCC Trading Company Limited (the 'Trading Company') and Childline, which are wholly-owned subsidiaries, have been consolidated on a line-by-line basis in the Statement of Financial Activities (SOFA) and Balance Sheet. A summary of the results of the parent charity are given within note 11.

Where Childline is used to describe part of charitable income or expenditure by activity, this does not refer to the results of the statutory entity. Childline, the entity, exists to receive legacy income otherwise not receivable by the NSPCC. Childline, the charitable activity, provides support and advice to ensure that every child is listened to and protected.

NSPCC Pension Scheme Limited, a wholly owned subsidiary, has not been consolidated as it is a dormant entity with no assets or liabilities. The company acts solely as a corporate trustee of the NSPCC Pension Scheme and does not trade on its own behalf.

1.3 Principal accounting estimates and judgements

In the application of the Charity's accounting policies, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources.

The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from those estimates and the estimates, along with their underlying assumptions, are continually reviewed. The estimates and underlying assumptions are reviewed on an ongoing 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 both current and future periods.

The following critical judgements have been made in the process of applying the Charity's accounting policies and that has the most significant effect on the amounts recognised in the financial statements:

- Legacy income recognition: Income from residuary legacies are recognised when there is entitlement and the income is measurable and probable as detailed within accounting policy 1.5. Legacy income recognised in the year is shown in note 3, and legacies not recognised in the year are detailed in note 24.
- Expenditure allocations: Expenditure is apportioned where it relates to more than one cost category as detailed within accounting

policy 1.6.

- The following are the key sources of estimation uncertainty:
- Actuarial assumptions: See detailed disclosure within note 20.
- Property impairments: See detailed disclosure within note 12.

1.4 Financial instruments

Financial assets and financial liabilities are recognised when the Society becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, with the exception of fixed asset investments, as detailed within accounting policy 1.9.

Trade and other debtors are recognised at the settlement amount due after any discount offered and net of the bad debt provision. Prepayments are valued at the amount prepaid net of any trade discounts due. Creditors and provisions are recognised where the charity 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.

1.5 Income

All income is accounted for in the SOFA when the Charity is legally entitled to the income, it is probable that the income will be received, and the amount can be quantified with reasonable accuracy.

For pecuniary legacies the recognition point is normally at the date probate is granted, and residuary legacies are normally recognised when draft estate accounts are available or other suitable information which allows the legacy to be measured with reasonable accuracy. Income is not recognised for legacies which remain subject to a life interest.

Income received from fundraising activities organised by volunteer groups operating under the Charity's control is in many cases received net of related expenditure. An estimate of the expenditure has been calculated according to payments made out of the branch bank accounts and returns sent from the volunteer groups. Income and expenditure have been increased by this amount. The trustees have concluded that this is a reasonable estimate to use given the cost and administrative effort involved to account for the actual gross branch income.

Gifts in kind and donated services have been included at the lower of their value to the Society and their estimated open market value. No amount has been included for services donated by volunteers.

All grants and contractual payments are included on a receivable basis. Contract income is recognised as performance obligations are satisfied. Grant income with performance related conditions received in advance of delivering specified goods and services, or income with a time restriction placed on it by the donor, is deferred until the donor stipulated criteria are met. Income is also deferred if it is probable it could become refundable. Income from contracted services and performance related grants generated through the delivery of goods and services furthering the objects of the Charity is included under income from charitable activities. This policy applies to both non-government and government grants, including coronavirus job retention scheme.

1.6 Expenditure

Expenditure is accounted for on an accruals basis and allocated to the appropriate heading in the accounts.

Charitable activities expenditure enables the Society to meet its charitable aims and objectives. Expenditure on raising funds includes expenditure incurred in raising donations and legacies, other trading activities and investment management costs. These costs are regarded as necessary to generate funds that are needed to finance charitable activities.

Expenditure is apportioned where it relates to more than one cost category, such as communication with the public around child protection advice and awareness with the parallel purpose of encouraging potential donors to contribute funds to the Society. The method of apportionment uses the most appropriate basis in each case. Marketing activities with the dual purpose of generating funds and informing the public about child protection are allocated based on content. An analysis of the split between directly attributable costs and allocated costs incurred for fundraising activities and child protection advice and awareness is detailed within note 7.

Support costs are those costs which enable raising funds and charitable activities to be undertaken. These costs include finance, human resources, information systems, communications, property management, legal costs, and governance costs. All support costs are apportioned on the basis of full time equivalent staff numbers, except costs relating to information systems which are apportioned based on the number of computers and laptops in use.

Redundancy costs are recognised when there is a legal or constructive obligation. Employment related costs and redundancy costs are detailed

within note 9.

Any irrecoverable VAT is included as part of the cost to which it relates. The amount suffered in the year is detailed within note 6.

1.7 Fund Accounting

General funds - these are funds given freely to the organisation that can be applied at the discretion of the trustees in accordance with the Society's charitable objects.

Designated funds - these are funds set aside by the trustees out of general funds, to cover the value of property fixed assets and investment property held, or to fund specific future purposes or projects.

Restricted funds - these are funds received for undertaking an activity specified by the donor when making the gift, or may result from the terms of an appeal for funds.

Endowment funds - these are funds where the assets must be held permanently by the Society, principally in the form of investments. Endowment funds are not shown separately on the SOFA on the basis of materiality but are detailed within note 22. Income received from endowments is added to the appropriate fund in accordance with any restriction placed upon it. Any capital gains or losses arising on the investments form part of the fund.

Further explanation of the nature and purpose of each fund is detailed within note 22.

1.8 Tangible and intangible fixed assets

Tangible and intangible fixed assets are stated at cost. Depreciation and amortisation is calculated to write off the cost of fixed assets by equal annual instalments over their expected useful lives as follows:

Freehold property 50 years
Leasehold property the shorter of the lease term or 50 years
Furniture, fittings and equipment 2 - 5 years
Intangible assets 2 - 5 years

No depreciation is provided on freehold land.

Tangible and intangible fixed assets costing less than £2,000 are not capitalised, and are written off in the year of purchase. Technology hardware refresh projects that purchase individually insignificant items but that in aggregate are over £100,000 are capitalised in order to reflect the hardware's pattern of use.

Impairment reviews on fixed assets are conducted on an annual basis and if found to have a carrying value materially higher than its recoverable amount, it is written down accordingly. As part of the impairment review, an assessment is performed to record properties at the lower of net book value and recoverable amount. Fair value is estimated through property valuations which are conducted triennially by an independent valuer. The valuation, which conforms to International Valuation Standards, was arrived at by reference to market evidence of transaction prices for similar properties.

1.9 Investments

Other than investments in subsidiaries, which are stated at cost, and donated shares as in the paragraph below, investments are stated at fair value (market value) through the SOFA.

Investment properties are held by the Society to earn rentals or for capital appreciation, or both rather than for use by the entity. Investment properties are initially recognised at cost which includes purchase cost and any directly attributable expenditure. They are subsequently held at fair value with the fair value assessment being conducted triennially by an independent valuer. The valuation, which conforms to International Valuation Standards, was arrived at by reference to market evidence of transaction prices for similar properties.

No depreciation is provided on the investment properties and changes in fair value are recognised in the SOFA.
Rental income from operating leases is recognised as income from investments in the SOFA on a straight-line basis over the term of the lease.
Donated shares that come with a requirement that they be held for a fixed period or are infrequently traded are included in the balance sheet at the lower of market value if available and a value assessed by the trustees. This value is reviewed by the trustees at each balance sheet date.
Investment income is recognised gross of costs when the Charity is entitled to it, it is probable that it will be received, and it can be reliably measured.
Realised and unrealised gains and losses are combined in the appropriate section in the SOFA.

1.10 Pension costs

The NSPCC defined benefit scheme is closed to new entrants and to further accrual. The assets of the scheme are held separately from those in the group, in a separate trustee administered fund. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the balance sheet. Whilst the scheme includes a provision to allow the Society to claim a refund after the payment of all outstanding benefits, the scheme trustees retain full discretion over whether to grant such a refund and may instead apply any balance of assets to augment members' benefits. As such, the Society does not

recognise an asset in respect of potential future refunds. Full actuarial valuations are obtained triennially.

The amounts charged in expenditure are gains and losses on settlements and curtailments. These are included as part of staff costs together with losses and gains due to benefit changes which are recognised immediately if the benefits have vested. The net amount of interest cost and the discount rate applied to the assets are included within other expenditure. Actuarial gains and losses are recognised immediately under Other recognised gains and losses.

Costs incurred in relation to the defined contribution scheme are included in staff pension costs. Costs recognised are equivalent to the contributions in the year and are recognised on an accruals basis and any unsettled amounts are included in other creditors.

1.11 Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

1.12 Tax

The NSPCC as a registered charity is exempt from tax under Chapter 3 of Part 11 to the Corporation Tax Act 2010 or Section 256 of the Taxation for Chargeable Gains Act 1992, to the extent surpluses are applied to its charitable purposes. No corporation tax charge has arisen in the Charity's subsidiaries since all their profits are gifted to the NSPCC.

1.13 Cash flow

The Society meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemption in relation to presentation of a cash flow statement in respect of its separate financial statements, which are presented alongside the consolidated financial statements.

2 Consolidated Statement of Financial Activities with fund comparatives

	Unrestricted funds £'000	Restricted & endowment funds £'000	Year ended 31 March 2024 £'000	Unrestricted funds £'000	Restricted & endowment funds £'000	Year ended 31 March 2023 £'000
Income from:						
Donations and legacies	86,176	14,463	100,639	85,345	11,445	96,790
Charitable activities	5,018	10,683	15,701	5,040	9,554	14,594
Other trading activities	3,173	2,079	5,252	3,204	2,431	5,635
Investments	3,093	49	3,142	2,047	21	2,068
Other	-	-	-	1,495	-	1,495
Total income	**97,460**	**27,274**	**124,734**	**97,131**	**23,451**	**120,582**
Expenditure on:						
Raising donations and legacies	24,831	309	25,140	20,381	146	20,527
Other trading activities	5,320	34	5,354	4,808	13	4,821
Investment management costs	456	4	460	399	5	404
Raising funds	**30,607**	**347**	**30,954**	**25,588**	**164**	**25,752**
Net income available for charitable application	**66,853**	**26,927**	**93,780**	**71,543**	**23,287**	**94,830**
Expenditure on:						
Services for children and families	15,299	9,782	25,081	14,546	9,409	23,955
Childline and the schools service	10,987	13,326	24,313	12,615	11,543	24,158
Child protection advice and awareness	26,761	3,133	29,894	21,872	2,076	23,948
Child protection consultancy	5,540	720	6,260	4,524	668	5,192
Charitable activities	**58,587**	**26,961**	**85,548**	**53,557**	**23,696**	**77,253**
Other	1,728	-	1,728	528	-	528
Total expenditure	**90,922**	**27,308**	**118,230**	**79,673**	**23,860**	**103,533**
Net income before investment gains/(losses)	**6,538**	**(34)**	**6,504**	**17,458**	**(409)**	**17,049**
Net gains/(losses) on investments	8,570	101	8,671	(4,128)	(59)	(4,187)
Net income	**15,108**	**67**	**15,175**	**13,330**	**(468)**	**12,862**
Transfer between funds	**96**	**(96)**	**-**	**83**	**(83)**	**-**
Other recognised losses:						
Actuarial losses on defined benefit pension scheme	(1,012)	-	(1,012)	(26,824)	-	(26,824)
Net movement in funds	**14,192**	**(29)**	**14,163**	**(13,411)**	**(551)**	**(13,962)**
Reconciliation of funds:						
Total funds brought forward	102,193	3,246	105,439	115,604	3,797	119,401
Total funds carried forward	**116,385**	**3,217**	**119,602**	**102,193**	**3,246**	**105,439**

3 Analysis of income from raised funds

	2024 £'000	2023 £'000
Donations and legacies:		
Individual giving including regular donations	43,291	45,527
Legacies	30,832	28,183
Regional and community fundraising	9,035	9,349
Corporates, trusts and major donors	16,075	12,646
Schools fundraising	499	599
Other donations and gifts	907	486
Total	**100,639**	**96,790**
Other trading activities:		
Fundraising events	3,182	3,618
Sale of goods and other activities*	2,070	2,017
Total	**5,252**	**5,635**
Investments:		
Dividends	385	483
Interest	2,632	1,470
Investment property	125	115
Total	**3,142**	**2,068**

*Other activities include sponsorship, promotions, training, sundry sales, lotteries and rental income, none of which are individually material.

Donated goods and services amounted to £4,970,000 (2023 £3,279,000), of which £4,309,000 (2023 £2,580,000) has been recognised within Corporates, trusts and major donors, £350,000 (2023 £400,000) within Regional and community fundraising and £311,000 (2023 £299,000) within Other donations and gifts.

Donations and legacies includes £250,000 (2023 £nil) income received for a capital purpose within Other donations and gifts.

Income from donations and legacies includes £5,785,000 from non-performance related grants (2023 £5,488,000), of which £614,000 are government grants (2023 £790,000). £2,600,000 was received from People's Postcode Lottery (2023 £2,500,000), recognised within Corporates, trusts and major donors. There were no unfulfilled conditions or other contingencies relating to government grant income recognised in the year.

None of the income received from government grants has been used to fund political campaigning.

Although required to disclose the aggregate donated by trustees the Society recognises that all of our trustees give their time on a voluntary basis and make valuable non-financial contributions. Total trustee donations of £37,000 (2023 £70,000) have been received in the year, of which £36,000 (2023 £66,000) was restricted. In addition, in 2023, included in fundraising events was £8,000 income reflecting trustee support for other trading activities (such as the purchase of tickets).

4 Analysis of income from charitable activities

Income raised by the following child protection activities:

	Statutory funding		Non-Statutory funding			
	Contracts and fees £'000	Performance related grants £'000	Contracts and fees £'000	Performance related grants £'000	**Total 2024 £'000**	**Total 2023 £'000**
Services for children and families	929	5,387	149	-	6,465	6,427
Childline and the schools service	-	1,916	4	-	1,920	1,969
Child protection advice and awareness	12	1,780	54	315	2,161	1,259
Child protection consultancy	424	720	4,011	-	5,155	4,939
Total	**1,365**	**9,803**	**4,218**	**315**	**15,701**	**14,594**

Statutory funding includes income received from government, government agencies and similar bodies whether local, national or international.

Income from charitable activities includes £10,118,000 from performance related grants (2023 £9,025,000), of which £9,803,000 are government grants (2023 £8,689,000). There were no unfulfilled conditions or other contingencies relating to government grant income recognised in the year. Other forms of government assistance include income from statutory contracts and fees of £1,365,000 (2023 £1,386,000). None of the income received from government grants has been used to fund political campaigning.

Statutory contracts and fees include donated services and facilities under service level agreements (SLAs) of £10,000 (2023 £10,000) in respect of premises and other facilities which have been recognised as gifts in kind.

5 Analysis of other income

	2024 £'000	**2023 £'000**
Profit from sale of tangible fixed assets	-	1,495
Total	**-**	**1,495**

6 Analysis of total expenditure

	Notes	Direct Costs £'000	Support Costs £'000	Total 2024 £'000	Total 2023 £'000
Expenditure on raising funds:					
Expenditure on raising donations and legacies:		8,554	254	8,808	6,157
Individual giving including regular donations					
Legacies		2,204	64	2,268	2,212
Regional and community fundraising		5,391	255	5,646	5,426
Corporates, trusts and major donors		7,426	213	7,639	5,979
Schools fundraising		582	27	609	578
Other donations and gifts		161	9	170	175
Total		**24,318**	**822**	**25,140**	**20,527**
Expenditure on other trading activities:		3,440	106	3,546	3,109
Fundraising events					
Sale of goods and other activities		1,772	36	1,808	1,712
Total		**5,212**	**142**	**5,354**	**4,821**
Investment management costs		460	-	460	404
Total expenditure on raising funds	**7**	**29,990**	**964**	**30,954**	**25,752**
Expenditure on charitable activities:					
Services for children and families		23,830	1,251	25,081	23,955
Childline and the schools service		22,825	1,488	24,313	24,158
Child protection advice and awareness	7	28,666	1,228	29,894	23,948
Child protection consultancy		5,952	308	6,260	5,192
Total expenditure on charitable activities		**81,273**	**4,275**	**85,548**	**77,253**
Other expenditure:					
Dilapidations		86	-	86	179
Restructuring		100	-	100	49
Impairments		-	-	-	(16)
Defined benefit pension costs (see note 20)		1,542	-	1,542	316
Total other expenditure		**1,728**	**-**	**1,728**	**528**
Total expenditure		**112,991**	**5,239**	**118,230**	**103,533**

Included in total expenditure is irrecoverable Value Added Tax of £4,635,000 (2023 £4,307,000).

Included in total expenditure are grant payments of £3,292,000 (2023 £3,265,000) which are grants to Blackpool council for delivery of services for the Big Lottery funded 'Better Start' programme.

The Society undertakes annual property impairment reviews, comparing the properties' net book value to value in use. Properties identified with a net book value in excess of value in use are written down to the higher of market value or value in use.

During the year the Society completed a full review of the potential liability to dilapidations at the end of the leases on occupied buildings. The provision is calculated based on average historic landlord claims received. The movement on the provision reflects both changes in the average landlord claims and changes in properties occupied by the Society.

The restructuring costs relate primarily to the cost of redundancies (see note 9).

The activities underlying the costs above under each heading are:

Services for children and families - work with children, young people, families and communities throughout Great Britain, Northern Ireland and the Channel Islands to provide preventive, therapeutic and assessment services across the United Kingdom. The services work in partnership with local authorities and Local Safeguarding Children Boards, health services and other statutory and voluntary agencies; and children and young people's participation activities.

Childline and the schools service - work to provide accessible support and advice to ensure that every child is listened to and protected. Childline includes a free 24-hour helpline (telephone, online and automated text services) for children and young people to access advice and support from trained counsellors; and work with schools to educate children about how to protect themselves.

Child protection advice and awareness - work in partnership with adults across the UK, empowering them to take action on behalf of children. This includes the NSPCC helpline (telephone and online services) providing advice and support to adults; the Child Trafficking Advice Centre (CTAC); the provision of comprehensive and expert information services; public campaigning and government lobbying; and activities to raise awareness and influence behaviour within adult audiences.

Child protection consultancy - work with organisations, networks and professionals that come into contact with children, challenging them to ensure that children are protected from harm. This includes the provision of training and consultancy services; use of the NSPCC's authorised person status; work in partnership with other bodies; and representation on boards and committees where the NSPCC can influence change.

Expenditure on raising donations and legacies - promoting the awareness of the NSPCC and its work to create the income flow needed to support our activities.

Expenditure on other trading activities - investing in products and organising events to create the income flow needed to support our activities.

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Total expenditure is stated after charging:	2024 £'000	2023 £'000
Operating lease rentals:		
Land and buildings	935	961
Other	152	124
Fees payable to the Charity's auditor for:		
Statutory audit of the Charity and Group accounts	122	116
Statutory audit of the Charity's subsidiaries' accounts	8	8
Total audit fees	**130**	**124**
Other assurance services	4	3
Total non-audit fees	**4**	**3**
Charges on owned assets:		
Depreciation and amortisation	1,964	2,332
Impairment	-	(16)
Trustees' expenses:		
Trustees' travel, subsistence and other expenses	4	3

Our trustees are based all over the United Kingdom and give their time on a voluntary basis; the trustees are not entitled to and did not receive any remuneration or other benefits during the year (2023 £nil).

Total trustee expenses of £4,000 (2023 £3,000) were incurred in the year, in respect of ten trustees (2023 seven). In addition the Society paid indemnity insurance in respect of the trustees of £16,000 (2023 £16,000).

The trustee expenses disclosed above were incurred solely in furtherance of their duties. Trustee expenses include travel, subsistence and other incidental expenses reclaimed or paid directly by the charity.

7 Child protection advice and awareness

As part of its mission to end cruelty to children, and in accordance with its Royal Charter, the NSPCC undertakes a broad range of publicity and educational work aimed at influencing adults. It aims to work in partnership with adults across the UK, empowering them to take action on behalf of children. Expenditure of this nature:

- makes the public aware of the incidence and effects of child abuse and everyone's shared responsibility to act to stop it;
- provides comprehensive and expert advice and information on child protection to professionals and other relevant parties;
- provides advice, guidance and support to adults who are concerned about the welfare of a child or young person, enabling them to take appropriate action; and
- informs the public and fellow professionals about the NSPCC's own action to protect children and young people through its services for them and their families.

Communication with the public through child protection advice and awareness has a parallel purpose of encouraging potential donors to contribute funds to achieve the mission of the NSPCC.

	2024		2023	
	Raising funds £'000	Child protection advice and awareness £'000	Raising funds £'000	Child protection advice and awareness £'000
Charged directly	14,765	17,195	11,566	10,736
Allocated costs	15,225	11,471	13,355	12,166
Direct costs allocated	**29,990**	**28,666**	**24,921**	**22,902**
Support costs allocated	964	1,228	831	1,046
Total	**30,954**	**29,894**	**25,752**	**23,948**

Expenditure incurred each year is, where possible, charged directly to raising awareness or raising funds. Where there is more than one purpose, costs are shared between the activities in proportion to the work undertaken. For example, marketing materials are evaluated by content.

8 Allocation of support costs

Type of cost	Raising funds £'000	Charitable activities £'000	Total 2024 £'000	Total 2023 £'000
Central management and administration	601	2,605	3,206	2,894
Premises, infrastructure and communications	266	1,253	1,519	1,263
Governance	97	417	514	425
Total support costs allocated	**964**	**4,275**	**5,239**	**4,582**

Central management and administration costs includes the relevant proportion of human resources, legal services and risk management, and central finance including procurement and transaction processing.

Premises, infrastructure and communications are costs which enable the buildings and NSPCC facilities to operate effectively, this includes provision of information system services and internal and external communications.

Governance cost are costs associated with the governance arrangements of the NSPCC, including internal and external audit costs, legal advice for trustees and costs associated with constitutional and statutory requirements.

Support costs are allocated on the basis of relevant full time equivalent staff numbers. Information Systems support costs are allocated on the basis of personal and laptop computers in use.

9 Employees

Total staff costs recognised in the year	2024 £'000	2023 £'000
Wages and salaries	54,062	47,988
Social security costs	5,438	4,976
Pension costs	7,594	5,670
Other forms of employee benefits	346	343
Total	**67,440**	**58,977**

Redundancy costs of £50,000 have been paid (2023 £253,000). The amount expensed in the accounts, not included in the above table, is £50,000 (2023 £137,000), of which £nil is provided for (2023 £nil).

Included within pension costs of £7,594,000 (2023 £5,670,000) are costs relating to the defined contribution scheme of £6,052,000 (2023 £5,354,000) and costs relating to the defined benefit scheme of £1,542,000 (2023 £316,000). Pension costs in relation to the defined benefit pension scheme are detailed within note 20.

Other forms of employee benefits include life assurance and car allowances, where applicable.

The average number of employees on the payroll for the year was 1,648 (2023 1,555). The average number of employees, calculated on a full time equivalent basis for the year was 1,468 (2023 1,372). The NSPCC operates a family-friendly policy including part-time work and job-sharing. The above numbers include staff responsible for the management and support of the volunteers.

The average number of employees, calculated on a full-time equivalent basis, analysed by function was:

	2024 Number	2023 Number
Activities to end cruelty to children	1,115	1,039
Raising funds	220	213
Support and governance	133	120
Total	**1,468**	**1,372**

The number of employees whose total employee benefits (excluding employer pension and national insurance costs) for the reporting period amounted to over £60,000 was as follows:

	2024 Number	2023 Number
£180,001-£190,000	1	1
£140,001-£150,000	1	1
£130,001-£140,000	2	-
£120,001-£130,000	2	3
£110,001-£120,000	1	1
£100,001-£110,000	1	2
£90,001-£100,000	5	-
£80,001-£90,000	8	10
£70,001-£80,000	21	17
£60,001-£70,000	41	35
Total	**83**	**70**

The table above does not include termination benefits paid in the year. If these were included, there would be no change in banding for 2024. In 2023 one additional employee would be included in banding £60,001-£70,000, one in banding £70,001-£80,000, and one in banding £80,001-£90,000.

Key management personnel (Executive Board) - Group and Charity	2024 £'000	2023 £'000
Total employee benefits* received by the Executive board for their services during the year	1,288	1,241

*Employee benefits are all forms of consideration paid by a charity in exchange for the service rendered by employees and include all remuneration, salary, employer's pension and national insurance contributions and any termination payments made.

10 Contribution from volunteers

We are very grateful to our large and hugely supportive volunteer base. Some work tirelessly to raise funds for our work, whilst others work directly with children, young people and families through our services such as being a trained volunteer counsellor for our Childline service or delivering our schools service.

- Our Childline service delivers 24/7 support to children throughout the year. Our Childline counselling service delivered almost 188,000 counselling sessions (2023 almost 195,000 sessions) with the help of over 1,000 volunteer counsellors (2023 over 1,100 volunteer counsellors) providing over 123,000 hours (2023 over 132,000 hours).
- Our Speak Out. Stay Safe. service delivers assemblies and workshops in primary schools to equip pupils with the knowledge and resilience to protect themselves from abuse, and the confidence to seek help. This year the assemblies continued to be completed virtually, and we delivered assemblies to over 5,600 schools (2023 delivered virtual assemblies to over 5,300 schools) reaching over 1,376,000 children across the UK (2023 reaching over 1,235,000 children).
- Supporting our fundraising team, there are a number of Special Events Committees,

Volunteer and Business Boards, each focussing on NSPCC activities they feel particularly passionate about, and where their skills and expertise can be best utilised. Our Board and Committee members use their expertise and contacts from their own fields of business, employing a range of fundraising techniques, from corporate introductions to charity event creation, securing major gifts and legacies, and raising awareness. In the year, the Boards and Committees supported our fundraising team in generating income of £6,063,000 (2023 £4,533,000).

- We have 150 branches and 474 districts (2023 150 branches and 477 districts) raising funds around the UK, with around 2,800 members (2023 around 2,900 members) who raised over
- £1,500,000 (2023 almost £2,000,000) in the year through organising local community fundraising events.
- In addition there are approximately 53 volunteers (2023 approximately 53 volunteers) working in our service centres across the country in a range of roles, primarily providing support through our young witness in Northern Ireland.

Given the absence of a reliable measurement basis, donated services from our volunteers are not included within the financial statements. This is in line with the requirements of Charities SORP (FRS 102).

11 Subsidiary companies and their activities

The Charity has three wholly-owned subsidiaries. Information and financial data on Childline and NSPCC Trading Company Limited are detailed below. The NSPCC Pension Scheme Limited acts solely as a corporate trustee of the NSPCC Pension Scheme, does not trade on its own behalf and has no assets or liabilities.

NSPCC Trading Company Limited

NSPCC Trading Company Limited (NSPCC Trading) is incorporated in the UK (Company registration number 00890446). The main activities consist of corporate sponsorships, fundraising events, sale of goods – including Christmas cards, and income from promotional activities.

A summary of the trading company results are below. The information is taken from the audited accounts for the company and therefore includes transactions undertaken with the NSPCC.

Profit and loss account	**NSPCC Trading 2024 £'000**	**NSPCC Trading 2023 £'000**
Revenue	649	723
Cost of sales	(83)	(79)
Gross profit	**566**	**644**
Net operating costs	(302)	(425)
Operating profit	**264**	**219**
Amount gift aided to NSPCC	(264)	(219)
Retained profit for the year	**-**	**-**
Assets, liabilities and funds:		
Assets	789	662
Liabilities	(759)	(632)
Total funds including 100 ordinary shares of £1 each	**30**	**30**

NSPCC Trading runs fundraising events that benefit the NSPCC. As such the NSPCC has been charged a management fee to cover these costs plus a commission totaling £1,132,000 (2023 £1,211,000). Revenue includes £33,000 in commission for fundraising events (2023 £35,000).

In addition NSPCC Trading pays the NSPCC £10,000 for the use of the NSPCC logo (2023 £10,000) and £576,000 in staff and building costs (2023 £647,000).

Profits from NSPCC Trading are gift aided to the NSPCC at the value of the taxable profits.

Childline

Childline is a charitable company limited by guarantee, registered in England and Wales and incorporated in the UK (company registration number 2622689, charity registration number 1003758). Childline the entity exists to receive legacy income otherwise not receivable by the NSPCC. These funds are paid by way of a grant to the NSPCC.

A summary of Childline results are below. The information is taken from the audited accounts for the charity and therefore includes transactions undertaken with the NSPCC.

	Childline 2024 £'000	Childline 2023 £'000
Total income	1,579	954
Total expenditure	(1,579)	(954)
Net expenditure	**-**	**-**
Reconciliation of funds:		
Total funds brought forward	-	-
Funds balance carried forward	**-**	**-**
Assets, liabilities and funds:		
Assets	33	142
Liabilities	(33)	(142)
Total funds	**-**	**-**

NSPCC results (excluding subsidiaries)

A summary of the results of the parent charity are below.

	NSPCC Excluding subsidiaries 2024 £'000	NSPCC excluding subsidiaries 2023 £'000
Total income	123,260	118,912
Total expenditure	(116,756)	(101,863)
Net gains/(losses) on investments	8,671	(4,187)
Net income	**15,175**	**12,862**
Actuarial losses on defined benefit pension scheme	(1,012)	(26,824)
Net movement in funds	**14,163**	**(13,962)**
Reconciliation of funds:		
Total funds brought forward	105,409	119,371
Funds balance carried forward	**119,572**	**105,409**

Total income for the NSPCC excluding subsidiaries, includes the gift aid donation from the NSPCC Trading Company Limited of £264,000 (2023 £219,000) and the grant from Childline of £1,579,000 (2023 £954,000).

12 Tangible and intangible fixed assets

Group and Charity	Freehold property £'000	Leasehold property £'000	Furniture, fittings, and equipment £'000	Total Tangible assets £'000	Total Intangible assets £'000	Total Fixed assets £'000
Cost						
1 April 2023	25,964	10,770	7,754	44,488	12,140	56,628
Additions	197	415	421	1,033	1,298	2,331
Disposals	-	(196)	(325)	(521)	(187)	(708)
Transfers	(467)	-	-	(467)	-	(467)
31 March 2024	**25,694**	**10,989**	**7,850**	**44,533**	**13,251**	**57,784**
Depreciation and amortisation						
1 April 2023	10,734	8,806	6,369	25,909	9,607	35,516
Depreciation and amortisation	388	208	578	1,174	790	1,964
Disposals	-	(196)	(325)	(521)	(187)	(708)
Transfers	(135)	-	-	(135)	-	(135)
31 March 2024	**10,987**	**8,818**	**6,622**	**26,427**	**10,210**	**36,637**
Net book value						
31 March 2024	**14,707**	**2,171**	**1,228**	**18,106**	**3,041**	**21,147**
31 March 2023	15,230	1,964	1,385	18,579	2,533	21,112

Intangible assets represent the cost of software development and other computer software.

The Society undertakes annual property impairment reviews, comparing the properties' net book value to value in use. Properties identified with a net book value in excess of value in use are written down to the higher of market value or value in use.

Depreciation and amortisation is recognised as an expense in the SOFA. The expense is charged or apportioned to the relevant SOFA headings reflecting the assets use.

The transfer from tangible assets represents the rental of part of a property that has been reclassified as an investment property as disclosed within note 14.

13 Capital commitments

There were capital commitments of £55,000 at 31 March 2024 (2023 £1,162,000).

14 Investments

Group and Charity	Equities £'000	Bonds £'000	Bank deposits £'000	Investment properties £'000	Total 2024 £'000	Total 2023 £'000
Market value at 1 April	25,232	39,019	35,361	708	100,320	84,928
Transferred from fixed assets	-	-	-	332	332	-
Purchases at cost	8,016	11,593	48,874	-	68,483	87,620
Disposals at carrying value	(8,567)	(10,486)	(36,465)	-	(55,518)	(68,041)
Realised (loss)/ gain on investment	205	50	533	-	788	(1,974)
Unrealised gain/(loss) on investment	5,341	1,282	410	850	7,883	(2,213)
Value at 31 March	**30,227**	**41,458**	**48,713**	**1,890**	**122,288**	**100,320**
Historical cost as at 31 March	21,848	45,317	48,674	1,303	117,142	99,486

The majority of fixed investments are held with and managed by Credit Suisse and JP Morgan. Bank deposits also include £45,260,000 of deposits held directly (2023 £32,840,000).

Investments are accounted for as detailed within accounting policy 1.9.

With reference to FRS 102 properties that are held to generate rental income are included within investments properties. This year part of our Head Office has been let out in order to generate rental income and therefore this has been transferred from tangible fixed assets to

investments properties. These properties are leased to not for profit organisations, however as their activities are not in line with NSPCC charitable objectives, these elements of the properties are classified as investment properties. These properties have been revalued based on an independent property valuations carried out as at 31 March 2024. The lease for the previous investment property was renewed in February 2024 on comparable terms.

Future minimum lease payments for rent receivable under non-cancellable operating leases on investment properties are:

Group and Charity	Total 2024 £'000	Total 2023 £'000
Less than 1 year	193	68
Between 1 and 5 years	245	-
Total	**438**	**68**

15 Debtors

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Trade debtors	943	939	895	839
Amounts owed by group undertakings	-	-	433	637
Prepayments	2,743	2,688	2,111	2,226
Accrued income	7,269	10,910	7,235	10,763
Other debtors	2,916	2,728	2,875	2,671
Total	**13,871**	**17,265**	**13,549**	**17,136**

Amounts owed to by group undertakings are non-interest bearing and repayable on demand.

16 Current investments and cash at bank and in hand

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Current investments	4,210	8,555	4,210	8,555
Cash at bank and in hand	375	336	308	297
Total	**4,585**	**8,891**	**4,518**	**8,852**

Current investments represents monies invested through the NSPCC's bankers in short-term money market instruments, and available for return on demand.

17 Creditors: amounts falling due within one year

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Trade creditors	1,938	2,087	1,723	2,070
Accruals	4,930	6,923	4,886	6,872
Deferred income (see note 19)	1,863	1,543	1,763	1,473
Taxation and social security	1,469	1,307	1,469	1,307
Grants payable	2,509	1,023	2,509	1,023
Other creditors	805	713	805	713
Total	**13,514**	**13,596**	**13,155**	**13,458**

18 Provisions for liabilities

Group and Charity	Dilapidations on leasehold properties £'000	Other £'000	Total £'000
Carrying amount at 1 April 2023	3,589	49	3,638
Additions and remeasurement	266	-	266
Amounts utilised against the provision	(193)	-	(193)
Unused amounts reversed	(180)	-	(180)
Carrying amount at 31 March 2024	**3,482**	**49**	**3,531**
Commitments are likely to be met:			
Within one year	1,399	49	1,448
After one year and less than five years	1,535	-	1,535
After five years	548	-	548
Total	**3,482**	**49**	**3,531**

The provision for dilapidations on leasehold properties relates to the estimated future cost of landlord claims at the end of the lease. The provision is calculated based on average historic landlord claims received. The movement on the provision reflects both changes in the average landlord claims and changes in properties occupied by the Society.

No discounting has been applied to any of the provisions as the effect of this would be immaterial.

19 Deferred income

	1 April 2023 £'000	Deferred £'000	Released £'000	31 March 2024 £'000
Statutory sources	382	35	(382)	35
Other non-statutory sources	369	396	(369)	396
Income from fundraising activities	722	1,332	(722)	1,332
Total for the Charity	**1,473**	**1,763**	**(1,473)**	**1,763**
Income from fundraising activities	70	100	(70)	100
Total for the Group	**1,543**	**1,863**	**(1,543)**	**1,863**

The main reasons for deferrals are as follows:

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Performance related grant conditions not met	-	427	-	427
Potentially refundable income received for future events	1,432	792	1,332	722
Other deferrals	431	324	431	324
Total	**1,863**	**1,543**	**1,763**	**1,473**

20 NSPCC Pension Schemes

The NSPCC operates both a defined contribution and a defined benefit pension scheme which require contributions to be made to separately administered funds for the benefit of the employees. Further details of these schemes are provided below.

NSPCC defined contribution pension scheme

The pension costs for the year in relation to the defined contribution pension scheme were £6,052,000 (2023 £5,354,000). As at 31 March 2024, £523,000 was outstanding and included in creditors (2023 £478,000). Expenditure is allocated to the appropriate heading in the accounts on the basis of full time equivalent staff numbers.

NSPCC defined benefit pension scheme

The Society operates a defined benefit scheme in the UK. This is a separate trustee

administered fund holding the pension scheme assets to meet long term pension liabilities. A full actuarial valuation was carried out at 31 March 2021 and this has been updated to 31 March 2024 by a qualified actuary, independent of the scheme's sponsoring employer. The present value of the defined benefit obligation, the related current service cost and past service cost were measured using the projected unit credit method. The major assumptions used by the actuary are shown below.

This most recent triennial actuarial valuation showed a deficit of £23,300,000. Based on this valuation the Society has agreed with the trustees that it will aim to eliminate the deficit over a period of five years and six months from 31 March 2021 by the payment of annual contributions (payable monthly) of £1,800,000. In addition to the annual contributions it was agreed that a lump sum of £11,400,000 would be paid by 31 December 2021. In addition and in accordance with the actuarial valuation, the Society has agreed with the trustees that it will pay £425,000 per annum (payable monthly) to meet expenses of the scheme and levies to the Pensions Protection Fund (previously £475,000 per annum).

Present values of defined benefit obligation, fair value of assets and defined benefit asset

Group and Charity	31 March 2024 £'000	31 March 2023 £'000
Fair value of plan assets	113,328	116,174
Present value of defined benefit obligation	(138,572)	(141,089)
Defined benefit liability to be recognised	**(25,244)**	**(24,915)**

Reconciliation of opening and closing balances of the defined benefit obligation

	31 March 2024 £'000	31 March 2023 £'000
Defined benefit obligation at start of period	141,089	181,813
Expenses	389	343
Interest expense	6,622	4,998
Actuarial gains	(2,803)	(39,100)
Benefits paid and expenses	(6,725)	(6,965)
Defined benefit obligation at end of period	**138,572**	**141,089**

Expenses include £43,000 Pension Protection Fund levy (2023 £75,000) and £15,000 pension regulator fee (2023 £21,000).

Reconciliation of opening and closing balances of the fair value of plan assets

	31 March 2024 £'000	31 March 2023 £'000
Fair value of plan assets at start of period	116,174	184,887
Interest income	5,469	5,111
Actuarial losses	(3,815)	(69,084)
Contributions by the Society	2,225	2,225
Benefits paid and expenses	(6,725)	(6,965)
Fair value of plan assets at end of period	**113,328**	**116,174**

The actual return on the plan assets over the period ended 31 March 2024 was a gain of £1,654,000 (2023 loss of £63,973,000).

Defined benefit costs recognised in the Statement of Financial Activities

	31 March 2024 £'000	31 March 2023 £'000
Expenses	389	343
Net interest cost	1,153	(27)
Defined benefit costs recognised in expenditure	**1,542**	**316**
Actuarial losses on assets	(3,815)	(69,084)
Actuarial gains on liabilities	2,803	39,100
Changes in asset ceiling (excluding interest income)	-	3,160
Actuarial losses on defined benefit pension scheme	**(1,012)**	**(26,824)**

Assets:

	2024 £'000	2023 £'000
Equity instruments	10,873	10,318
Property	-	6,059
Cash and cash equivalents	8,350	2,979
Other	94,105	96,818
Total assets	**113,328**	**116,174**

None of the fair values of the assets shown above include any direct investments in the Society's own financial instruments or any property occupied by, or other assets used by, the Society.

Assumptions:

	2024 £'000	2023 £'000
Discount rate	4.80% pa	4.80% pa
Inflation (pre and post 2030)	3.30% pa	3.40% pa
Inflation (CPI Pre 2030)	2.30% pa	2.40% pa
Inflation (CPI Post 2030)	3.20% pa	3.30% pa
Allowance for revaluation of deferred pensions of CPI or 5% pa if less (Pre 2030)	2.30% pa	2.40% pa
Allowance for revaluation of deferred pensions of CPI or 5% pa if less (Post 2030)	3.20% pa	3.30% pa
Allowance for revaluation of deferred pensions of CPI or 2.5% pa if less (Pre 2030)	2.30% pa	2.40% pa
Allowance for revaluation of deferred pensions of CPI or 2.5% pa if less (Post 2030)	2.50% pa	2.50% pa
Allowance for pension in payment increases of RPI or 5% pa if less (Pre and post 2030)	3.10% pa	3.20% pa

The mortality assumptions adopted at 31 March 2024 imply the following life expectancies:

	Life expectancy at age 65 (Years)
Male retiring in 2024	20.7
Female retiring in 2024	23.2
Male retiring in 2044	21.6
Female retiring in 2044	24.3

21 Operating lease commitments

Total of future minimum lease payments for the Group and Charity under non-cancellable operating leases for each of the following periods:

Group and Charity	Land and buildings 2024 £'000	Other 2024 £'000	Land and buildings 2023 £'000	Other 2023 £'000
Not later than one year	779	3	760	12
Later than one year and not later than five years	712	-	675	2
Total	**1,491**	**3**	**1,435**	**14**

22 Endowment, restricted and designated funds

Permanent endowment funds Charity	Balance 1 April 2022 £'000	Income £'000	Expenditure £'000	Gains / (losses) £'000	Transfers £'000	Balance 31 March 2023 £'000	Income £'000	Expenditure £'000	Gains / (losses) £'000	Transfers £'000	Balance 31 March 2024 £'000
Permanent endowment fund	1,501	-	(5)	(59)	-	1,437	-	(4)	101		1,534
N Knatchbull endowment fund	10	-	-	-	-	10	-	-	-		10
M Glaister fund	10	-	-	-	-	10	-	-	-		10
A Sykes fund	9	-	-	-	-	9	-	-	-		9
Total permanent endowment funds	**1,530**	**-**	**(5)**	**(59)**	**-**	**1,466**	**-**	**(4)**	**101**	**-**	**1,563**
Restricted funds											
Charity											
Childline restricted funds received by NSPCC including funding received from the Child's Voice Appeal for the Helpline Development Project	76	9,382	(9,305)	-	14	167	11,716	(11,569)	-	(14)	300
Activities to end cruelty to children funded by other restricted donations	1,976	5,300	(5,781)	-	(90)	1,405	5,652	(6,070)	-	15	1,002
Capital Projects, including Acquisition of Buildings	70	-	-	-	10	80	267	-	-	(97)	250
Details are given below in respect of restricted funds where separate disclosure is required by the funder:											
Childline and NSPCC Helpline funded by the Department for Education	-	2,600	(2,600)	-	-	-	2,000	(2,000)	-	-	-
Childline Foyle Helpline in Londonderry funded by the Department of Education Northern Ireland	-	266	(266)	-	-	-	159	(159)	-	-	-
Childline counselling staff salaries in Northern Ireland funded by the Department of Health, Social Services & Public Safety (DSSHPS) of Northern Ireland	-	47	(47)	-	-	-	23	(23)	-	-	-
"A Better Start" project in Blackpool funded by the Big Lottery Fund	-	4,773	(4,773)	-	-	-	4,952	(4,952)	-	-	-
Building public awareness about child sexual abuse set out in the Tackling Child Sexual Abuse Strategy 2021 funded by the Home Office.	-	-	-	-	-	-	1,447	(1,447)	-	-	-
Childline in Wales funded by the Welsh Government 'Children and Families Organisation' (CFOG)	-	90	(90)	-	-	-	90	(90)	-	-	-
Northern Ireland Young Witness Support Service funded by the Department of Justice Northern Ireland	13	471	(472)	-	(12)	-	467	(467)	-	-	-
Community Potential in Plymouth funded by the National Lottery Community Fund	132	91	(90)	-	(5)	128	55	(81)	-	-	102
Practitioner Salaries delivering 'Pregnancy In Mind' in Northern Ireland funded by Community Foundation Northern Ireland	-	82	(82)	-	-	-	7	(7)	-	-	-
Delivery of 'Letting The Future In' and scale-up in England and Wales funded by the Home Office	-	289	(289)	-	-	-	359	(359)	-	-	-
Delivery of 'Letting The Future In' Project in South Wales funded by the South Wales Police and Crime Commissioner	-	30	(30)	-	-	-	48	(48)	-	-	-
Delivery of 'Domestic Abuse, Recovering Together' Project in South Wales Funded by the South Wales Police and Crime Commissioner	-	30	(30)	-	-	-	12	(12)	-	-	-
Provide bilingual 'Pantosaurus' books to all primary schools and libraries in Wales funded by the Welsh Government.	-	-	-	-	-	-	20	(20)	-	-	-
Total restricted funds	**2,267**	**23,451**	**(23,855)**	**-**	**(83)**	**1,780**	**27,274**	**(27,304)**	**-**	**(96)**	**1,654**
Total restricted and endowment funds	**3,797**	**23,451**	**(23,860)**	**(59)**	**(83)**	**3,246**	**27,274**	**(27,308)**	**101**	**(96)**	**3,217**
Designated funds											
Charity											
Freehold and leasehold properties	23,004	-	(657)	-	(663)	21,684	-	(597)	658	504	22,249
Strategic spend	12,595	5,000	(1,124)	-	(511)	15,960	6,000	(1,789)	-	(889)	19,282
Total designated funds	**35,599**	**5,000**	**(1,781)**	**-**	**(1,174)**	**37,644**	**6,000**	**(2,386)**	**658**	**(385)**	**41,531**

Other unrestricted funds											
Charity											
General funds	79,975	90,454	(75,899)	(4,128)	(968)	89,434	89,232	(84,766)	7,912	(1,744)	100,068
Total general funds for the Charity	**79,975**	**90,454**	**(75,899)**	**(4,128)**	**(968)**	**89,434**	**89,232**	**(84,766)**	**7,912**	**(1,744)**	**100,068**
Subsidiary companies											
NSPCC Trading Company Limited	30	723	(723)	-	-	30	649	(649)	-	-	30
Childline	-	954	(954)	-	-	-	1,579	(1,579)	-	-	-
Total general funds for the Group	**80,005**	**92,131**	**(77,576)**	**(4,128)**	**(968)**	**89,464**	**91,460**	**(86,994)**	**7,912**	**(1,744)**	**100,098**
Pension reserve	-	-	(316)	(26,824)	2,225	(24,915)	-	(1,542)	(1,012)	2,225	(25,244)
Total funds for the Group	**119,401**	**120,582**	**(103,533)**	**(31,011)**	**-**	**105,439**	**124,734**	**(118,230)**	**7,659**	**-**	**119,602**

Income within general funds for the charity excludes the gift aid donation of £264,000 (2023 £219,000) from NSPCC Trading Company Limited and the grant of £1,579,000 from Childline (2023 £954,000).

Transfers include £2,225,000 transferred from general funds for payments in relation to pensions (2023 £2,225,000), and £504,000 to designated funds in relation to property additions. In 2023 £663,000 was transferred from designated funds in relation to property disposals.

23 Analysis of group net assets between funds

Fund balances are represented by:

	Unrestricted				2024	Unrestricted				2023
	General £'000	Designated £'000	Restricted £'000	Endowment £'000	Total funds £'000	General £'000	Designated £'000	Restricted £'000	Endowment £'000	Total funds £'000
Tangible and intangible fixed assets	4,270	16,877	-	-	21,147	3,668	17,387	57	-	21,112
Investments	99,553	21,172	-	1,563	122,288	82,186	16,668	-	1,466	100,320
Current assets and liabilities	(194)	3,482	1,654	-	4,942	7,248	3,589	1,723	-	12,560
Provisions	(3,531)	-	-	-	(3,531)	(3,638)	-	-	-	(3,638)
Total net assets excluding pension reserve	**100,098**	**41,531**	**1,654**	**1,563**	**144,846**	**89,464**	**37,644**	**1,780**	**1,466**	**130,354**
Pension reserve	(25,244)	-	-	-	(25,244)	(24,915)	-	-	-	(24,915)
Total net assets	**74,854**	**41,531**	**1,654**	**1,563**	**119,602**	**64,549**	**37,644**	**1,780**	**1,466**	**105,439**

24 Legacies

The NSPCC has been notified of 822 legacies (2023: 772 legacies) which have not been included within the financial statements as they do not yet meet the income recognition criteria. This includes 37 pecuniary legacies which have an average value of £4,400 (2023: 52 cases with an average value of £4,324). Pecuniary legacies are only recognised once notification of probate is received. The remaining 785 are residuary legacies, which have an average value of £46,779 (2023: 720 cases with an average value of £43,807). Residuary legacies are normally recognised once draft accounts are received or other information which allow them to be measured with reasonable accuracy. Included within the above figures are 7 pecuniary legacies (2023: 9) and 135 residuary legacies (2023: 135) which are not recognised because they are subject to a life interest.

The NSPCC waived the rights to two legacy entitlements totalling £7,505 (2023: two totalling £600) related to claims made by the family of the deceased on the basis that the claim reflected the deceased's wishes.

25 Related party transactions

Related party transactions with and between wholly-owned subsidiaries are detailed as follows. Further details on subsidiaries and their activities are provided in note 11.

	2024	2023
	£'000	£'000
Management charge (payable by NSPCC to NSPCC Trading)	1,132	1,211
Logo licence fee (payable by NSPCC Trading to NSPCC)	10	10
Staff and building costs (payable by NSPCC Trading to NSPCC)	576	647
Profits distributable under Gift Aid (payable by NSPCC Trading to NSPCC)	264	219
Profits distributable under Gift Aid (payable by Childline to NSPCC)	1,579	954

Related party transactions with NSPCC Pension Scheme are disclosed in note 20. Related party transactions with the trustees are detailed within in notes 3 and 6.

There were no transactions with other related parties in the year.

NSPCC offices

Headquarters and registered office address

Weston House, 42 Curtain Road,
London EC2A 3NH
Tel: 020 7825 2500

National and regional hubs

Cymru/Wales National Office and Hub

Diane Engelhardt House, Treglown Court, Dowlais Road, Cardiff CF24 5LQ
Tel: 02920 108 081

Northern Ireland National Office and Hub

Unit 7, The Lanyon Building,
Jennymount Business Park, North Derby Street, Belfast BT15 3HN
Tel: 028 2044 1524

Scotland National Office

3rd Floor, Templeton House,
62 Templeton Street,
Glasgow, G40 1DA
Tel: 0141 212 3844

London and South East Regional Hub

Alexandra Ciardi House,
7-8 Greenland Place, Camden,
London NW1 0AP
Tel: 020 3772 9905

North East, Yorkshire and the Humber Regional Hub

Suite 1-3 5th Floor,
St Johns Offices, Albion Street,
Leeds, LS2 8LQ
Tel: 01274 381 440

North West Regional Hub

Hargreaves Centre

112 Great Homer Street, Liverpool, L5 3LQ
Tel: 0151 556 1000

Midlands Regional Hub

Jenny Farr House, 1 Cranmer Street, Nottingham, NG3 4GH
Tel: 0115 960 5481

South West and Channel Islands Regional Hub

5 Little London Court,
Albert Street,
Swindon, SN1 3HY

Tel: 01793 683 100

NSPCC

Together, we can stop child abuse and neglect – by working with people and communities across the UK and Channel Islands to prevent it, transforming the online world to make it safer for children, and making sure every child has a place to turn for support when they need it.

We campaign for change. We work with schools to help children understand what abuse is and support them to speak out and feel safe. Childline is there for young people when they need us. And the NSPCC Helpline is ready to respond to adults with any worry about a child. We develop services in local communities to stop abuse before it starts and help children recover, so it doesn't shape their future.

And, above all, we work together – because we can't stop child abuse alone. Everyone has a part to play in keeping children safe. By building a bigger team, we can give more children the safety and support they need. Every pound you raise, every petition you sign, every minute of your time, will make a difference. Together, we can change children's lives.

nspcc.org.uk

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Photography by Tom Hull, Patch Dolan, Casey Gutteridge, Andrew Parish, Benjamin Fleming, Abbie Trayler-Smith, Adrian James White, Sibling and Rival & Adobe Stock. The adults pictured are models and volunteers. Illustrations by Alice Chang & Harriet Nobel. J20240001.

THE NATIONAL SOCIETY FOR THE PREVENTION OF CRUELTY TO CHILDREN

England & Wales - Charity number 216401

Accounts

NSPCC



Annual Report and Accounts 22/23

EVERY CHILDHOOD IS WORTH FIGHTING FOR

Protecting children today, preventing abuse tomorrow

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Welcome

From our chair



Neil Berkett
Chair of trustees

As we mark the second anniversary of our bold and visionary 10-year strategy, we proudly present this annual report. Here we delve into the progress made in bringing this strategy to life. The unwavering dedication and hard work of our colleagues, volunteers, and partners is essential. They're collaborating towards our ongoing mission, protecting children and preventing abuse and cruelty across the UK and Channel Islands. Empowering children and their families to live their best lives.

Our strategy sets out three primary areas of focus. Our exceptional volunteers and employees have been diligently working towards these goals. Firstly, we strive to engage everyone in preventing child abuse, aiming to provide increased support and prioritising prevention. Secondly, we're dedicated to ensuring every child's safety online. We're working together to transform the digital landscape. We want digital to be a secure environment for all children. Thirdly, we're committed to creating a safe, supportive space for every child. Enabling them to voice their concerns, share their experiences, and shape a robust support network.

Over the past year, the UK has faced significant political and social turmoil. The cost-of-living crisis is increasing stress on families already reeling from the pandemic. Frontline organisations providing community support are experiencing the strain. Consequently, it has become increasingly vital to listen to children's concerns. We must understand the impact of these events on their lives. We're prioritising amplifying and uplifting children's voices to inform our policy and work.

Our dedicated volunteers remain the lifeblood of our organisation. They're donating their time and expertise to create a future free from child abuse. Alongside our employees, partners, and stakeholders, they form a powerful safeguarding network. Our volunteers are helping to keep children safe. Partnerships and services, such as Childline and the NSPCC Helpline, continue to extend our reach.

None of this would be possible without generous public donations. Donations constitute over 80% of our income. This tremendous public support reinforces our mission and fuels our determination.

I would also like to acknowledge the tireless efforts of NSPCC's Chief Executive, Sir Peter Wanless, an inspirational leader who consistently advances us towards our ambitious goals.

On behalf of The Board, I extend my sincerest gratitude to everyone who contributes to our work. Your unwavering dedication brings us closer to eradicating child abuse and cruelty, allowing children to embrace brighter, more positive futures.






Since 1986
we've delivered
over 5.7 million
counselling sessions





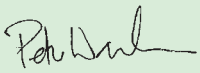

Graded Care Profile 2


MEL

Welcome

From our chief executive





Sir Peter Wanless
Chief Executive Officer

In recent times, we've faced a seemingly endless stream of challenges. "Unprecedented times" became a familiar phrase during the coronavirus pandemic, and it remains relevant. Since my last introduction to our annual report, we've witnessed changes in leadership with three Prime Ministers, the conflict in Ukraine escalating into war, the loss of our longest-serving monarch and a cost-of-living crisis.

Feeling overwhelmed and drained by constant uncertainty is only natural. Our Childline counsellors engage daily with young people who are anxious about their family's well-being, their own futures, and their need for support amidst these difficulties. As a charity, our duty is to stand by children and families when they need us most, regardless of the challenges we face. For over a century, we've been a steadfast presence for children throughout wars and pandemics, consistently finding ways to offer vital support and guidance.

Amid the turbulence of daily life, it's essential to focus on some positive developments. Over the past year, the NSPCC has achieved remarkable successes for children. Our hubs across the country have truly flourished, fostering local relationships, nurturing regional identities, and creating local plans that align with our national ethos. Seeing teams collaborate to develop locally relevant campaigns and provide the best and most relevant services for their regions is genuinely inspiring.

The recent launch of our newest campaign, Listen Up, Speak Up, exceeded expectations, garnering over double the anticipated signups and shared vital safeguarding messages to individuals and communities nationwide. Our goal is to cultivate a nation of safeguarders, empowering everyone with the confidence and knowledge to keep children safe. The Listen Up, Speak Up campaign is a fantastic step toward this goal, and I'm excited to see its future development.

Our NSPCC Learning website has attracted 2.8 million visitors, bringing us closer to realising our vision of becoming the preeminent source for safeguarding information and training for professionals working with children.

We continue to make progress on the Online Safety Bill, now nearing its final stages. The establishment of robust legislation and an effective regulator presents a once-in-a-lifetime opportunity to shield future generations from online abuse. I hope that by our next annual report, we can celebrate the bill's enactment into law.

In 2022/23, our Childline service conducted 195,542 counselling sessions for children and young people across the UK and Channel Islands. Mental/Emotional health and wellbeing remains the top concern, accounting for more than half (55%) of all counselling sessions. The Childline website and our online message board also saw a significant number of young people seeking crucial support and advice on mental health. As a result, we initiated our Day in the Lonely campaign, urging children and young people to address their mental health concerns and seek help early.

We live in unprecedented times, but there are some constants. The NSPCC will always put children first, ensuring they are not defined by pandemics, world events or the cost-of-living crisis. We will persist in speaking truth to power, identifying gaps, and delivering services and support to children at risk or being failed. Together, we stand resolute in our mission to keep children safe and create a safer world for them to thrive in.

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Hello...

From our Young People's Board for Change



William Blewitt, 17
Member of YPBC 21-23, now YPBC Alumni

When I came to write this, I found it to be an incredibly difficult task. To summarise the activities of the Board in the last year is much easier said than done. This is not because of a lack of possible content, quite the contrary, but from the sheer amount of projects and events that we have worked on and contributed to. From influencing social media campaigns and strategies to speaking in events in the House of Lords. There are however, two main events that have been the most incredible for me on a personal level, those being the Parliamentary Reception and the Common Sense Media Event.

Last summer, I was incredibly privileged to be present for a Parliamentary Reception in the House of Commons in support of the now nearly passed Online Safety Bill. At the event, we listened to harrowing stories on the danger that a deregulated and unsafe internet can have. Not only the life changing impacts that it has on the person themselves, but also on their loved ones. I became increasingly aware of the magnitude and importance of the project I was working on, making me even more desperate to do all I could to ensure that this Bill received the support and changes that it needed.

Fast forward to May 2023, in the first Alumni Event, I had the incredible opportunity to be part of a young person's panel at a Common Sense Media Event on how we can protect children's mental health online. We outlined the issues faced by young people and the key changes we want to see. The reaction from those present was incredible, so many people wanting to discuss their thoughts and potential actions and solutions.

To finish, there are two main things I wish to address. Firstly, my genuine sadness that these amazing two years have come to an end. To work on such a great amount of amazing projects with truly incredible people has been the pleasure of a lifetime. Secondly, and even more importantly, I wish the new board the absolute best of luck. I hope for them this is as life changing and truly wonderful as it has been for me and that they too, can leave their mark on this charity and the UK.


NSPCC

Our strategy

Our vision
What we want to achieve for children by 2031:

Together, we can stop child abuse and neglect.

Through the collective power of our staff, volunteers, supporters and partners, and our 100 years of experience, we will move closer to achieving that goal.

The difference we want to make:

Outlined below are the three areas we must address in order to make the most progress towards our overall vision to **stop child abuse and neglect.**

1

Everyone plays their part to prevent child abuse

We'll work together to make it easier for everyone to play their part and create a social safety net that prevents child abuse and neglect.

2

Every child is safe online

Together, we'll transform the online world, so it's safe for every child to go online.

3

Children feel safe, listened to and supported

More children will be able to speak out, so they feel safe, listened to and understood – and abuse doesn't shape their future.

Why these three areas?

Our strategy is driven by children's experiences in the UK and Channel Islands. And it's built on our strengths, credibility and experience, along with insight from our staff, volunteers, and those we work with.

Each of these focus areas contribute something different. On their own, they will see us making significant and necessary changes for children. And they build on each other – collectively, making change across these three areas will make a huge impact for children.

Our guiding principles

Our seven principles will shape and guide everything we do: influencing how we work together and how we support children and young people.

We will:

- Focus more on preventing child abuse and neglect
- Be inspired and led by children
- Work in partnership
- Embed equality, diversity and inclusion
- Inspire more people to be there for children
- Be trauma informed
- Build on our strengths

To effectively deliver our strategy, we have drawn out seven principles that will shape and guide everything we do for children and young people.



Focus more on preventing child abuse and neglect

Prevention is in our name; it's at the heart of what we do. We'll continue to prevent abuse and neglect from happening in the first place and concentrate on stopping it faster once it's started.



Be inspired and led by children

We'll involve children and young people in our work and decision-making through meaningful participation. We'll continue to listen to them, learn from them, and be inspired by them.



Work in partnership

We'll work together with everyone – from schools to local authorities and corporate partners – to reach more children and prevent child abuse and neglect. And, by working together with communities, we'll strive to be nationally significant and locally relevant – balancing our responsibility as a national charity with responding to local need.



Embed equality, diversity and inclusion

We believe every childhood is worth fighting for. Together, we'll remove real and perceived barriers to inclusion and diversity. Because recognising, embracing and valuing difference leads to improvements for all.



Inspire more people to be there for children

We'll inspire more people to be there for children, to keep children safe and make the biggest difference to children's lives, together.



Be trauma informed

All of our work with children will be underpinned by an understanding of trauma. We'll help others with this too – developing a shared awareness of trauma and making sure all children get the response and support they need.



Build on our strengths

We're drawing on over 100 years of experience. We'll do the things we do well – that others can't, won't or don't do. We'll do more to be present in communities, understand their needs and work with them to shape what we do.

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

Objectives and achievements

Throughout the second year of our 2021-31 strategy, we put children's and families' needs at the forefront while laying the foundations for achieving our 10-year goals.

- Our strategy has three areas of focus, which will work together to impact children and young people, progressing towards our overall vision: to stop child abuse and neglect.
- We've made good progress against our objectives. In 2022/23, we met or exceeded our targets for 65% of our impact framework measures. We were close to target for a further 12%. which was the same as the previous year. This section of the report summarises how we reached our three goals between 1 April 2022 and 31 March 2023.



Goal 1

Everyone plays their part to prevent abuse

At the NSPCC, we work together to make it easier for everyone to play their part, creating a social safety net that prevents child abuse and neglect. Children interact with a range of services and adults every day, such as teachers, sports coaches, neighbours, grandparents and delivery people, so we want to make sure everyone knows what they can do to keep children safe. This year, we've done some incredible work, successfully sharing our expertise with a wide range of audiences. As well as this, we've continued to provide services and campaigns to support children and families in a variety of ways.

Talk PANTS

Talk PANTS helps children understand that their body belongs to them, and they should tell someone they trust if anything makes them feel upset or worried. We have developed a range of PANTS guides for parents, carers and children, including guides in 5 different languages and guides for people with a disability.

1,382,915 parents had a conversation with their child about Talk PANTS in the last year, a 7% increase from the previous year. In June 2022, we launched PANTS Makaton. The new resources aim to help parents and teachers to talk to children with a range of needs about keeping safe from sexual abuse. Resources have been created in partnership with The Makaton Charity. Our video playlist created to keep children who communicate using Makaton safe has had 8,326 views across the 13 videos. We have been working with the Personal, Social, Health and Economic (PSHE) Association to develop a range of new lesson plans and resources for primary schools and early years settings, launching in the summer of 2023.

Events in local communities

One of our strategic principles is to work in partnership. By working together with others, we believe we'll reach more children, and we'll better achieve our ambition to be nationally significant and locally relevant.

There were 61,335 attendances by children, parents and the public, and adults who work or volunteer with children at our local community events, including our Together for Childhood local events. This was 84% more than our target and 69% more than the year before. Events included sessions for speech and language therapists as part of the Midlands' Look Say Sing Play campaign, an online safety webinar for Ministry of Defence staff, an online bullying webinar for members of the Hindu BAPS community, and delivery of a play and interactive discussions in schools on the impact of sharing nudes.

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Listen Up Speak Up

We piloted *Listen Up Speak Up*, the campaign in our wider 'movement for change' programme, which aims to inspire a million people to help keep children safe. Over 21,000 people signed up to the campaign, more than double our target, of whom over 11,000 completed the digital training, and 265 attended local workshops.

Once people had completed the training, they'd learned how to spot the signs of child abuse and neglect, knew the steps to take if they were concerned about a child, and knew where to go to access support. 92% of the local workshop participants and 82% of campaign sign-ups completing a feedback survey agreed the campaign has made them more likely to take action to help keep children safe. We're reviewing the pilot to inform how we'll grow the campaign in the future.

"The information provided was great: I'm more likely to reach out for support if I see something that worries me."
Local session participant.



"I liked that [the training] was short and sharp. I eat and drink safeguarding, but I'm aware colleagues [at school] aren't immersed in it every day."
Online sign-up

NSPCC Helpline

"I run an arts club, and we've had some safeguarding training, but this wasn't something I knew how to handle. A parent told me there were rumours that some of the children were sending really awful videos to each other; violent gore videos, self-harm videos, pornography and some that might be children being sexually abused. I told the parent to contact NSPCC Helpline but wanted to make sure I got this information referred to the police and Child Services as well. I didn't realise NSPCC Learning had guides for this, I really appreciate the extra resources to improve our safeguarding."
Club Leader, NSPCC Helpline

The NSPCC Helpline provides adults with advice, guidance and support and can take action on their behalf if they have concerns about a child who is either being abused or is at risk of abuse. NSPCC Helpline wants everyone from parents and professionals to the wider public to know that they can contact the service, whatever their worry, and without hesitation.

We answered 59,282 contacts this year, which was 23% below target, and 11% less than last year. 30% of contacts resulted in a new referral to an external agency or an update to an existing referral, and the remaining 70% of contacts received advice. Due to changes in our service offerings in 2022/23, it's difficult to make direct comparisons to previous years. We experienced capacity challenges throughout the year. So we could provide a quality service, the voice service was removed for a short period. However, NSPCC Helpline has always remained open via email.

The NSPCC Helpline runs specific lines in partnership with external agencies. Currently, we have partnerships with two holiday companies. We work together to identify safeguarding incidents that involve UK residents

Snapshots are based on real NSPCC Helpline contacts but are not necessarily direct quotes. All names and potentially identifying details have been changed to protect the identity of the child and/or adult involved

travelling overseas. This year we received over 280 safeguarding incident reports. Many reports included domestic abuse. Our NSPCC Helpline staff delivered a workshop to managers at one of the holiday companies. The workshop focussed on types of domestic abuse, the impact on children and how we can work together to safeguard children and the non-abusing parent.

Supporting professionals to keep children safe

NSPCC Learning, our offer for professionals, performed strongly this year, helping more people improve their safeguarding of children. There were over 2.8 million visitors to the NSPCC Learning website, and we launched three new e-learning courses this year: Safer sports events, mental health and wellbeing safeguarding in education training and Sharing nudes and semi-nudes training. Our e-learning courses were completed 58,342 times this year, and although this was 14% below our target, this was 5% more than the previous year. NSPCC safeguarding training was attended 6,913 times, 21% lower than target and 13% more than last year. Attendance at our in person training was affected by train strikes and staff capacity issues. This year we received positive feedback for our updated courses for Designated Safeguarding Officers and Leads.

Influencing national laws and policy frameworks to create a social safety net that prevents child abuse and neglect

We know that preventing abuse is a task that's much bigger than the NSPCC. A key to keeping children safe is making sure that laws and systems have children's needs rooted into them. We use our influence so that best practice is adopted to better protect children. 12 policy and practice changes were influenced by the NSPCC this year, which was 33% above target and the same as last year.

In February in England, the Government published its long awaited children's social care implementation strategy. The strategy was published in response to the Care Review and the National Safeguarding Panel Review into the deaths of Star Hobson and Arthur Labinjo-Hughes. Our response welcomed the strategy as a once in a generation opportunity to reset children's social care in England. But, we highlighted that its core aims will not be realised without sufficient funding and political leadership.

In Northern Ireland, we engaged with the Department of Health about the adoption assessment process Annual Report & Accounts 2022/23 following the tragic death of Leiland James Corkill. As a result, the Department of Health has now written to all trusts and voluntary adoption agencies to highlight the requirement for prospective adopters' views on physical punishment to be assessed and reported upon within their adoption assessment.

IICSA Changemakers

The final recommendations from the Independent Inquiry on Child Sexual Abuse in England and Wales (IICSA) were published in October 2022. The Inquiry's conclusions present a significant opportunity for policy and practice change to prevent child sexual abuse and enhance the response when it does occur. In November, a Senior Leaders Event held by IICSA welcomed 80 delegates from across relevant sectors and included an address from Inquiry Panel members and the NSPCC's Chief Executive. This meeting aimed to encourage those in the room to work together to ensure the Inquiry led to lasting change. Since then, the NSPCC has stepped up to coordinate further cross-sector activity, establishing an informal group called the IICSA Changemakers. Their shared mission is to inspire a national mission to prevent child sexual abuse and provide much improved support to victims and survivors. 64 organisations now form the IICSA Changemakers and a programme of agreed activity is set for the coming year.

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Goal 2

Every child is safe online

Together, we'll transform the online world so it's safe for every child to go online. This year, we've started fantastic work in this area, and it'll play a pivotal role in the achievement of our strategy in the years to come.

Online Safety Bill

The Online Safety Bill has progressed despite political upheavals. There was significant cross-party support from MPs in the parliamentary debates for the NSPCC's priority areas, including the creation of a user advocacy body for children and senior manager liability. We provided oral evidence to the Lords Digital and Communications Committee on the Bill in December in advance of the Bill moving to the House of Lords in January.

In November 2022, nine members of our Young People's Board for Change visited the House of Lords to share their views on online safety with Peers. The event enabled Peers to speak with young people about their experiences of the online world and was also an opportunity to raise the need to introduce a user advocacy body to act as an independent voice for children. Young People's Board for Change members also handed in two letters to the Department for Digital, Media, Culture and Sport calling for an Online Safety Bill which listens to young people's experiences of being online – one which they had written themselves and one signed by almost 40,000 NSPCC campaigners.

There were 283 reports made to the IWF via Report Remove this year, which was **66% above target and considerably higher than the 129 reports made last year.**

Oak Foundation

Last year we started using the funding we were awarded from the Oak Foundation. Funding will progress our research and advocacy work on online safety and help secure the strongest possible regulation of online platforms in the UK, Channel Islands and EU. We've been able to use the proceeds to fund polling and events to aid our advocacy work on the Online Safety Bill. Additionally, we've commissioned an evidence review of online harms and research into current and future risks to children using the Metaverse.

Report Remove

To support young people to remove sexual images or videos of themselves online, the Internet Watch Foundation (IWF) and NSPCC developed the world-first Report Remove tool, which was launched in June 2021. There were 283 reports made to the IWF via Report Remove this year, which was 66% above target and considerably higher than the 129 reports made last year. Of these, 174 reports could be actioned by the IWF.



Since the launch of Report Remove, in partnership with the IWF, we have continued to innovate to ensure the tool can support all children. We heard from children and adults that ID to prove they're under 18 can be a barrier to self-reporting images, so at the end of February 2023, we removed mandatory age verification, which means children will no longer need ID to make a report. They can, however, still choose to use ID, which will help get their content removed from even more places.

"Thank you for sharing Report Remove with me. I sent a sexual video over Messenger then they started blackmailing me, saying they were going to release it. I couldn't cope if other people saw it. I spoke to my parents, and they said I should block them, make a CEOP report (a report to the Child Exploitation and Online Protection Centre) and speak to Childline. We didn't know what to do if they did really post it so knowing about Report Remove is really helpful"
(Gender not specified, unknown age)

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Local campaigns

This year over 4,900 parents and carers took part in Keeping Children Safe Online workshops. Workshops give parents and carers information and advice on managing the risks and opportunities the online world presents to their children. Workshops also build their confidence using tools that can help to keep their children safe. Additionally, we delivered online safety workshops to the Ministry of Defence.

Vodafone has produced a new parental resource which includes tips from our experts about how to help keep children safe online. **In the first two weeks, the NSPCC tips page received 65,000 views.**

Partnerships

In February 2023, we launched a new online wellbeing campaign, "Positively Online", supported by Jo Malone London. The campaign includes six top tips, two videos and a quiz that families can take together and aims to get parents talking to their kids about online wellbeing and what we can all do to feel more positive when using the internet.

This year we joined forces with Vodafone to help parents navigate the online world safely. Vodafone has produced a new parental resource Digital Parenting Pro which provides information about the different social media platforms and popular online games and their parental controls and safety settings. The resource includes tips from our experts about how to help keep children safe online, such as encouraging your child to open up and how to look for signs that something might be wrong. In the first two weeks, the NSPCC tips page received 65,000 views.

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Goal 3

Children feel safe, listened to and supported

We want more children to be able to speak out so they feel safe, listened to and understood. By working together to give children the supportive response they need, we can also make sure abuse doesn't shape their future. We want to build on and share our expert support to help children recover if they've experienced abuse.

Speak out Stay safe

Sarah Oliver, headteacher for Rowledge C of E Primary in Farnham, shares how her pupils have engaged with the online *Speak out Stay safe* programme:

"The SOSS online assembly is well-made, and the introduction of Ant and Dec is genius. The children absolutely love them, and it makes the offering very current. With the programme's goal to ensure children know how to access support, if they need it.

One of the pupils' main takeaways from SOSS is that they are supported in telling someone if they think there's a problem. Pupils are encouraged to not only critically think about if something doesn't feel right but listen to any butterflies in their tummy which might indicate that they need to confide in someone.

SOSS has also been an effective way to support my schools' safeguarding duties and link directly to the curriculum. I've seen it happen many times in education that you're told to deliver a subject but aren't given the right resources, so the NSPCC's programme is pivotal for tackling an issue that's so close to my heart".

Speak out Stay safe is delivered to primary schools through our Schools Services volunteers. It is our established safeguarding programme for primary schools across the UK and the Channel Islands. It empowers children to recognise abuse in all its forms and signs of it; that abuse is never a child's fault and that they have the right to be kept safe; and where to get help and the sources of help available to them, including our Childline service. It's important that children with additional needs and disabilities don't miss out on vital safeguarding messages. Our *Speak out Stay safe* programme for children with additional needs includes specially adapted resources, which cover how to recognise abuse, and which trusted adults to turn to for help.

We reached 1,235,635 children in 5,332 schools this year, 24% above target and 38% higher than last year. We were thrilled to reach so many children. We revised our *Speak out Stay safe* offer in response to lockdowns caused by the coronavirus pandemic, establishing the virtual assembly as our primary model of delivery.

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This year we have rerecorded the virtual assembly offer to include updated and more inclusive artwork and animation, along with British Sign Language or Welsh dialect British Sign Language resources as standard. In addition to the assembly, the programme includes a workshop for children aged 9-11. This in-person session is delivered by our volunteers where resources are available and is a more interactive look at signs of abuse and who children can talk to if they're worried about something. This year we delivered in person workshops in 1,927 primary schools.

Our *Speak out Stay safe* programme reached **1,235,635 children in 5,332 schools** this year, **24% above target and 38% higher than last year**.



Childline

Childline is a 24 hour, 365 days a year service to help anyone under the age of 19 in the UK or the Channel Islands with any issue they're going through. Trained counsellors are available by phone, email or chat to talk to about anything big or small. Our Childline counsellors are across the UK and Channel Islands in 12 bases as well as a team of counsellors who answer emails to Childline from home. The service is confidential, which means they don't share what young people say without consent unless we believe the young person is in danger, seriously hurting another person or being hurt by someone in a position of trust. As well as having a team of counsellors, Childline has a website which contains a wealth of information across a huge range of topics; there are also tools and games that young people can access for fun or to help them cope with their worries.

Through 2022/23, Childline has continued to listen to and respond to children and young people's needs for help and support. We delivered 195,540 counselling sessions this year, 13% less than target and 5% fewer than last year. Childline continues to face challenges in providing enough capacity during the busiest periods: evenings and weekends are often the hardest shifts to fill with volunteers. We're focusing on recruiting more volunteers and getting them trained as efficiently as possible, as well as ensuring our existing volunteers are well engaged and feel valued for the brilliant contribution they're making to support children.

"I just wanted to say I was able to call Childline today, and I'm feeling so proud of myself. I was really nervous at first, but the person on the phone said it was absolutely fine, take your time. They made me feel so relaxed that I was able to push through and talk honestly about how I'm feeling. I'm so happy that I managed to do it, so thank you."
Gender not specified, 13



In our most recent survey with children and young people, 78% of them said they trust Childline. This was the highest out of the last five years of the survey and three percentage points higher than both our target and last year.

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"This is just a quick message to say thank you all so much for all the help and advice you gave me last year. The issues with my family are still a work in progress - we still have our ups and downs – however, there's definitely been improvement, and I feel so much more positive about things. Thank you again from the bottom of my heart! Hopefully, things just get better from here."
Girl, 18



In our most recent survey with children and young people, **78% of them said they trust Childline**. This was the highest out of the last five years of the survey and **three percentage points higher than both our target and last year**.

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Talk Relationships

We've found that over half of young people report that teaching in school 'rarely' or 'never' covers what they want to know about relationships, sex and sexuality, and in response to a joint NSPCC and NASUWT survey, 46% of secondary school teachers said that they do not feel confident about teaching sex and relationships education.

Talk Relationships supports educators to increase their knowledge, skills and confidence to deliver sex and relationships education. It also helps them know what to do if a young person makes a disclosure about an unhealthy relationship.

This year we completed the first phase of our Talk Relationships programme by launching an e-learning course of six learning modules and 14 lesson plans to help secondary school teachers confidently deliver relationship and sexuality education (RSE). Between September 2022 and 31 March 2023, over 2,000 e-learning courses have been completed. 98% of those who completed the course said they'd recommend the training, 95% said the training had made a positive difference to their professional practice, and over 90% said they felt highly or moderately confident about delivering RSE after doing our training.



Influencing national laws and policy frameworks so children can access support and abuse and neglect does not shape their future.

In England and Wales, we influenced for children and young people to be correctly referred to as victims of domestic abuse within the Victims Bill to reflect the provisions in the Domestic Abuse Act 2021.

In Scotland, we were involved in the drafting of the Bairns' Hoose national standards, which support a childcentred response to health and justice for victims and witnesses of serious crime and abuse.



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Fundraising



Major giving: Philanthropic individuals
We're grateful to Lord and Lady Bamford for their support over the past three decades. Most recently, they donated £300,000.

Thanks to the Bernard Lewis Family Trust for committing £150,000. The funds will go towards our Pregnancy in Mind programme over three years.

Thanks to the Hammond Family pledging to fund a day of Childline each year for the next four years.

With kind permission from Paul and Pam Bell OBE, nearly 300 generous supporters attended the Jersey Ball. They helped raise over £250,000 to support our work across Jersey. Thanks to Paul and Pam, sponsors Dandara, Quilter Cheviot and Ravenscroft for their incredible support. Special thanks go to our keynote speaker, David Tait MBE, who inspired our guests to be so generous.

Thank you to the Philip Gower Charitable Foundation. Philip has continued his incredible support of our work in Jersey. Supporting our vital work on the island with a donation of £170,000.

Moondance Foundation continued their phenomenal support. Their gift of £500,000 supported vital services in South Wales. Helping us launch our new portfolio of services to local children and families.

Major Giving: Trusts and Statutory
We want to thank the Frank Brake Charitable Trust for their long-term support. They've given over a decade of support to children in Kent. This year they gave us their largest gift yet of £35,000. Helping to ensure we had a safeguarding lead for every primary school in Kent.

Partnerships: National Corporate Partnerships

Morgan Stanley and the NSPCC won the Community Partners Award at the Lord Mayor's Dragon Awards ceremony. The awards celebrate businesses achieving excellence in social impact. Morgan Stanley supported the three-year pilot of The Lighthouse, a centre where children can recover and rebuild their lives after experiencing sexual abuse. Though we're no longer in a formal partnership the effect of our partnership has a long-lasting legacy. Morgan Stanley supports us through pro bono and volunteering. We're grateful for their ongoing support.

We celebrated the fifth year of our partnership with Lidl by hitting the £6 million milestone. The partnership has gone from strength to strength. We've extended the partnership for a further three years. Focusing our collaboration on children's mental health and supporting Childline. A Day in the Lonely – funded by Lidl this year showcases how Childline is here for every child who feels lonely.

This year, we celebrated five years with our corporate partner Jo Malone. We want going online to be a positive experience for all children. Together we've launched a new online wellbeing campaign Positively Online. As we know, one in five internet users are children. But the internet can be challenging to navigate. 89% of 8–17-year- olds have said they've felt pressured to be popular online. 40% of young people with self-reported mental health difficulties have reported experiencing cyberbullying. We want to change how children use the internet for the better. Together we're promoting open, positive conversations between families about the online world.

Sky sponsored key campaigns this year:

- Childhood Day was promoted on the Chris Evans breakfast show, support they gifted to us for free.
- Donate your Data, a new campaign they Invented, raised £70,000. Customers could donate their left over data and Sky converted that into cash for the NSPCC.

Partnerships: Volunteer Partnerships and Special Events

Several Special Events committees, Volunteer and Business Boards support our fundraising team efforts. They each focus on NSPCC activities they feel particularly passionate about. Our board and committee members use their expertise and contacts from their own areas of business, employing a range of fundraising strategies including, charity event creation, corporate introductions, securing major gifts and legacies, and raising awareness. In the year, the boards and committees supported our fundraising team in generating income of £4,533,000 (2021/22 £3,473,000).

The World Gold Council generously donated £300,000. The donation has fully funded the NSPCC's Lighthouse, following the pilot ending in March 2022. The support from the World Gold Council enables us to deliver support services at the Lighthouse. Ensuring that young people and families continue to receive support. The World Gold Council also donated £20,000 to sponsor the Rebuilding Childhoods Board's Let's Get Quizzical event, supporting Letting the Future In.



89% of 8–17-year- olds have said they've felt pressured to be popular online. **40% of young people** with self-reported mental health difficulties have reported experiencing cyberbullying. We want to change how children use the internet for the better.

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Volunteering



Childhood Day is our annual landmark day that brings communities together to raise money and help keep children safe. We started Childhood Day in Northern Ireland in June 2018, and it has grown since then to take place nationwide on the second Friday in June. In June 2022, we raised £1.14 million through support from schools, national and regional corporate partners, community groups and organisations, celebrities, and individual supporters. Over 1,080 volunteers helped raise awareness of our work and collect donations at 90 sites across the UK and Channel Islands.

Our 2021-31 strategy has teamwork at its heart, and our volunteers are vital when it comes to protecting children. They help us to better support children and families and to prevent abuse and neglect across the UK and the Channel Islands. We had 6,708 Childline, Schools Service, local services, Child Protection in Sport Unit and income generation volunteers this year, 11% fewer than target but 16% more than the previous year.

The *Speak out Stay safe* programme, delivered by volunteers, is at the heart of our Schools Service. Through the programme, we teach important safeguarding messages to primary school children, both online and face-to-face. Our trained *Speak out Stay safe* volunteers play a vital role in protecting a generation of children by helping them understand abuse and giving them the confidence to speak out if they need help. While the majority of *Speak out Stay safe* assemblies continue to be delivered virtually, 493 volunteers delivered face to face workshops in 1,927 schools.

Childline is an essential service for children and young people, and our volunteers are essential to Childline. Childline gives children and young people confidential support when they need it. On average, a child contacts Childline every 25 seconds. To support them, we have almost 1,100 volunteer counsellors working across the UK and Channel Islands in our 12 Childline bases, alongside a smaller number of staff counsellors. Childline volunteers contributed 132,661 volunteering hours between April 2022 and March 2023. They make a vital difference to children's lives.

Every year, over 500 children and young people give evidence in criminal courts across Northern Ireland. The Young Witness Service provides support and assistance to these children. It's free, independent and confidential. The support given by the team of social workers and trained volunteers helps reduce the stress and anxiety levels of young people giving evidence. By providing young witnesses with a safe, secure environment where they have people to support them, court proceedings are more likely to go ahead, and young witnesses are more able to complete their evidence. This year 53 Young Witness Supporters supported children and young people in 421 cases across criminal courts and Remote Evidence Centres in Northern Ireland.

Everything we do for children relies on the generosity of our supporters, with over 80% of our income coming from donations. Fundraising and volunteering work is essential for


a safe adult?
NSPCC

us to run our services and raise awareness of our work nationally and in local communities .From taking on challenges, to joining us at events to fundraising with schools, every act from our incredible volunteers and supporters makes our work possible.

This year we introduced 17 Child Protection in Sport Unit volunteers, who assessed sport organisations' websites for the accessibility of their safeguarding information, what their safeguarding policies include, and the level of safeguarding information for parents. We used these insights when meeting with the organisations for their annual safeguarding reviews to ensure that sport and activity settings are doing all they can to create a safe, inclusive and enjoyable experience for children. Next year we'll grow our safe in sport volunteering opportunities to include attending local sporting events to share resources and information about keeping children safe in sport. Our volunteers will help their local communities understand where to find information about staying safe in sport, help when they need it, and access to safeguarding training and support. Through the meaningful work of our volunteers, we can make sport a safer place for all children and young people.



Community Fundraising

In the financial year 2022/23, Community Fundraising (FR) had a KPI of creating 18 new FR Groups across the Regions and Nations. Community FR Managers have exceeded this target by creating 24 new groups. These groups use our newly created FR Volunteer Roles, which are more specific and have a clearer ask. Of the 24 groups, seven were Student Volunteer groups. In Leeds and Sunderland, NSPCC Societies have been established, creating a more long-standing relationship with those universities. We also saw the creation of more specialist FR Groups including, London's Poetry Night Co-ordinators, Carlisle's Book Scheme Focus Group, and Preston's 'Hookers' Craft Group. We have seen the creation of Young Business Boards and Special Events Committees. All this puts the NSPCC's work in front of new audiences. Many of these groups are on their way to hosting their first FR events and will continue to grow and develop in 2023/24.

Friday, 3 February 2023, saw Number Day reach a record number of registrations. Number Day is the NSPCC's flagship fundraising day for schools. Over 7,100 schools and nurseries signed up, a 40% increase on 2022. Many nurseries took part for the first time and accounted for almost 1,000 of the new registrations. Over 1,000 more primary schools also signed up to have fun with all things maths related. New support for 2023 came from Derby County, HSBC, GoHenry, Maths Online and the one and only Johnny Ball. Number Day created a social media buzz, trending at number one on Twitter for the first time.

Over 6,200 participants signed up to take part in events or created their own. Running marathons, tackling treks, skydiving, holding bake sales, and dance-offs, every single supporter played a part in keeping children safe.

Nearly 1,000 participants took part in Walk for children, raising over £130,000 to help keep children safe. From families to groups of friends and individuals, people took to their local streets and walked over 4,500km.

During the COVID lockdowns the NSPCC Kippax Committee got creative with their fundraising, and they began



using Facebook to sell donated items. It proved to be very popular and they have continued with this raising over £3,200 in Facebook sales during 2022/23. They have also organised raffles via Facebook to raise additional funds. They've been able to return to in-person fundraising, with Christmas and Spring Fairs bringing their overall fundraising for the year to £7,200.

Following a two-year break due to the COVID-19 pandemic, the Manchester Special Events Committee held a very successful Childline Ball in Manchester in September 2022. It was held at the beautiful Midland Hotel and the guests were treated to a fantastic night of delicious food, wonderful entertainment and amazing fundraising for Childline in the North West. The Committee raised a fantastic £88,000.

East Cheshire Special Events Committee's Christmas Sparkle Lunch re-launched last November. The Sparkle Lunch is a networking and shopping event and includes lunch and entertainment. It was hosted at the Mere Golf Resort and Spa, and the Committee raised £30,000.

In Northern Ireland our fantastic partnership with Lidl NI continued to raise incredible amounts of money through a wide range of fundraising activities including Superhero Saturday and trekking in the Mourne Mountains. To date the total across Northern Ireland has reached over £700,000.

The Magheramourne Foundation has been an extraordinary supporter of our work in Northern Ireland for over 20 years. Another fantastic donation of £16,284 this year brings their total giving to the NSPCC in Northern Ireland to an astounding £236,404. They've made an incredible impact on the lives of children and young people.

Our corporate supporter, Bell and Company, took on their gruelling Power of 4 challenge for the third year, raising over £17,000. Participants ran or walked 4 miles every 4 hours over 48 hours.

Our Glasgow Lunch Committee held their fifth Fizz and Fabulous Lunch in November 2022. Raising over £40,000 for Childline in Scotland. Comfortably beating their fundraising target. They raised enough to fund the Glasgow and Aberdeen Childline bases for an entire week. The volunteer committees are an existing community fundraising group. They're a fantastic example of supporter-led fundraising. They've grown and developed their event over the past year. Recruiting new volunteers to their Committee to ensure its continued success. They have exciting plans to raise even more to support children and young people in 2023.

Supporters in the Midlands had an inspiring year. The Birmingham Business Board raised £71,000 with the return of the Laughter Ball. They've also set up a Young Business Board for 18–25-year-olds (with one member running the London Marathon). Corporate supporter Elonex provided Gift in Kind media advertising worth £400,000.

Communities across the Midlands joined Birmingham City FC in raising £18,000.

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Supporting the delivery of our strategy

The first years of our strategy are focused on achieving financial stability through continuing to invest in income generation and infrastructure projects, reducing our core costs, and developing our plans for investing in improved and higher impact services for more children. As we make these changes for sustainability, we'll ensure that we're putting children's and families' needs at the forefront of our plans while we're laying the foundations for achieving our ten-year goals.

Creating a diverse and inclusive culture

Our people aspiration is to create a culture where every one of our people, volunteers and staff, is valued for the individual they are and for the part they play in the fight for every childhood. We believe every person has the right to be their true self and to live a full life without prejudice, fear, or barriers. And we believe we can only truly be here for every child if we meaningfully reflect the individuals and communities we serve and support.

2022/23 was the first year of our three-year Equality Diversity and Inclusion (EDI) action plan. We have learnt a lot, and key achievements include improvements to our recruitment processes based on three independent reviews, achieving Disability Confident Level 2, our Welsh language offer being endorsed by the Welsh Language Commissioner's office, completing accessibility audits of all NSPCC buildings, and allyship and learning sessions led by our staff LGBTQ+ group. We also published a full diversity report on our whole workforce, our senior leadership team and our board of trustees.

Albeit that we are on a journey, we are proud of the increase in the diversity of our workforce compared to the figures from last year. We've seen reductions in all but one diversity pay gap (further details later in this report) and an increase in staff and volunteers who feel our people are treated equally, regardless of their age, race, religion, disability, sexual orientation or gender.

Becoming a trauma-informed organization

A principle of our strategy is for all of our work with children to be underpinned by an understanding of trauma. And we'll help others with this too - developing a shared understanding of trauma and making sure all children get the response and the support they need. This year we enlisted the help of an external trauma informed consultancy team to complete a collaborative enquiry with our staff and volunteers across the organisation. This enabled us to understand what our current position is as an organisation in embedding this approach, informed by those working and volunteering with us and what our aspirations are.



As a result of the findings, we have developed a three year programme of work and recruited a trauma informed lead to help drive through this approach.

Plans for future activities

Our strategy has teamwork at its heart. Everyone has a role to play, and we want many more people to play a part in protecting children. We work with people and communities across the UK and Channel Islands to bring about change, to prevent child abuse and neglect.

We can achieve so much more for children by working together. Each and every act from our incredible staff, volunteers and supporters makes our pioneering work possible. But to make an even bigger leap forward, we need an even bigger team. In the year ahead, our overarching priority will be expanding our supporter base to grow the size of our team.

Growing our movement so more people help make positive change for children

In 2023 we piloted Listen Up Speak Up, a free 10-minute digital training to empower adults to know what to do if a child needs help and where to go if they need support themselves. Over 20,000 people signed up to the pilot. Having evaluated our pilot, next year, we'll scale up to make a bigger movement for change. This campaign aims to promote safeguarding advice to the public so that everyone can keep children safe. It aims to inspire a million people to take action to keep children safe over the course of our ten year strategy.

Improving our supporter experience

We'll harness technology to improve the experience that our supporters have in their interactions with us. Whether they're financial donors, customers or pro bono supporters and volunteers. We'll use data insights to create supporter journeys that provide supporters with different opportunities to engage at different stages.

Expanding engagement with children and young people

We'll deliver a step change in the engagement of young people in online safety, making their voices heard by decision makers in government, the regulators and the technology companies themselves, and co-designing solutions with them.

We want children and young people to have safe and healthy online experiences. If a child experiences online harm or abuse, we want them to be supported. We want adults to play their part to keep children safe. We also want to see effective regulation and the means to make sure people comply with it, is in place. We want providers of online products to put child safety at the heart of their design.

We've worked tirelessly for a safer online world through our Wild West Web campaign and by influencing for an Online Safety Bill that does everything possible to help children stay safe online. At the time of writing, the Online Safety Bill is due to be discussed in Parliament. We'll do everything we can to make sure this law keeps children's online safety at its heart.





Our approach to achieving these changes is to amplify the voices and experiences of children and young people to help keep them safe online. We want to make sure all work to keep children safe online is done with them rather than to them. We want to give children a platform to speak for themselves and advocate for them when they are unable to speak for themselves. We'll help young people by making sure people are listening to them and ensuring their views are acted upon.

Developing new services to help children and adults

Our therapeutic services help children who've been abused, protect children at risk and find the best ways to prevent child abuse from ever happening. As part of our fight for every childhood, we work directly with thousands of children and families in our national and regional hubs across the UK and the Channel Islands. In the next year, we'll be:

- Prioritising preventing child sexual abuse with a focus on developing new services to prevent harmful and problematic sexual behaviours.
- Building an understanding of early years work and developing distinct early years' services.
- Continuing to provide services that help children who face trauma recover from their experiences.

Building Connections

We're developing a new service to help and support young people experiencing loneliness using a befriending service model to nurture resilient coping skills to prevent mental health issues. We piloted it in 2022. Young people were invited to sign up to 11 sessions with a trained befriender who engaged with them each week. The befriender helped the young person build their confidence, self-esteem and supported them to find new ways to cope.

Having learned from the pilot, we're developing it further next year to offer appropriate support to prevent a young person progressing from loneliness into more significant mental health needs like anxiety, depression, low self-esteem, or self-harm.

Working with more schools to Talk Relationships

Talk Relationships is a service for secondary education settings that aims for all schools to be places that foster healthy relationships and keep young people safe from abuse. We support teachers to confidently deliver sex and relationship education through our e-learning courses and free lesson plans developed by experts from the NSPCC and PSHE Association. Teachers can use the plans in the classroom, lesson plans for children with Special Educational Needs and Disabilities and Welsh Language lesson plans are included.

We have also been conducting ground-breaking Sexualities Education+ research with children and young people about what they'd love to see in RSE and how they'd like this to be delivered. Next year, based on what we've heard from children and young people, plus research on schools' needs relating to RSE, we'll roll out our next phase of Talk Relationships so we can help schools to provide ever better support to enable healthy relationships in schools. While we are not sure exactly what this will look like yet, we know that listening to young people and keeping their voices at the heart of sex and relationships education is vital, as we create the next step in supporting schools to prioritise and embed effective approaches to sex and relationships education.

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Our values, principles and standards

As the only charity focused on ending child cruelty across the UK and Channel Islands, everything we do protects children and prevents abuse. The values that embody our charity and reflect what we stand for are:

Putting children first
We put children first in everything we do. For more than 130 years, we've put children first. We believe in children, we want what's best for them, and we make sure that we fight for every childhood.

Taking a stand
We're courageous in standing up for what's right. We campaign, change laws where necessary, lead public debate and are on the frontline, supporting those who work with children. We'll speak out when something's wrong and celebrate success with those who help things improve.

Making an impact
We base our actions on evidence and the difference we'll make to children. Our work won't end until we've changed attitudes and transformed services for children in a way that protects every child and prevents abuse. We're brave in our actions, are prepared to be unpopular when necessary, and sometimes force society to face uncomfortable truths where things get in the way of achieving our goal.

Striving for excellence
We always strive to be the best and give every child a life free from abuse. We're constantly learning and developing our work. We measure what's effective by sharing knowledge with others.

Working together
We achieve more for children when we work together. We can't prevent cruelty to children on our own. Luckily, we don't have to. Our passion inspires others, and our desire to listen, learn and improve means we continually work with inspirational people, organisations and children.

Openness and accountability
The public's trust that we deliver public benefit is fundamental to our reputation and success. We engaged stakeholders during the development of the 2021-31 strategy. Having set out our ambition for the ten years to 2031, we must understand how well we're progressing towards these changes. We must be open about the impact we're having on children.

The Impact Framework is intrinsically linked to the 2021-2031 strategy. It's anchored in helping us understand whether the changes for children in our strategy are being achieved. The Impact Framework includes deeper research, evaluations, and measures we'll track and report. Each quarter The Board reviews its impact against the strategic priorities. They publish an impact report to staff and volunteers.

We have a published complaints process, and complaints are monitored by the Audit and Risk Committee on behalf of The Board. The Board reports any serious incidents to the Charity Commission and other regulators as appropriate. A register of interests for trustees and senior staff is maintained and is available on request.

Remuneration policy

We aim to be an employer of choice, with around 1,600 paid employees operating from ten regions in the UK and the Channel Islands. We regularly engage with employees and volunteers, value their opinions, and receive feedback through various events and surveys.

Our mission is core to us, but it's not just about our purpose. It's about purpose through people. We work hard to attract, nurture and retain talented employees to ensure our continued success. We have a transparent pay and total reward aspiration. Our pay promise sets out what our employees can expect of us in terms of direct and indirect financial rewards. Although pay and financial benefits are only one aspect of an individual's motivation, it's important – especially in a tight job market. And in the context of the soaring cost of living.

The Board is responsible for our pay policy and for the salaries of executive directors. We exercise this through the remuneration and people committee, a sub-group of The Board. The committee approves executive pay and annual pay awards in line with appropriate best practice standards, including those of the National Council for Voluntary Organisations (NCVO).

In line with NCVO recommendations, the annual salaries of our chief executive and other executive Board members are disclosed on our website, no more than two clicks away from the homepage. The table below shows the annual remuneration of the executive Board as at 31 March 2023, including a defined contribution pension and other benefits.

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Executive board annual remuneration
as at 31 March 2023

Executive board director	Responsibilities	Annual salary* £'000	Paid in year		
			Salary £'000	Benefits £'000	Pension £'000
Chief executive Peter Wanless	Leading the organisation, which has an annual income of around £120 million and employs around 1,600 employees, delivering services across the UK and the Channel Islands.	183	180	1	22
Director of communications David Hamilton	Manages the directorate responsible for all communication initiatives, ensuring that all communication on behalf of the organisation is appropriate, consistent with our brand and key messages, and of a high standard. Also works on behalf of the whole organisation promoting the NSPCC's work, policies, campaigns and publications.	122	120	1	8
Director of finance Paul Taylor	Manages the Finance and Procurement functions. Responsible for the financial management of the NSPCC. Ensures that the organisation has effective financial controls to safeguard resources for appropriate use.	106	104	1	13
Director of Income Generation Josephine Swinhoe	Manages the directorate responsible for generating the financial resources we need to help end cruelty to children. Responsible for managing the NSPCC's supporters and delivering income from donations, legacies and other trading activities of over £100 million.	146	143	1	10
Director of people Brett Terry	Manages the directorate responsible for recruitment, development, and retention of around 1,600 NSPCC employees and thousands of volunteers across the NSPCC.	111	109	1	4
Director of Services Claire Watt	Manages the directorate responsible for providing our services, including Childline, Schools Services and all of our direct services we provide across the UK and Channel Islands.	130	126	1	16
Director of strategy and knowledge Maria Neophytou	Manages the directorate responsible for the organisational strategy and for developing and testing activities. Responsible for our research programme, the evaluation of our services and our policy-influencing work.	117	114	1	6
Director of technology Greig Sharman	Leads our Technology Directorate, focused on supporting our strategy by enabling a step change in the tech-enabled experiences of our service users, employees, volunteers, donorsand every other community that's a part of the NSPCC.	127	125	1	9

**Annual salary refers to annual salary excluding benefits in kind as at 31 March 2023.*

Our policy is to pay competitive rates within the charity sector, reflect the nature and complexity of roles and to take account of contributions by rewarding strong performers the most. Rates are consistent with our charitable objectives and what we can afford. To demonstrate this, and in collaboration with our Trade Union Community we made a pay promise to our employees in 2019 to pay salaries that are at least comparable with the median salaries in the UK's top charities. The overall aim is to ensure our median earner at the NSPCC is on a comparable salary to the median salary paid in the wider charity sector. Our commitment has been to move towards this over time and within the parameters of affordability. To enable progress, we've identified and committed to a series of targeted activities. These include lifting the bottom of our pay bands to 'track' the median. We'll aim to stay at least 88% of the charity sector median. We're aligning our annual performance-related pay awards to increases in the charity sector median. We're offering a pay progression uplift to those longer serving (five years+) employees who have consistently met expectations over the last three years. The increase will align with the current charity sector median for their job bands. We've agreed that for the year ahead, 23/24, we'll introduce a second pay progression point after two years of service. All employees with two years of service will move to at least 94% of the sector median for their grade. Additionally, we voluntarily offer our lowest earners the real London and real living wage, set annually.

Despite the legacy of uncertainty caused by the COVID-19 pandemic, we have reiterated our pay promise to our employees. We gave two consolidated pay awards during 2022/23. The first was in May 2022, bringing that forward from our usual pay award month, July, and a second pay award in November 2022. In addition, we committed to the second pay progression point outlined above. We committed that by July 2024, we will have lifted the bottom of each of our pay grades from the current minimum of 88% to 90% of the sector median for that grade.

Alongside these targeted activities, pay is also reviewed when existing employees take on additional responsibilities. New recruits are usually paid between the minimum and mid-point of the relevant pay band, as below, depending on their experience and skills. Where necessary, they may be paid at a higher rate, but never more than the pay range maximum. For some roles that are difficult to recruit for, a market premium of up to 10% above the pay ranges may be paid. The reasons for recruiting at market premium rates must be explained in a business case, which the relevant executive Board director and the director of People must approve. We also have 75 employees paid at 'spot rates' outside these ranges, including our executive Board, whose annual remuneration details are shown on the previous page.

We undertake routine work, including our use of market premiums and allowances this year. This ensures our pay practices are fit for purpose and ensures the appropriate use of our limited financial resources.

Grade	Min £	Mid £	Max, including market premium £
P2	*Disestablished from November 2022*		
P3	19,106	21,711	28,951
P4	25,619	29,113	36,631
P5	31,266	35,529	44,903
P6	37,522	42,639	51,993
P7	44,073	50,083	62,629

Pay ranges exclude any regional allowances that may be given.

In compliance with the Pensions Act 2008, we operate an auto-enrolment pension scheme. All eligible employees are automatically enrolled into the pension scheme after three months. Employer contribution pension rates are set in line with legislative requirements. Employees are also offered a salary exchange defined

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contribution pension scheme, where employer contribution rates match employee contributions, ranging from 4% to a maximum of 7%. We continue to operate an historic defined contribution pension scheme, now closed to new entrants. Our employees in the Channel Islands have different pension arrangements in compliance with local legislation.

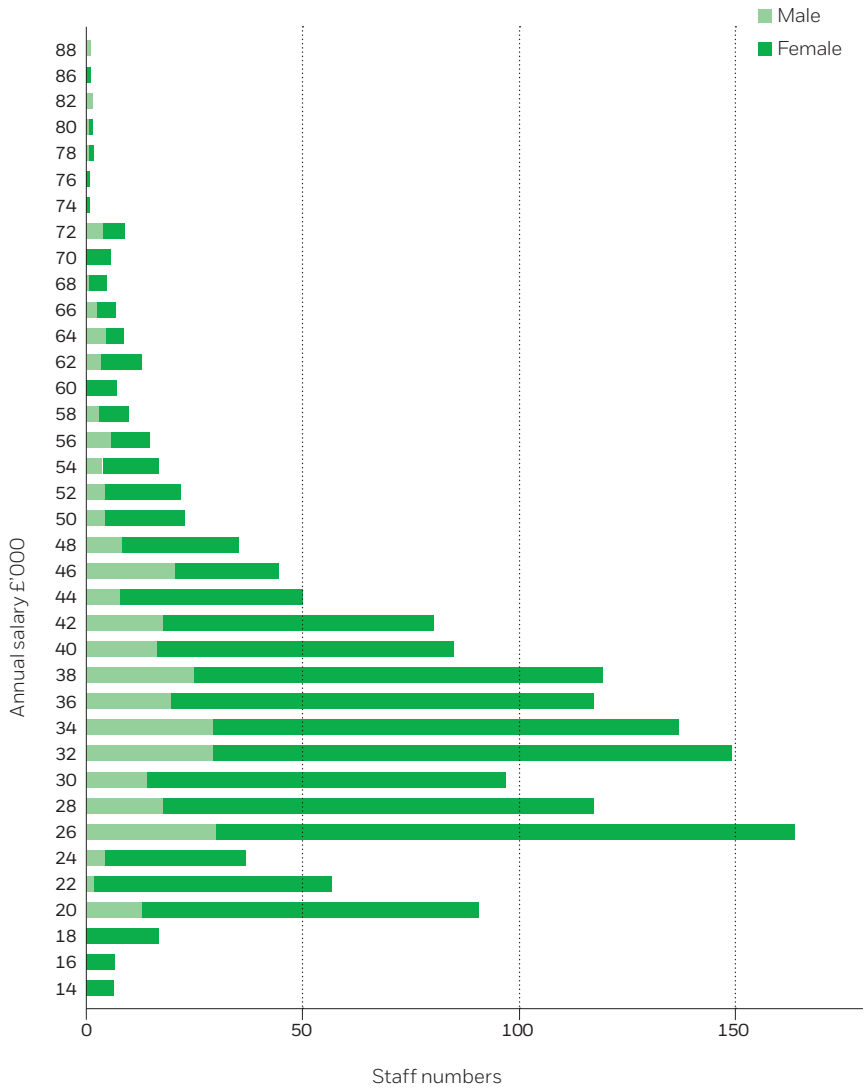
Members of the defined pension contribution scheme receive life assurance cover equivalent to five times their annual salary. Non-members, those auto-enrolled and our employees based in the Channel Islands, receive life assurance cover equivalent to one times their annual salary.

At 31 March, the ratio between the highest paid and median salaries is as follows:

	2023	2022
Highest paid salary (£'000)	183	173
Median (£'000)	35	33
Ratio	5.3	5.3

The spread of annual salary entitlements for all our employees, excluding executive Board members, is detailed in the graph below.

Annual salary entitlements (full-time equivalent basis) for all NSPCC employees, excluding executive Board, employed at 31 March 2023



Diversity pay gap

In our equality, diversity and inclusion Charter, we commit to 'publish wider diversity pay gaps including but not limited to Black and Minoritised Ethnic, disability, sexuality and gender identity'. We have honoured this for the past two years. We will, in March 2023, be extending our pay gap reporting 'suite' to include religion. Next year we'll expand our reporting further to look at the intersectionality of some of these characteristics. These steps enable fuller pay gap reporting and help to better inform our pay equity actions. Our latest 2022 median pay gap data shows:

- The gender pay gap is 8.17%; this marks another positive year-on-year improvement for us since 2018, and our gender pay gap remains considerably less than the national median of 14.9%.
- The disability gap is 0%, and our median sexual orientation pay gap is -2.16%. These mark improvement since last year.
- The ethnicity pay gap is 6.9%, an increase of 2.2 percentage points since last year which is disappointing. This insight will help us determine the actions to most meaningfully address this trend.
- The religion pay gap is -0.70%, which in absolute terms, is small.

Our gender pay information is also available on our website in line with The Equality Act 2010.

Expenses policy

Our expenses policy applies to trustees, employees and volunteers. The policy highlights each claimant's obligation to only incur costs if necessary and always choose the most economical option. The use of video conferencing and teleconferencing facilities is encouraged to reduce expenditure on employee travel. It also saves employees' time. Expenses are only reimbursed when authorised by the relevant line manager, up to maximum limits set in the expenses policy.

We make use of a travel management company, which provides bookings for rail, air, vehicle hire, hotel accommodation, conference and event venues. Using this service reduces travel costs and promotes value for money. These bookings are paid for directly by the organisation.

Our trustees give their time voluntarily; they receive no remuneration or other benefits.Trustees' expenses incurred while enacting their duties are detailed in note 6 of the accounts. Executive Board directors' expenses incurred on business-related activity are disclosed below, where they have chosen to claim.

Executive board directors' expenses incurred on NSPCC business, and reclaimed or paid directly by the charity in the year – for directors in post at 31 March 2023.

	Flights £	Hotels £	Rail £	Other £	2023 £	2022 £
Chief executive – Peter Wanless	175	843	872	16	1,906	1,345
Director of communications – David Hamilton	–	98	342	32	472	258
Director of finance – Paul Taylor	–	52	981	–	1,033	122
Director of income generation – Josephine Swinhoe	79	249	275	–	603	440
Director of people – Brett Terry	–	52	222	20	294	–
Director of services – Claire Watt	–	142	918	407	1,467	513
Director of strategy and knowledge – Maria Neophytou	–	356	689	69	1,114	688
Director of technology – Greig Sharman	–	887	6,455	–	7,342	3,872
Total	**254**	**2,679**	**10,754**	**544**	**14,231**	**7,237**

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Procurement policy and modern slavery statement

We're committed to acting ethically and with integrity internally and in our business relationships. We expect the same high standards from the organisations we work with. Our ethical values and procurement principles are communicated to our suppliers, and new suppliers are asked to evidence that they share our values. We'll never knowingly support or do business with organisations in any way connected with slavery, human trafficking or child labour.

Our procurement process aims to ensure we achieve value for money and that preferred suppliers meet or exceed our requirements regarding ethical procurement. Suppliers are asked to demonstrate that they embrace diversity, understand the risks within their supply chain and remunerate their employees fairly.

Our supply chain is predominantly UK-based and is compliant with UK legislation. We take a risk- based approach to purchase, applying increased levels of scrutiny to high-risk supply categories, such as goods sourced from overseas. We focus our scrutiny on the policies, procedures and controls demonstrated by our direct suppliers, recognising that it is not always possible for us to have a close relationship with all parties in a supply chain.

Our relationship with donors and funders

The NSPCC subscribes to the Fundraising Regulator's fundraising promise, which is available to download on our website. And, in addition, we have published our 'promise to you' as follows:

Our promise to you

- We will tell you about the amazing ways you're helping to change children's lives for the better.
- We will follow the highest standards in fundraising.
- We will always keep your personal information safe.
- We will share with you the ways you can keep the children in your life safe.
- We will let you know about new ways that you can help support children.
- We will always give you the power to decide how we contact you.

We receive over 80% of our funding from generous supporters. We raise funds from individuals through one-off donations, regular donations by direct debit, payroll giving, gifts in Wills and gaming products, such as raffle and lottery. We communicate with our supporters through a selection of mailings, telephone calls, emails, and SMS.

Throughout 2022/23, we regularly shared with supporters how their donations allowed us to continue to meet the changing needs of children, and enabled the NSPCC to adapt its services and continue its vital work throughout the pandemic. We also shared resources with supporters to help them to support the children in their lives through this period. We have also recruited new donors during the period through online activity, television advertising, payroll giving, legacy promotion activity, contactless and direct debit payment collections. As a fundraising charity, we incur expenditure in order to raise income. The expenditure on raising funds incurred in 2022/23 not only resulted in income being raised in the year, but will also generate future income, particularly through ongoing regular donations and future legacy gifts, which are our largest sources of income. During the year, we had external agencies fundraising directly with the public on our behalf, including outbound calls to existing supporters.

We strictly adhere to the Fundraising Regulator's code of fundraising practice and all relevant Chartered Institute of Fundraising rulebooks, as well as guidance on fundraising activity including the Treating Donors Fairly guidance. All fundraisers representing us, including external agencies, are required to adhere to these standards and receive rigorous training to ensure they understand the standards we expect when they're speaking to members of the public on our behalf, and to ensure a positive experience for the people they talk to. Above and beyond industry guidance, we also have additional levels of protection built into our contracts and the training and guidance we provide to all fundraisers. Our donors do not receive more than two financial asks in any fundraising

interaction. Nobody who appears to be in potentially vulnerable circumstances is asked to commit to giving and those highlighting any form of diminished financial circumstances are offered an opportunity to give at lower value or alternative ways of supporting our fight for every childhood, such as volunteering and campaigning. We also voluntarily subscribe to the following fundraising bodies and uphold their standards:

Body	Standards
Fundraising Regulator	The Fundraising Promise The Code of Fundraising Practice Rulebooks for street fundraising, private site fundraising and door fundraising
Chartered Institute of Fundraising (CIoF)	CIoF Rulebooks Treating Donors Fairly Guidance Compliance and monitoring pilot schemes – we are one of the charities working with the CIoF during the development of a compliance and monitoring framework for the sector.
Direct Marketing Association	The Direct Marketing Code of Practice
Cabinet Office / Department for Culture, Media and Sport	National Exemption Order operational guidance

We have a complaints policy published on our website, which includes reference to inappropriate or improper fundraising methods. We are committed to dealing with all complaints constructively, impartially and effectively and will make every effort to ensure that all complaints receive a complete, accurate and timely response. No complaint is ever disregarded. During this financial year, we received (either directly or through a person acting on our behalf) a total of 166 complaints relating to individual giving and fundraising. We define a complaint as 'any expression of dissatisfaction' and we actively encourage members of the public to share with us their views on our work to resolve problems and to improve our performance. All agencies we worked with were closely monitored while carrying out fundraising on our behalf. For telephone agencies, we listened to a random selection of calls each week to ensure compliance with regulatory and legislative standards, and that our supporters have been offered a positive experience. All complaints received are tracked and discussed with our agencies on a weekly basis to ensure anything highlighted that could be improved upon is addressed and developed where needed.



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Governance

How we're organised and governed

Good governance is fundamental to our sustained success as a charity. With good governance in place, we can deliver on our mission and achieve our objectives, keeping children safe. It enables our people to use their skills, and our resources, to the best effect. It also helps ensure we're compliant with all relevant legislation.

We're constantly reviewing the risks we're facing. It's important that we provide the highest quality safeguarding standards and create a positive culture for all our people, including our volunteers. We review our charity governance using the Charity Governance Code and report against the principles contained within the code here.

Organisational purpose

We were founded as The London Society for the Prevention of Cruelty to Children in 1884. We became the National Society for the Prevention of Cruelty to Children (NSPCC), incorporated by Royal Charter in 1895. We're a charity registered with the Charity Commission in England and Wales, the Office of the Scottish Charity Regulator, the Jersey Charity Commissioner and the relevant authorities in Guernsey.

We're still the only children's charity in the UK and Channel Islands with statutory powers that mean we can act to safeguard children at risk of abuse.

We adapt our services across England, Wales, Scotland, Northern Ireland, and the Channel Islands. We're working for children and young people with an awareness of relevant regional and local interests.

Our Board of trustees is clear about the charity's aims and ensures that these are being delivered effectively and sustainably. It regularly review the organisation's charitable purposes and are aware of the external environment in which we work. The Board also ensures that the charity and its purposes stay relevant and valid.

The Board agreed the 2021-2031 strategy, which launched on 1 April 2021. The Board agrees the priorities in the annual HOSHIN in March every year, together with a three-year roadmap. Then It monitors the progress and impact of the strategy every quarter.

Leadership

Strong and effective leadership is vital. It helps the NSPCC adopt an appropriate strategy for delivering its aims. It also sets the tone for the charity, including its vision, values and reputation.

The NSPCC is headed by an effective Board. The Board provides strategic leadership in line with our aims and values. Our Board has collective responsibility for everything we do, including the legal responsibility to ensure the charity is controlled and properly managed. It exercises Its powers following our Royal Charter, other legal requirements and the principles of good governance. It acts in our best interest. Supporting our work to protect children and young people.

Integrity

The Board acts with integrity. Adopting values, applying ethical principles and creating a welcoming and supportive culture. They're helping us achieve our charitable purposes. The Board knows the significance of the public's confidence and trust in the NSPCC. It reflects ethics and values in everything it does. Trustees undertake their duties with this in mind. They declare interests which might give rise to conflicts with NSPCC business. They're required to declare any gifts and hospitality they receive from NSPCC partners and contractors. Our trustees give their time on a voluntary basis; they receive no payment or other benefits. Any out-of-pocket expenses

and other costs paid directly by the charity, which trustees spent while carrying out their duties, are set out in note six of the financial statements.

Decision-making, risk and control

The Board makes sure that its decision-making processes are rigorous. They set up and track timely and effective delegation, control and risk-assessment.

Our Board meets six times a year. They hold an annual Board away day where trustees and the executive Board focus on key strategic issues.

There are certain matters which the Board reserves to itself through a written schedule. These include approval of our annual plan and budget, and our overall strategic direction.

The Matters Reserved for the Board statement makes responsibilities clear. It sets out where the Chief Executive and committees act on their behalf. Each Board committee has defined terms of reference, detailing the delegated authorities where appropriate.

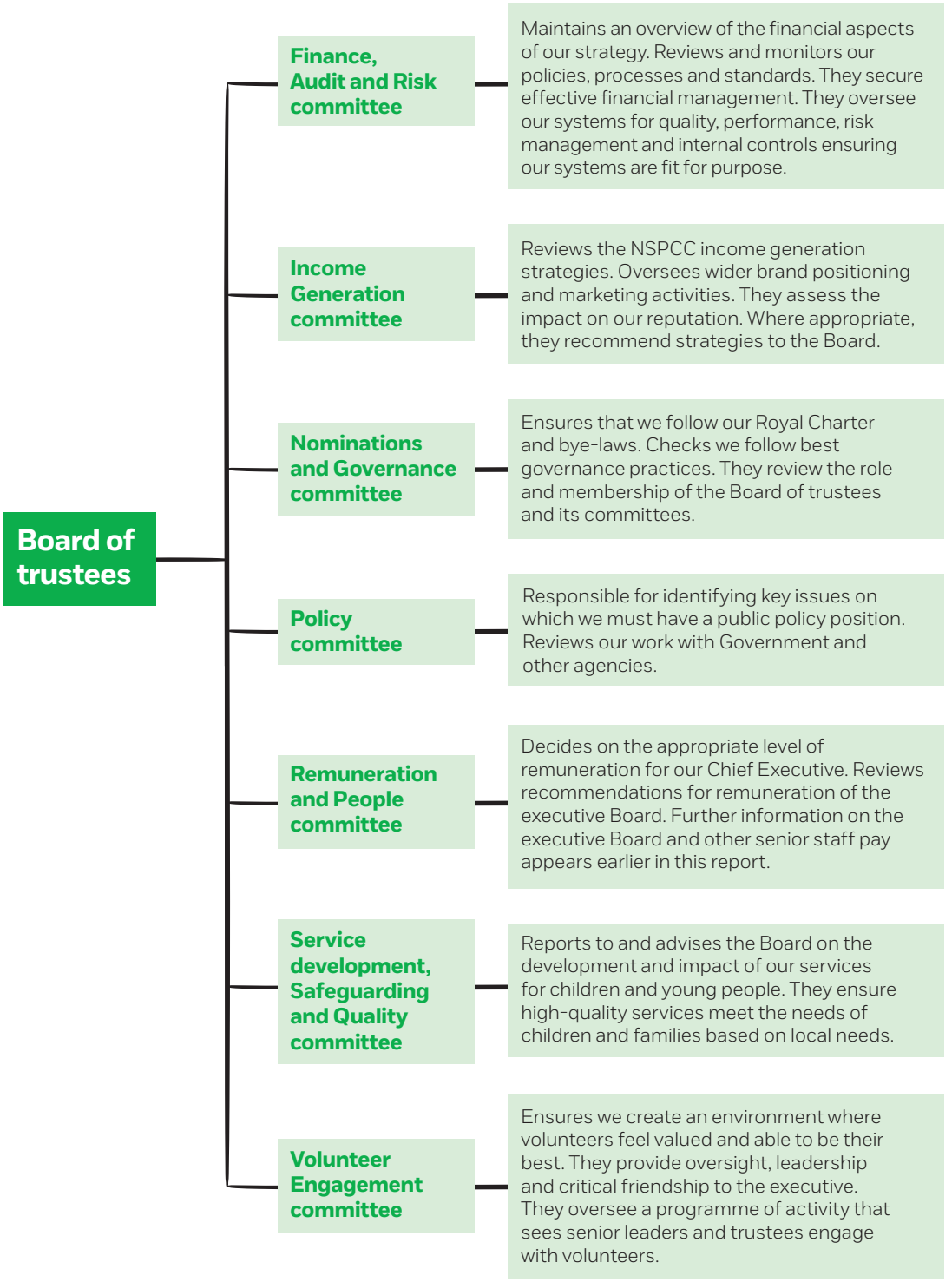
The Chief Executive is accountable to the Board, for the daily running of the NSPCC. The Chief Executive executes the day-to-day strategy and policies agreed by the Board and its committees.

Co-opted members, who are not trustees, serve on some of our committees. We're very grateful for the expertise, skills and experience they bring.



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Committees of the board



Board effectiveness

The Board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions. Trustees are appointed based on the skills that they bring. Undertaking regular diversity and skills audits ensures an appropriate mix of skills, experience and backgrounds around the Board table.

Trustees usually serve an initial term of three years. This can be extended once up to a maximum of six years, and in very exceptional circumstances, there may be a further extension following the Charity Governance Code. (Trustees elected before 2016 were able to serve for three terms.) The Board has plans to reduce its size to 12. However, this cannot be achieved yet without causing instability. Our trustees are recruited through a variety of means, including open advertising. We have a trustee recruitment policy in place which was approved in 2019.

Our trustees undergo a comprehensive induction programme. They're offered training and development opportunities throughout their trusteeship. The induction typically consists of training in charity trusteeship and safeguarding. Trustees have induction meetings with the Chair, Chief Executive and Directors, and visit Childline bases, service centres and *Speak Out Stay Safe* assemblies in schools. Trustees will also have induction meetings with the chairs of the committees on which they'll sit.

Trustees have adopted the Charity Governance Code, and the nominations and governance committee seeks continual improvement in our governance. In order to understand the work of the Society and the difference that work makes to children and families, each trustee is linked to a region (or a nation in the case of Scotland, Wales and Northern Ireland). Trustees will have meetings with senior staff in our Services, Policy and Fundraising teams, visit regional hubs and Childline bases (if located in their region) and support volunteers and fundraising events.

In 2021, the Board undertook an evaluation exercise with an external facilitator in accordance with the Charity Governance Code. The facilitator produced a report and created an action plan. This included 14 recommendations. At the time of writing, 13 recommendations have been fully implemented. One recommendation about rebalancing the Board's membership will be achieved over time, as the current trustees retire at the end of their terms of office. This is being monitored by the nominations and governance committee.

At the end of each Board meeting, trustees discuss areas that worked well and what more is needed to inform discussion and decision-making. Additionally, the Chair meets with each trustee to discuss their effectiveness.

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Risks

Risk management and control

The Board oversees risk management. They discuss and decide the level of risk it can accept. In September 2021, the Board defined its risk appetite. During the summer of 2022, the Society reviewed its risk management framework and risk registers.

The Board regularly reviews the charity's specific significant risks and their cumulative effect. It makes plans to mitigate and manage these risks. They review how we identify, prioritise and escalate risk management. Where applicable, they review our system of internal controls.

We're committed to an ongoing review of the internal and external risks we're facing. Key to our risk management system is the annual review of the Strategic Risk Register by the Board and the reviews of risk by the Audit and Risk Committee. The Chief Executive reviews risks at each Directorate's quarterly business review. There's an established process for identifying risks. Senior management leadership teams, risk owners and risk champions review the NSPCC's strategic and operational risks. The Strategic Risk Register and Risk Management Framework were subject to an internal audit to make the process even more robust. All the recommendations were accepted, and improvements are already being made.

Principal risks and uncertainties

The Strategic Risk Register (SRR) defines risks that could threaten our ability to deliver the strategy if they were to occur.

The Principal risks facing the organisation are as follows:

Risk category	Mitigations and actions
Income generation **The income portfolio is not appropriately diverse and developed. This results in financial over-reliance on a few income streams. Risk is not sufficiently spread, and there's a failure to maximise revenue opportunities**	• Controls that are currently in place to help mitigate this risk include: • Securing a small number of very large core sponsor partnerships worth min £10m over 5/10 years; • Identifying opportunities for Place-Based appeals as our Hub sites develop; • NSPCC character (pantosaurus etc) commercialisation strategy; • Increasing income from moments eg Childhood Day, and Christmas; • Innovation and product development programme to identify/drive new sources income. Offseting reliance on existing channels; • Maintain and increase funding from individual major donors. We'll do this by improving the fundraising propositions used with this audience. This includes creating a new 'Case for Support' for the current NSPCC Strategy; • New strategy and resulting action plan to reverse the decline in Individual Supporter Income; • Processes and systems to allow NSPCC to compete for large local and national government contracts; • Identification of transformational projects that cost in the region of £1m. Supporting major fundraising projects with a clear understanding of how the funds benefit children; • Increasing quantity of small tests to grow innovations faster. There is ongoing work required on the business plan. We'll grow Professional Learning Services' income. We'll continue to develop transformational projects in the next financial year, 2024/25

Risk category	Mitigations and actions
Technology and data **Failure to sustain working practices while adopting, adapting and innovating digital technologies and new ways of working.**	• A new Technology Portfolio Governance group has been established. It's co-chaired between Technology and Data and Finance Directorates. It further strengthens technology and data investment. The group's benefitting delivery across all Directorate and Society-wide business as usual and change initiatives. • The initial investment focus is on i) crucial projects underway to be completed; ii) replacing 'end of life' services and/or urgent and essential infrastructure and cyber security risk; iii) core activities towards future income generating capability; iv) mitigating future risk and reducing structural technology costs in response to the financial challenge. • Controls currently in place to help mitigate this risk include: • Operating model supporting NSPCC objectives; • Benchmarking similar organisations within and outside the sector; • Ensure there's Board assured technical decision- making across all activities in line with priorities; • Data and Analytics Strategy with 'Hub' established. The aim being to drive better outcomes for children. Improving income generation through deeper and faster insight; • Operating Model with newly aligned teams, accountabilities and governance increasing effectiveness. • Ongoing actions over the course of this and the next financial year 2023/24 and 2024/25 include: • further development of our target Enterprise Architecture and Data Strategy; • strategic planning and technical development delivery aligned with corporate planning function; • ongoing development of our technology and infrastructure plan providing capabilities to deliver the NSPCC's strategy..

Risk category	Mitigations and actions
Technology and data **Failure to deliver the data centre migration project.**	• Controls currently 'in place' to help mitigate this risk include: • Supplier management including extension of the existing supplier contract until December 2023; • Effective governance, resources, skills, financial and risk management, strategic change delivery; • Integrated planning and effective engagement with major services eg Childline; • 'Data Hall' migration completed, a key dependency of the programme, and old 'Data Hall' decommissioned; • Completion of upgrade and transfer of finance related systems. Systems tested to ensure smooth transition with no adverse impact on services. Additional controls are being progressed to mitigate the risk to the overall programme. We'll allow sufficient time for detailed re-planning to ensure the final mission critical migration phase avoids disruption to Childline and NSPCC Helpline. This includes technical testing and managing resource challenges to ensure service continuity and eliminate any adverse impact.

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Risk category	Mitigations and actions
Recruitment and retention **The risk that economic uncertainty compromises the ability of the NSPCC to recruit, develop, nurture and retain high quality people required to deliver the strategy.**	• People Plan in place in line with strategic objectives and priorities to enable the NSPCC to attract, recruit, develop, nurture and diversify our workforce. We want to retain the people we need to deliver our strategy. The People Plan states future priorities and plans with clear deliverables. Progress is reported annually to the Board of trustees. During financial year 2022/23, this risk was elevated to a strategic risk as a reflection of the current economic climate. • Attrition rate had reduced by Q4 2022/23. An increase in applicants and retention of people has been assisted by having in place a pay promise for July 2023/24 and increased flexibility within pay structure. Additional controls currently in place to mitigate those posts where it's still difficult to attract and retain include: NSPCC 'Shop window' project to help market and promote the NSPCC as an employer and volunteering opportunity of choice is underway. 'Shop Window' is due for completion at the end of 2023/24 with two key outputs - a suite of recruitment/NSPCC promotion assets and volunteer/employee digital journey map to join every marketing platform.

Risk category	Mitigations and actions
Strategy and knowledge **The risk that the challenging political and economic landscape combined with fast moving policy developments (Online Safety Bill, Victims' Bill, Independent Review of Children's Social Care, National Panel review, IICSA Report) means limited progress on influencing the development of stronger laws, policy and funding frameworks around child protection.**	• This is an external risk. To mitigate risk in the current economic climate our internal specialist team need sufficient resources to respond in a timely manner. The NSPCC must be able to respond efficiently and effectively to initiatives coming from Governments and legislatures. • This risk is being mitigated by corporate actions on recruitment and also retention (see Recruitment and Retention risk) including improvements to pay and recruitment processes including the 'Shop Window' project to tell the NSPCC story better.

Risk category	Mitigations and actions

Income generation
Failure of our income generating strategies and tactics to accommodate the changing economic circumstances and changing supporter interests leading to a shortfall against budgeted income of 5% in a single year or 15% over 3 years.
	• The risk is primarily controlled through close monitoring of performance and continual course correction. In addition, our donor and supporter insight more broadly, helps identify the areas which are of most interest to financial supporters. This allows us to focus on these interests for income generating activity.
	• February 2023 launched a 'cost of living crisis appeal' to our individual supporters providing a new opportunity to speak to our supporter base. This enabled us to highlight the economic crisis' impact on children and the continued and increasing need for our services.
	• Controls 'in place' at end of Q4 2022/23 include:
	  • Consistent sharing across the organisation of changes to planned fundraising activity via our Income Generation Steering Group on a monthly basis;
	  • Formalised process to launch a rapid response appeal to ensure maximising income generating opportunities;
	  • Monthly operational review meetings; Quarterly Business Review process;
	  • Key Performance Indicator monitoring across all teams with quarterly assessments by senior managers;
	  • Appropriate draw down from the 'innovation fund' to fund new activity;
	Individual fundraiser targets and budgets in place and expectation for individuals to raise challenges and pivot activity to meet budget.

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Public benefit and how our activities deliver it

We must have due regard to the Charity Commission's public benefit guidance under section 17 of the Charities Act 2011. We're confident that we meet those public benefit requirements. We've taken Charity Commission guidance into consideration.

Our vision is to end cruelty to children in the UK and Channel Islands. It may take many generations to achieve. We believe cruelty to children is preventable. By having our strategy in place, we can achieve much more: 'Every childhood is worth fighting for'.

We believe we meet the public benefit requirements through the range of activities we undertake, most significantly through Childline, our free, confidential helplines and our range of services for children and families. We deliver projects in local communities for children who've experienced or are at risk of abuse as well as those in care, focusing on children who most need help. We also provide advice to adults and professionals who are concerned about children. We work with other organisations that come into contact with children. Ensuring they protect children and challenging those who don't. We visit schools, providing young people with the knowledge and resilience to keep themselves safe. And we campaign to make children safer and improve the child protection system across the UK and Channel Islands.



Trustees' responsibilities statement

The trustees are responsible for preparing the trustees' annual report and financial statements following the law and UK Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 (The Financial Reporting Standard applicable in the UK and Republic of Ireland).

The law applicable to charities in England, Wales and Scotland requires the trustees to prepare financial statements for each financial year. Statements must give a true and fair view of the charity's state of affairs and the incoming and application of resources for the charity for that period. In preparing these financial statements, trustees:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgments and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the charity's financial position. Accurate records ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008, the Charities and Trustee Investment (Scotland) Act 2005, the Charity Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the royal charter. Trustees are also responsible for safeguarding the charity's assets and taking reasonable steps to prevent and detect fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charity and the financial information on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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Equality, diversity and inclusion



The Board has a transparent approach to equality, diversity and inclusion (EDI). EDI is a priority throughout the organisation. The Board recognises EDI as essential to decision-making. They listen to children's and young people's voices and opinions. The Board approved the NSPCC EDI Charter in 2020 (more information above). Since then, the Board has undertaken unconscious bias training.

They've also appointed a lead trustee for EDI. This trustee connects the organisational efforts and priorities with the Board and influences governance responsibility, focus and plans. The Board recognises there is a need for varied backgrounds and experiences on the Board, and that this supports good decision-making. They've now undertaken diversity audits, which the Chair uses to inform the trustee recruitment process.

The table below sets out our employee diversity breakdown at the NSPCC. These percentages denote the average proportion of our workforce, per demographic, for the 12 months ending 31 March 2023.

	NSPCC %	People Count benchmark
Female %	81.0%	71.5%
LGBTQ+ %	9.9%	6.5%
Black, Asian and minoritised ethnicities %	12.0%	11.6%
Disability %	9.6%	5.0%
Average age	41.2	45.0

Subsidiaries and related parties

NSPCC Trading Company Limited and Childline are wholly owned subsidiaries of the NSPCC, and their accounts are consolidated in the accounts presented on pages 72 to 97.

The principal activities of NSPCC Trading Company Limited are organising participation fundraising events on behalf of the NSPCC, a mail order operation, and selling NSPCC branded goods. The company has seen an increase in income this year, primarily due to increased participation events income; these events were impacted by the coronavirus pandemic last year. The company had a profitable year and continues to develop its activities to support our work. The profit before tax of £0.2 million (2022 £1.0 million) was donated under Gift Aid to the NSPCC.

Childline continues as a separate legal entity in order to receive legacy income not otherwise receivable by the NSPCC. In the year ending 31 March 2023, it received £1.0 million legacy income (2022 £1.1 million). This is paid through a grant to the NSPCC towards the operation of the Childline service for which the funds were received.

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I NEED SLEEP
ZZZ

Patrons, trustees, officers and professional advisors

Royal Patron
HRH The Duchess of Edinburgh

President
HRH The Duchess of Edinburgh

Royal Patron of Childline
HRH The Duchess of Edinburgh

President of Childline
Dame Esther Rantzen DBE

Board of trustees

Neil Berkett
- Trustee since 4 October 2018[1]
- Chair since 2 October 2019
- Finance committee (member) to 6 October 2022
- Nominations and Governance committee (chair)
- Policy committee (member)
- Remuneration and People committee (chair)

Pippa Gough ***MA MSc PGCEA RN RM HV FQNI FRSA***
- Trustee since 4 October 2018
- Vice-chair since 12 December 2019
- Policy committee (chair)
- Nominations and governance committee (member since 4 December 2019)
- Remuneration and People committee (member since 12 December 2019)

Sarah Ridgway
- Trustee since 4 October 2018
- Vice-chair since 12 December 2019
- Nominations and Governance committee (member since 12 December 2019)
- Remuneration and People committee (member since 12 December 2019)
- Service Development, Safeguarding and Quality committee (member)
- Volunteer engagement committee (chair since 12 December 2019)

James Bailey
Chartered FCSI NASD Series 7
- Trustee from 2013 to 6 October 2022
- Audit and Risk committee (member)
- Volunteer Engagement committee (member)

Dr Joanna Begent ***MBBS***
- Trustee since 2015
- Lead trustee with responsibility for safeguarding (since 2 October 2020)
- Policy committee (member)
- Service Development, Safeguarding and Quality committee (since 6 October 2022)

Andy Briggs ***FIA***
- Trustee from 2016 to 6 October 2022
- Income Generation committee (chair)

Clem Brohier ***ACMA CGMA FRSA***
- Trustee from 2016 to 6 October 2022
- Audit and Risk committee (chair)

Professor Tanya Byron ***PsychD***
- Trustee from 2016 to 6 October 2022
- Policy committee (member)

Mark A. Corbidge
- Trustee since 6 October 2022
- Hon Treasurer since 6 October 2022
- Finance, Audit and Risk committee (chair
- Remuneration and People committee (member)

Pete Daffern
- Trustee since 6 October 2022
- Income Generation committee (chair)

Eithne Daly
- Trustee since 1 October 2020
- Service Development, Safeguarding and Quality committee (member)

Ifeoluwapo (Ife) Grillo
- Trustee since 1 October 2020
- Volunteer Engagement committee (member)
- Nominations and Governance committee (member since 3 April 2023)

1. Neil was also previously an NSPCC Trustee from 2010 to 2017

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Albert Heaney
- Trustee since 7 October 2021
- Policy committee (member)
- Service Development, Safeguarding and Quality committee (member)

Andrew Kerr
- Trustee since 4 October 2018
- Policy committee (member)
- Service Development, Safeguarding and Quality committee (member)

Tarek Khlat MBA
- Trustee since 2015
- Income generation committee (member)

Derrick Mortimer
- Trustee since 4 October 2018
- Finance, Audit and Risk committee (member)
- Service development, Safeguarding and Quality committee (chair)
- Volunteer Engagement committee (member)

Sheanna Patelmaster
- Trustee since 1 October 20
- Finance, Audit and Risk committee (member)
- Service Development, Safeguarding and Quality committee (member)

Emma Smyth
- Trustee since 7 October 2021
- Volunteer Engagement committee (member)

Thomas Toumazis MBE
- Trustee since 4 October 2018
- Income generation committee (member)
- Audit and Risk committee (member) to 6 October 2022
- Volunteer Engagement committee (member since 3 April 2023)

John Worth FCA
- Trustee from 2016 to 6 October 2022
- Honorary treasurer to 6 October 2022
- Audit and risk committee (member
- Finance committee (Chair) Remuneration committee (member)

Co-opted members

We thank the following for the support on our committees, recognising the expert advice they give:

Angela Cha
Finance, Audit and Risk committee

Mark Corbidge
Finance committee (to 6 October 2022)

Carlene Cornish
Policy committee

Julia Davidson
Policy committee

Gavin Dein
Income Generation committee

Sally Essler
Service Development, Safeguarding and Quality committee

Eddie Golding
Service Development, Safeguarding and Quality committee

Steve Hart
- Audit and risk committee to 6 October 2022
- Service Development, Safeguarding and Quality Committee since 6 October 2022

Estelle Lloyd
Income Generation committee

Mark Luboff
Finance, Audit and Risk committee

Jonathan Middup *FCA*
Finance, Audit and Risk committee

Professor Helen Minnis
Policy committee to 6 April 2023

Hywel Peterson
Income Generation committee

Andrew Ross
Income Generation committee to July 2022

Paul Snell
Service Development, Safeguarding and Quality committee

Sarah Timby
Finance, Audit and Risk committee

Francesca Valli
Income Generation committee

We also thank the trustees of the NSPCC Pension Scheme Limited:

Lynne Stewart-Brindle
Pan Trustees UK LLP (chair)

Alex Camm

Tracey Dawkins
(from 7 December 2022)

Philippa Webster
to 7 December 2022

Senior management

Chief Executive
Peter Wanless

Director of Communications and Marketing
David Hamilton

Director of Finance
Paul Taylor

Director of Income Generation, Fundraising and Engagement
Jo Swinhoe

Director of Services
Claire Watt

Director of People
Brett Terry

Director of Strategy and Knowledge
Maria Neophytou

Director of Technology and Data
Greig Sharman

Bankers and professional advisers

Bankers

Barclays Bank Plc
1 Churchill Place
London, E14 5HP

The Co-operative Bank Plc
9 Prescot Street
London, E1 8BE

NatWest Plc
250 Bishopsgate
London, EC2M 4AA

Auditor

Crowe U.K.
55 Ludgate Hill
London, EC4M 7JW

Internal Audit Partner

KPMG LLP
15 Canada Square
London, E14 5GL

Investment managers

Blackrock
12 Throgmorton Avenue
London, EC2N 2DL

Credit Suisse (UK) Limited
1 Cabot Square
London, E14 4QJ

J.P. Morgan International Bank Ltd.
25 Bank Street, Canary Wharf
London, E14 5JP

Legal advisors

Bates Wells & Braithwaite
10 Queen Street Place
London, EX4R 1BE

Carbon Law Partners
89 Eastgate
Cowbridge, CF71 7AA

Carson McDowell LLP
Murray House, Murray Street
Belfast, BT1 6DN
(who also advise us on a pro-bono basis)

Wilson's Law
4 Lincoln's Inn Fields
London, WC2A 3AA

Withers worldwide
20 Old Bailey
London, EC4M 7AN
(who also advise us on a pro-bono basis)

We would like to thank the following firms for their pro-bono work:

Baker & McKenzie
100 New Bridge Street
London, EC4V 6JA

CMS Cameron McKenna Nabarro Olswang LLP
Cannon Place
78 Cannon Street
London, EC4N 6AF

Devereux Chambers
Devereux Court, Temple
London, WC2R 3JH

DLA Piper
3 Noble Street
London, EC2V 7EE

Doughty Street Chambers
53-54 Doughty Street
London, WC1N 2LS

Gowling WLG
3 Waterhouse Square
142 Holborn
London, EC1N 2SW

Herbert Smith Freehills LLP
Exchange House
Primrose Street
London, EC2A 2EG

Mayer Brown International LLP
201 Bishopsgate
London, EC4V 6JA

Simmons and Simmons
CityPoint, 1 Ropemaker Street
London, EC2Y 9SS

Walker Morris
Kings Court,
12 King Street
Leeds, LS1 2HL

Weil, Gotshal & Manges
110 Fetter Lane
London, EC4A 1AY

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Financial review

Summary

This year's annual report tells the story of the second year of our ambitious ten-year strategy. Over the past year, the UK has faced significant political and social turmoil, and the cost-of-living crisis is increasing stress on families already reeling from the pandemic.

As anticipated, there have been decreases in our underlying income streams, however income from fundraising events increased. Although we have received less income from supporters this year (donations and legacies*, and other trading activities), this still makes up over 80 per cent of total income received, which continues to illustrate the clear mandate we hold to act on behalf of the public to protect children.

Although services have had to adapt, we have maintained the percentage spent on directly helping children and families, at 75.0 per cent (2022 76.9 per cent). This means that for every pound we spend, around 75 pence** goes on charitable activities. This has reduced slightly from previous years as we have had to spend more on raising funds.

Our total reserves reduced by £14.0 million to £105.4 million (2022: £119.4 million), primarily due to actuarial and investment losses. However, our unrestricted free reserves, being those funds that we can access in times of need, is still within the range of the number of months' forward expenditure that we seek to cover, and we remain well placed to withstand any sudden shocks to our finances.

We would like to thank everyone who stands with us in the fight for every childhood and who continues to support our work.

* Income from supporters included income from donations and legacies (excluding statutory non- performance related grants) and other trading activities.

** Expenditure on charitable activities is 75.0 per cent (2022: 76.9 per cent) of total expenditure excluding other expenditure. Excluding donated services of £3.3 million (2022: £2.8 million), expenditure on charitable activities would be 77.2 per cent (2022: 78.9 per cent) of total expenditure excluding other expenditure.
Donated services are recognised within raising funds (£3.0 million (2022: £2.5 million)) and charitable activities (£0.3 million (2022: £0.3 million)).

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How we helped children

Our ambition over the next ten years is to work with more children and make the biggest impact we can to stop child abuse and neglect. This year we spent a total of £77.3 million on charitable activities, which was £1.3 million higher than last year (2022: £76.0 million), with the amount spent to directly help children and families remaining around 75% of expenditure.**

Expenditure on services for children and families reduced by £5.8 million to £24.0 million (2022: £29.8 million), primarily reflecting a full year of savings associated with the implementation of our regional operating model, where we have created a network of regional hubs to deliver our services in a more focused, preventative and impactful way. This means we took the difficult decision to close ten service centres. You can read more about the delivery of our direct services throughout the annual report.

Expenditure on Childline and our Schools Service increased by £3.6 million to £24.2 million (2022: £20.6 million). Through 2022/23, Childline has continued to listen to and respond to children and young people's needs for help and support. This year we delivered fewer counselling sessions – over 195,000 (2022: almost 205,000), with the help of over 1,100 volunteer counsellors (2022 over 1,300 volunteer counsellors) who provided just over 132,000 hours (2022 over 156,000 hours). Childline continues to face challenges in providing enough capacity during the busiest periods: evenings and weekends are often the hardest shifts to fill with volunteers. We're focusing on recruiting more volunteers and getting them trained as efficiently as possible. Delivery of our *Speak out Stay safe* program through school assemblies remained largely virtual through the year. We delivered assemblies to over 5,300 schools (2022 over 3,800 schools) reaching over 1,235,000 children across the UK (2022 over 890,000 children). You can read more about our Childline service and *Speak out Stay safe* on pages 21 and 22.

Expenditure on child protection advice and awareness increased by £2.5 million to £23.9 million (2022: £21.4 million). This year we have spent more on local campaigns to raise awareness, including Look Say Sing Play, Healthy Relationships and Talk PANTS. The NSPCC Helpline continues to support adults, including parents, professionals and other members of the public, who have concerns about a child. During the year, our Helpline responded to nearly 60,000 contacts in relation to child welfare (2022: nearly 67,000). You can read more about our Helpline on page 14.

Expenditure on child protection consultancy increased by £1.0 million to £5.2 million (2022: £4.2 million). A major component is NSPCC Learning, where we offer our range of online courses that help organisations and individuals working with children and young people to gain the knowledge and skills they need to keep them safe. In 2022/23, we saw 2.8 million visitors to the NSPCC Learning website. And, we're well on our way to achieving our vision to be the 'go-to' place for safeguarding information, and for training professionals working or volunteering with children. You can read more about our Knowledge and Information Services on page 15.

Expenditure on raising funds increased by £3.0 million to £25.8 million (2022: £22.8 million). This includes increased advertising costs for our awareness and fundraising campaigns, including gifted advertising, as well as increased events costs.

Our efforts over the years to streamline all that we do have enabled us to continually reduce support costs, and to reduce this as a percentage of our total expenditure from 7% in 2012 to just 4% in 2019, which has since been maintained. This year, we have maintained the level of expenditure at £4.6 million, 4.4% of total expenditure (2022: £4.6 million, 4.4%). Support costs include expenditure on governance activities of £0.4 million (2022: £0.4 million). Governance costs include the cost of internal audit, legal advice, costs associated with meeting constitutional and statutory requirements and strategic planning.

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**Expenditure on charitable activities is 75.0 per cent (2022: 76.9 per cent) of total expenditure excluding other expenditure. Excluding donated services of £3.3 million (2022: £2.8 million), expenditure on charitable activities would be 77.2 per cent (2022: 78.9 per cent) of total expenditure excluding other expenditure. Donated services are recognised within raising funds (£3.0 million (2022: £2.5 million)) and charitable activities (£0.3 million (2022: £0.3 million)).

The support we received

This year our total income reduced by £3.0 million to £120.6 million (2022: £123.6 million).

Overall income from donations and legacies reduced by £6.9 million to £96.8 million (2022: £103.7 million). Income from individual giving, including regular donations, reduced by £2.3 million to £45.5 million (2022: £47.8 million), continuing the trend of decline in the number of committed regular giving relationships. Economic hardships that many people have faced over the last 12 months, has resulted in more cancellations than last year, reducing by 26,000 to 422,000 (2022: reducing by 17,000 to 448,000). However, this year, we were able to secure 9,000 new regular donors (compared to 7,000 in 2022), largely due to a full year of face-to-face fundraising after it returned last Autumn.

Legacy income reduced by £2.3 million to £28.2 million (2022: £30.5 million) as last year included a significant gift of £8.7 million compared to a similar gift of £5.0 million this year. This was one of nine gifts over £250,000 (2022: 11).

Income from corporates, trusts and major donors reduced by £1.8 million to £12.6 million (2022: £14.4 million). This is primarily due to unrepeated one-off partnerships, partly offset by engagement with new relationships. You can read more about our corporate partners on page 19.

Other voluntary income streams increased by £0.2 million in aggregate. In addition, last year we received £0.7 million through the coronavirus job retention scheme.

Income from trading activities increased by £1.3 million to £5.6 million (2022: £4.3 million). Income from fundraising events increased by £1.5 million to £3.6 million, following the introduction of Childline Sports Day, as part of Childhood Day, which you can read more about on page 28. In addition, 2022/23 saw the return of three high value events. This was partly offset by a reduction of £0.2 million, to £2.2 million, in income from the sale of goods and other activities due to reduced raffle income.

Income from charitable activities, received primarily from government and other statutory sources through grants and contracts, increased by £0.3 million to £14.6 million (2022: £14.3 million). Sales from our bespoke training increased and our elearning sales through NSPCC Learning, which was launched in 2019, has continued to grow, with our range of online courses that help organisations and individuals working with children and young people to gain the knowledge and skills they need to keep them safe.

Income from supporters (donations and legacies*, and other trading activities) remains above 80% of total income received, which continues to illustrate the clear mandate we hold to act on behalf of the public to protect children. We would like to thank all our supporters for their commitment to the cause and their passion for what we do, which leads them to give generously in so many ways. This support is as vital as it has ever been, and we simply could not reach the children who need us without our supporters standing with us.

Reserves

Total reserves now stand at £105.4 million, a reduction of £14.0 million compared to last year. This reflects unrestricted general funds of £89.4 million (2022: £80.0 million), designated funds of £37.6 million (2022: £35.6million), restricted funds of £1.8 million (2022: £2.3 million) and endowment funds of £1.5 million (2022: £1.5 million).

The £9.5 million increase in unrestricted general funds reflects net income for 2022/23 of £10.4 million, partly offset by transfers of £1.2 million from designated funds, relating to our freehold and leasehold properties and strategic spend, and £0.1 million from restricted funds, partly offset by £2.2 million transferred to the pension reserve for defined benefit contributions paid during the year.

The £2.0 million increase in designated funds reflects £5.0 million income set aside for strategic spend, offset by spend of £1.6 million, fixed asset property depreciation of £0.7 million and net property sales of £0.7 million. Designated funds are funds set aside by the trustees out of general funds

*Income from supporters included income from donations and legacies (excluding statutory nonperformance related grants) and other trading activities.

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to cover the value of property fixed assets held, which includes freehold and leasehold properties, or to fund specific future purposes or projects. Designated funds relating to freehold and leasehold properties were £21.7 million, consisting of property fixed assets, with a land value of £1.9 million, investment property value of £0.9 million and depreciating property assets of £15.3 million, and related provision for property dilapidations of £3.6 million. The remaining average depreciation time for these property assets is 30 years. In addition, £16.0 million is held for the furtherance of strategic projects.

The £0.5 million reduction in restricted funds reflects the drawdown of funds in order to support activities specified by the donor when making the gift, or related to the terms of an appeal.

Restricted funds at 31 March 2023 represent unspent restricted income of £1.8 million, being £0.4 million remaining from the Association of British Insurers to support the helplines domestic abuse project, £0.3 million received for The Lighthouse, £0.2 million for Talk PANTS and £0.1 million for Harmful Sexual Behaviour as well as £0.4 million restricted to programmes and £0.3 million with other regional restrictions. The remaining balance of £0.1 million relates to capital restricted income, where the asset is yet to be brought in to use.

Endowment funds, being donations where the capital needs to be preserved, have remained at £1.5 million.

Our reserves policy was reviewed and updated in 2021/22 by the Finance Committee on behalf of the trustees. We aim to retain sufficient unrestricted free reserves in a range equivalent to three to six months' forward expenditure. Unrestricted free reserves are calculated as excluding fixed assets included within general funds, adjusted for the actuarial deficit in the pension scheme and investment volatility. We hold these unrestricted free reserves in case of any sudden decline in income, so that we can honour our commitments to children and young people by ensuring contractual obligations to staff, premises and funding partners can be met with confidence.

Our unrestricted free reserves totalled £50.9 million (2022: £53.3 million) and are equivalent to 5.1 months forward expenditure (2022: 6.2 months), which are within our target range.

Investments and cash

Our reserves are largely represented by the amounts that we hold in investments and cash.

The trustees' responsibilities with respect to investments are set out in the Royal Charter and by- laws. These responsibilities are delegated to the Finance Committee, which oversees the management of the portfolio.

JP Morgan and Credit Suisse are our investment managers, with each actively managing a mixed portfolio of equities, bonds and cash deposits with the aim of achieving return goals within risk parameters, and applying a set of ethical screens using industry recognised screening tools provided by MSCI ESG (Environmental, Social and Governance) Research and ECPI Research.

At 31 March 2023, total investments and cash totalled £109.2 million (2022: £93.9 million). Fixed asset investments totalled £100.3 million (2022: £84.9 million), of which £25.2 million was held in equities (2022: £26.7 million), £39.0 million was held in fixed income bonds (2022: £31.3 million), £35.4 million was held in bank deposits and money market funds (2022: £26.0 million) and £0.7 million in investment property (2022: £0.9 million).

A total of £66.8 million is held by Credit Suisse and JP Morgan (2022: £60.8 million). This movement is due to £9.0 million being invested following the receipt of a significant legacy in prior year, combined with £1.1 million net investment income, partly offset by £4.1 million of investment losses during the year. Investments continued to suffer due to the impact of the Russian-Ukraine conflict on global markets, although the NSPCC has no direct investment in these countries.

The table below shows the performance of our investment managers at 31 March 2023:

Fund manager	Benchmarks used	Fund value 31 March 2023 £'000		Inception	Performance since Inception %	
JP Morgan	51% BBG Capital Sterling Corporate 1-10yrs 49% MSCI World After Tax	Equities Bonds Deposits	15,679 17,956 570	1 October 2018	Performance Benchmark	22.99 27.11
		Total	**34,205**		**Variance**	**(4.12)**
Credit Suisse	61% Citigroup GBP AAA/AA/A Bonds 31% MSCI World Idx TR Net Hdg into GBP 8% GBP 1 Month Deposit	Equities Bonds Deposits	9,551 21,063 1,952	2 July 2018	Performance Benchmark	11.30 11.49
		Total	**32,566**		**Variance**	**(0.19)**

The investment managers' performance against their respective benchmarks is monitored closely by the Finance Committee. JP Morgan's underperformance versus its benchmark since inception reflects recent bond performance. Although JP Morgan's performance has been below benchmark, it has delivered a strong absolute return overall since inception.

Current investments and cash were £8.9 million (2022: £9.0 million), comprising operational cash held plus overnight money market investments. The overall return on cash investments for the year ending 31 March 2023 was 1.3 per cent (2022: 0.2 per cent). We also earned rental income of £0.1 million (2022: £0.1 million) from our investment property.

Pensions

We provide a defined contribution pension scheme available to all staff, operated by Aviva. We also operate a defined benefit scheme. The non-contributory section of this defined benefit scheme was closed to new members on 1 July 2002, and the contributory section was closed to new members on 1 July 2008. The full scheme was closed to future accrual on 31 December 2009; on closure, members of the scheme had the opportunity to join the defined contribution scheme.

The most recent triennial actuarial valuation at 31 March 2021 reported a deficit of £23.3 million, being the valuation used for funding purposes. Based on this valuation, the Society agreed with the pension scheme trustees that it would aim to eliminate the deficit over a period of five years and six months from 31 March 2021 by the payment of annual contributions of £1.8 million. In addition to the annual contributions, it was agreed that a lump sum of £11.4 million would be paid by 31 December 2021. Also, and in accordance with the actuarial valuation, the Society has agreed with the pension scheme trustees that it will pay £0.4 million per annum to meet expenses of the scheme and levies to the Pensions Protection Fund (previously £0.5 million per annum). The Society trustees consider that the pension deficit is recoverable from future cash flows.

The actuarial deficit as at 31 March 2023 has been estimated as £24.9 million (2022: £6.7 million), with the next full actuarial valuation due as at 31 March 2024. This deficit increase reflects £26.8 million actuarial losses,

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and expenses of £0.3 million, partly offset by £2.2 million of contributions during the year.

The basis of calculating a pension surplus and deficit for funding purposes is different to the basis that needs to be adopted to determine an accounting valuation under FRS 102. The FRS 102 valuation as at 31 March 2023 reported assets of £116.2 million with liabilities of £141.1 million, giving a deficit of £24.9 million (2022: surplus of £3.1 million). As the pension scheme trustees retain full discretion over whether to grant a refund to NSPCC, the surplus was not been recognized last year, and the pension was shown at £nil value on the balance sheet.

Going concern

When setting the 2023/24 budget, we reviewed our income expectations in light of historic returns and future scenario modelling. We have considered our risks and opportunities, to ensure that our income targets are realistic, and have aligned our planned services and activities with our expected future short term income. We have considered our need to balance investment in future income streams to ensure financial longevity, against the desire to do as much as we can for children now, and the potential consequences of upward trends in inflation on our financial position.

Despite management's view that the 2023/24 budget represents a realistic, risk adjusted, view of our expected outcome for the year, we acknowledge that our operating environment continues to reflect some uncertainty. Sensitivity analysis has been prepared to model the impact that unexpected changes in income might have on our overall position and viability. Two scenarios have been considered: firstly, the impact of a worsening of economic and political climate, with higher inflation and reductions in donor contribution and, secondly, the impact of damage from an adverse reputational event.

We have assessed projected future income, expenditure and cash flows over the period to 31 March 2025, including additional downside scenarios, and analysed the strength of the Society's reserves, liquid assets and its ability to withstand a short-term material fall in income. In conclusion, the trustees have agreed that there is a reasonable expectation that the Society and its subsidiaries have adequate resources to continue their activities for the foreseeable future. Therefore, we have continued to adopt the g·ng co n basis in preparing the financial statements.



Neil Berkett
Chair, 19 July 2023

Independent auditor's report
to the trustees of the National Society for the Prevention of Cruelty to Children (NSPCC)

Opinion
We have audited the financial statements of NSPCC ('the charity') and its subsidiaries ('the group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet and Charity Balance Sheet, Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 March 2023 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

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
In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information
The trustees are responsible for the other information contained within the annual report. 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.

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the

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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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient and proper accounting records have not been kept by the parent charity; or
- the financial statements are not in agreement with the accounting records and returns; 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, the trustees 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 and the parent charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011, and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operates, focusing on those laws and

regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity and the group for fraud. The laws and regulations we considered in this context for the UK operations included General Data Protection Regulation, Fundraising regulations, Child Welfare legislation and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of legacy income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, legal counsel and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe U.K. LLP

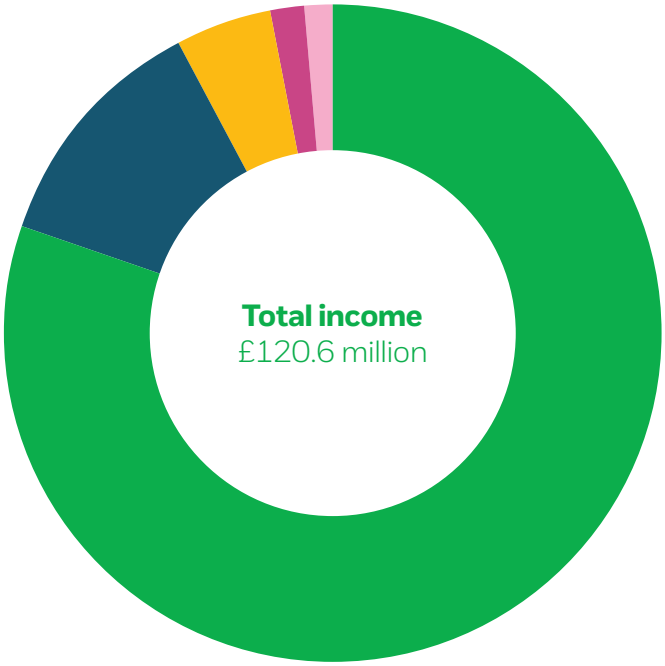
Crowe U.K. LLP
Statutory Auditor
London
26 July 2023

The support we received

Donations and legacies
£96.8 million (80.3%)

Voluntary donations made by our supporters on a regular or one-off basis, including grants which do not have performance-conditions attached.

(£103.7 million in 2022)



Income from carrying out our charitable work
£14.6 million (12.1%)

Income which we receive in the course of carrying out our charitable work. For example income received from service level agreements with local authorities; government grants; and income received from provision of training and education in child protection to professional groups.

(£14.3 million in 2022)

Other trading activities
£5.6 million (4.7%)

Activities undertaken for the purpose of raising funds to support our charitable work. For example dinners and balls, auctions, challenge events, sale of Christmas cards and allowing commercial organisations to use our name and logo in their marketing activity.

(£4.3 million in 2022)

Investment income
£2.1 million (1.7%)

Income received from our bank accounts and investment holdings.

(£1.3 million in 2022)

Other
£1.5 million (1.2%)

This includes profit on sale of properties and other capital assets.

(£nil in 2022)

How we helped protect children

Charitable expenditure
£77.3 million (75.0%)

The cost of undertaking direct charitable activities which are defined under the following headings: *(£76.0 million in 2022)*

Services for children and families £24.0 million

(£29.8 million in 2022)

Childline and the Schools service £24.2 million

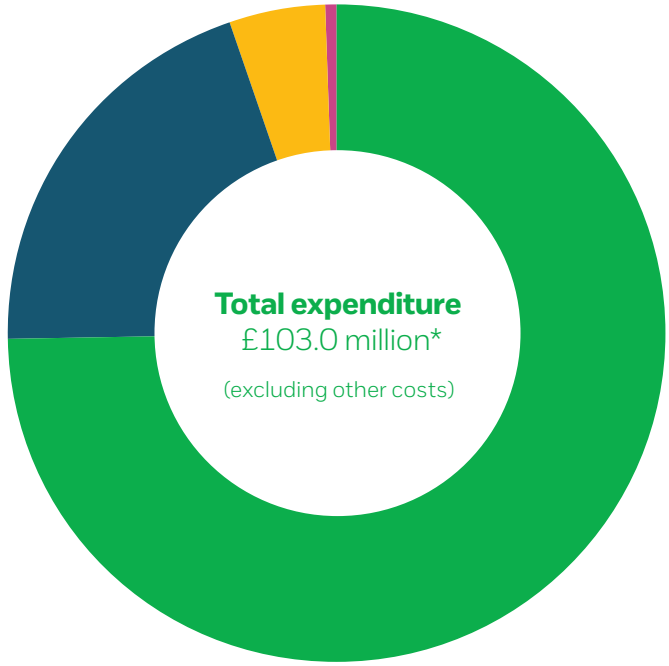
(£20.6 million in 2022)

Child protection advice and awareness £23.9 million

(£21.4 million in 2022)

Child protection consultancy £5.2 million

(£4.2 million in 2022)



Raising donations and legacies
£20.5 million (19.9%)

The cost of receiving voluntary donations, attracting new supporters and ongoing supporter care.

(£18.9 million in 2022)

Other trading activities
£4.8 million (4.7%)

The cost of fundraising events, attracting support for our weekly lottery and other trading activities to raise funds to support our work.

(£3.6 million in 2022)

Investment management costs
£0.4 million (0.4%)

The cost of managing our investments.

(£0.3 million in 2022)

Other*
£0.5 million

Costs outside business as usual activities, such as restructuring and impairments.

(£5.0 million in 2022)

**Total expenditure was £103.5 million (£103.9 million in 2022) including other expenditure of £0.5 million (£5.0 million in 2022). These costs have been excluded from the figures presented above as they are outside business as usual activities.*

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

NSPCC consolidated statement of financial activities
for the year ended 31 March 2023

	Notes	Unrestricted funds £'000	Restricted & endowment funds [i] £'000	Year ended 31 March 2023 £'000	Year ended 31 March 2022 £'000
Income from:					
Donations and legacies	3	85,345	11,445	96,790	103,705
Charitable activities	4	5,040	9,554	14,594	14,314
Other trading activities	3	3,204	2,431	5,635	4,280
Investments	3	2,047	21	2,068	1,310
Other		1,495	–	1,495	–
Total income		**97,131**	**23,451**	**120,582**	**123,609**
Expenditure on:					
Raising donations and legacies	6	20,381	146	20,527	18,897
Other trading activities	6	4,808	13	4,821	3,558
Investment management costs	6	399	5	404	343
Raising funds		**25,588**	**164**	**25,752**	**22,798**
Net income available for charitable application		**71,543**	**23,287**	**94,830**	**100,811**
Expenditure on:					
Services for children and families		14,546	9,409	23,955	29,846
Childline and the Schools Service		12,615	11,543	24,158	20,623
Child protection advice and awareness		21,872	2,076	23,948	21,397
Child protection consultancy		4,524	668	5,192	4,173
Charitable activities	**6**	**53,557**	**23,696**	**77,253**	**76,039**
Other	6	528	–	528	5,024
Total expenditure		**79,673**	**23,860**	**103,533**	**103,861**
Net income before investment gains		**17,458**	**(409)**	**17,049**	**19,748**
Net (losses)/gains on investments	14	(4,128)	(59)	(4,187)	267
Net income		**13,330**	**(468)**	**12,862**	**20,015**
Transfer between funds	22	**83**	**(83)**	**–**	**–**
Other recognised gains/(losses):					
Actuarial (losses)/gains on defined benefit pension scheme	20	(26,824)	–	(26,824)	19,352
Net movement in funds		**(13,411)**	**(551)**	**(13,962)**	**39,367**
Reconciliation of funds:					
Total funds brought forward		115,604	3,797	119,401	80,034
Total funds carried forward		**102,193**	**3,246**	**105,439**	**119,401**

[i] The net gains on investments shown under Restricted & endowment funds are attributable to permanent endowment investments and along with the allocation of investment management fees are the only movements on the Permanent endowment fund. All other income and expenditure relates to restricted funds. Details of the Permanent endowment fund are given within notes 22 and 23.

There were no other recognised gains and losses other than those listed above and the net income for the year. All income relates to continuing operations.

The Consolidated Statement of Financial Activities with fund comparatives is detailed within note 2.

NSPCC and consolidated balance sheets
as at 31 March 2023

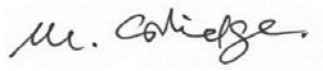
	Notes	Group 2023 £'000	Group 2022 £'000	Charity 20232 £'000	Charity 2022 £'000
Fixed assets					
Tangible assets	12	18,579	19,494	18,579	19,494
Intangible assets	12	2,533	1,693	2,533	1,693
Investments	14	100,320	84,928	100,320	84,928
Total fixed assets		**121,432**	**106,115**	**121,432**	**106,115**
Current assets					
Debtors	15	17,265	20,195	17,136	20,115
Investments	16	8,555	8,750	8,555	8,750
Cash at bank and in hand	16	336	292	297	207
Total current assets		**26,156**	**29,237**	**25,988**	**29,072**
Creditors – amounts falling due within one year	17	(13,596)	(12,215)	(13,458)	(12,080)
Net current assets		**12,560**	**17,022**	**12,530**	**16,992**
Total assets less current liabilities		**133,992**	**123,137**	**133,962**	**123,107**
Provisions for liabilities	18	(3,638)	(3,736)	(3,638)	(3,736)
Net assets excluding pension scheme liability		**130,354**	**119,401**	**130,324**	**119,371**
Defined benefit pension scheme liability	20	(24,915)	–	(24,915)	–
Total net assets		**105,439**	**119,401**	**105,409**	**119,371**
Total funds					
Endowment funds	22	1,466	1,530	1,466	1,530
Restricted income funds	22	1,780	2,267	1,780	2,267
Unrestricted funds:					
Designated funds	22	37,644	35,599	37,644	35,599
General funds	22	89,464	80,005	89,434	79,975
Unrestricted funds excluding pension liability		**127,108**	**115,604**	**127,078**	**115,574**
Pension reserve	22	(24,915)	–	(24,915)	–
Total unrestricted funds		**102,193**	**115,604**	**102,163**	**115,574**
Total funds		**105,439**	**119,401**	**105,409**	**119,371**

The accompanying notes form part of these accounts.

Approved by the board of Trustees on 19 July 2023 and signed on its behalf by



Neil Berkett
Chair



Mark Corbidge
Treasurer

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

Consolidated cash flow statement
for the year ended 31 March 2023

	Notes	2023 £'000	2022 £'000
Cash flows provided from operating activities:			
Net cash provided/(used) by operating activities		18,106	(1,010)
Cash flows from investing activities:			
Dividends and interest from investments		2,068	1,310
Proceeds from the sale of tangible and intangible fixed assets		2,826	–
Purchase of tangible and intangible fixed assets		(3,572)	(1,733)
Proceeds from sale of investments		68,041	40,025
Purchase of investments		(87,620)	(38,471)
Net cash used in investing activities		**(18,257)**	**1,131**
Change in cash and cash equivalents in the reporting period		(151)	121
Cash and cash equivalents at the beginning of the reporting period	b	9,042	8,921
Cash and cash equivalents at the end of the reporting period	**b**	**8,891**	**9,042**

Notes to the cash flow statement

	2023 £'000	2022 £'000
a. Reconciliation of net income to net cash flow from operating activities		
Net income	12,862	20,015
Adjustments for:		
Depreciation and amortisation charges	2,332	2,955
Impairments	(16)	128
Losses/(gains) on investments	4,187	(267)
Dividends and interest from investments	(2,068)	(1,310)
Profit on the sale of tangible and intangible fixed assets	(1,495)	–
Decrease/(increase) in debtors	2,930	(9,386)
Increase in creditors	1,381	14
Decrease in other provisions	(98)	(483)
Difference between pension contributions paid and charges made	(1,909)	(12,676)
Net cash (used)/provided by operating activities	**18,106**	**(1,010)**
b. Analysis of cash and cash equivalents		
Cash at bank and in hand	336	292
Current investments	8,555	8,750
Total cash and cash equivalents	**8,891**	**9,042**

Notes to the consolidated accounts
for the year ended 31 March 2023

1. Accounting policies

1.1 Basis of accounting
The NSPCC is a public benefit entity. The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 issued in October 2019. The accounts are prepared under the historical cost convention as modified for the revaluation of investments.

After making enquiries, the trustees have a reasonable expectation that the charity and its subsidiaries have adequate resources to continue their activities for the foreseeable future. When setting the 2023/24 budget, we reviewed our income expectations in light of historic returns and income modelling. We have considered our risks and opportunities, to ensure that our income targets are realistic, and have aligned our planned services and activities with our expected future short term income. Having assessed projected future income, expenditure and cash flows over the period to 31 March 2025, including additional downside scenarios and analysed the strength of the charity's reserves, liquid assets and its ability to withstand a short-term material fall in income we have concluded that there is a reasonable expectation that the charity and its subsidiaries have adequate resources to continue their activities for the foreseeable future. Therefore, we have continued to adopt the going concern basis in preparing the financial statements.

1.2 Consolidated accounts
The results of NSPCC Trading Company Limited (the 'Trading Company') and Childline, which are wholly-owned subsidiaries, have been consolidated on a line-by-line basis in the Statement of Financial Activities (SOFA) and Balance Sheet. A summary of the results of the parent charity are given within note 11.

Where Childline is used to describe part of charitable income or expenditure by activity, this does not refer to the results of the statutory entity. Childline the entity exists to receive legacy income otherwise not receivable by the NSPCC. Childline the charitable activity provides support and advice to ensure that every child is listened to and protected.

NSPCC Pension Scheme Limited, a wholly owned subsidiary, has not been consolidated as it is a dormant entity with no assets or liabilities. The company acts solely as a corporate trustee of the NSPCC Pension Scheme and does not trade on its own behalf.

1.3 Principal accounting estimates and judgements
In the application of the Charity's accounting policies, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources.

The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from those estimates and the estimates, along with their underlying assumptions, are continually reviewed. The estimates and underlying assumptions are reviewed on an ongoing 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 both current and future periods.

The following critical judgements have been made in the process of applying the Charity's accounting policies and that has the most significant effect on the amounts recognised in the financial statements:

- Legacy income recognition: Income from residuary legacies are recognised when there is entitlement and the income is measurable and probable as detailed within accounting policy 1.5. Legacy income recognised in the year is shown in note 3, and legacies not recognised in the year are detailed in note 24.
- Expenditure allocations: Expenditure is apportioned where it relates to more than one cost category as detailed within accounting policy 1.6.

1. Accounting policies (continued)

The following are the key sources of estimation uncertainty:

- Actuarial assumptions: See detailed disclosure within note 20.
- Property impairments: See detailed disclosure within note 12.

1.4 Financial instruments
Financial assets and financial liabilities are recognised when the Society becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, with the exception of fixed asset investments, as detailed within accounting policy 1.9.

Trade and other debtors are recognised at the settlement amount due after any discount offered and net of the bad debt provision. Prepayments are valued at the amount prepaid net of any trade discounts due. Creditors and provisions are recognised where the charity 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.

1.5 Income
All income is accounted for in the SOFA when the Charity is legally entitled to the income, it is probable that the income will be received, and the amount can be quantified with reasonable accuracy.

For pecuniary legacies the recognition point is normally when notification of the grant of probate is received, and residuary legacies are normally recognised when draft estate accounts are available or other suitable information which allows the legacy to be measured with reasonable accuracy. Income is not recognised for legacies which remain subject to a life interest.

Income received from fundraising activities organised by volunteer groups operating under the Charity's control is in many cases received net of related expenditure. An estimate of the expenditure has been calculated according to payments made out of the branch bank accounts and returns sent from the volunteer groups. Income and expenditure have been increased by this amount. The trustees have concluded that this is a reasonable estimate to use given the cost and administrative effort involved to account for the actual gross branch income.

Gifts in kind and donated services have been included at the lower of their value to the Society and their estimated open market value. No amount has been included for services donated by volunteers.

All grants and contractual payments are included on a receivable basis. Contract income is recognised as performance obligations are satisfied. Grant income with performance related conditions received in advance of delivering specified goods and services, or income with a time restriction placed on it by the donor, is deferred until the donor stipulated criteria are met. Income is also deferred if it is probable it could become refundable. Income from contracted services and performance related grants generated through the delivery of goods and services furthering the objects of the Charity is included under income from charitable activities. This policy applies to both non-government and government grants, including coronavirus job retention scheme.

1.6 Expenditure
Expenditure is accounted for on an accruals basis and allocated to the appropriate heading in the accounts.

Charitable activities expenditure enables the Society to meet its charitable aims and objectives. Expenditure on raising funds includes expenditure incurred in raising donations and legacies, other trading activities and investment management costs. These costs are regarded as necessary to generate funds that are needed to finance charitable activities.

Expenditure is apportioned where it relates to more than one cost category, such as communication with the public around child protection advice and awareness with the parallel purpose of encouraging potential donors to contribute funds to the Society. The method of apportionment uses the most appropriate basis in each case. Marketing activities with the dual purpose of generating funds and informing the public about child protection are allocated based on content. An analysis of the split between directly attributable costs and allocated costs incurred for fundraising activities and child protection advice and awareness is detailed within note 7.

Support costs are those costs which enable raising funds and charitable activities to be undertaken. These costs include finance, human resources, information systems, communications, property management, legal costs, and governance costs. All support costs are apportioned on the basis of full time equivalent

staff numbers, except costs relating to information systems which are apportioned based on the number of computers and laptops in use.

Redundancy costs are recognised when there is a legal or constructive obligation. Employment related costs and redundancy costs are detailed within note 9.

Any irrecoverable VAT is included as part of the cost to which it relates. The amount suffered in the year is detailed within note 6.

1.7 Fund accounting

General funds - these are funds given freely to the organisation that can be applied at the discretion of the trustees in accordance with the Society's charitable objects.

Designated funds - these are funds set aside by the trustees out of general funds, to cover the value of property fixed assets and investment property held, or to fund specific future purposes or projects.

Restricted funds - these are funds received for undertaking an activity specified by the donor when making the gift, or may result from the terms of an appeal for funds.

Endowment funds - these are funds where the assets must be held permanently by the Society, principally in the form of investments. Endowment funds are not shown separately on the SOFA on the basis of materiality but are detailed within note 22. Income received from endowments is added to the appropriate fund in accordance with any restriction placed upon it. Any capital gains or losses arising on the investments form part of the fund.

Further explanation of the nature and purpose of each fund is detailed within note 22.

1.8 Tangible and intangible fixed assets

Tangible and intangible fixed assets are stated at cost. Depreciation and amortisation is calculated to write off the cost of fixed assets by equal annual instalments over their expected useful lives as follows:

Freehold property – 50 years

Leasehold property – the shorter of the lease term or 50 years

Furniture, fittings and equipment – 2 - 5 years

Intangible assets – 2 - 5 years

No depreciation is provided on freehold land.

Tangible and intangible fixed assets costing less than £2,000 are not capitalised, and are written off in the year of purchase.

Impairment reviews on fixed assets are conducted on an annual basis and if found to have a carrying value materially higher than its recoverable amount, it is written down accordingly. As part of the impairment review, an assessment is performed to record properties at the lower of net book value and recoverable amount. Fair value is estimated through property valuations which are conducted triennially by an independent valuer. The valuation, which conforms to International Valuation Standards, was arrived at by reference to market evidence of transaction prices for similar properties.

1.9 Investments

Other than investments in subsidiaries, which are stated at cost, and donated shares as in the paragraph below, investments are stated at fair value (market value) through the SOFA.

Investment properties are held by the Society to earn rentals or for capital appreciation, or both rather than for use by the entity. Investment properties are initially recognised at cost which includes purchase cost and any directly attributable expenditure. They are subsequently held at fair value with the fair value assessment being conducted triennially by an independent valuer. The valuation, which conforms to International Valuation Standards, was arrived at by reference to market evidence of transaction prices for similar properties.

No depreciation is provided on the investment properties and changes in fair value are recognised in the SOFA.

Rental income from operating leases is recognised as income from investments in the SOFA on a straight-line basis over the term of the lease.

Donated shares that come with a requirement that they be held for a fixed period or are infrequently traded are included in the balance sheet at the lower of market value if available and a value assessed by the trustees. This value is reviewed by the trustees at each balance sheet date.

Investment income is recognised gross of costs when the Charity is entitled to it, it is probable that it will be received, and it can be reliably measured. Realised and unrealised gains and losses are combined in the appropriate section in the SOFA.

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

1. Accounting policies (continued)

1.10 Pension costs
The NSPCC defined benefit scheme is closed to new entrants and to further accrual. The assets of the scheme are held separately from those in the group, in a separate trustee administered fund. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the balance sheet. Whilst the scheme includes a provision to allow the Society to claim a refund after the payment of all outstanding benefits, the scheme trustees retain full discretion over whether to grant such a refund and may instead apply any balance of assets to augment members' benefits. As such, the Society does not recognise an asset in respect of potential future refunds. Full actuarial valuations are obtained triennially.

The amounts charged in expenditure are gains and losses on settlements and curtailments. These are included as part of staff costs together with losses and gains due to benefit changes which are recognised immediately if the benefits have vested. The net amount of interest cost and the discount rate applied to the assets are included within other expenditure. Actuarial gains and losses are recognised immediately under Other recognised gains and losses.

Costs incurred in relation to the defined contribution scheme are included in staff pension costs. Costs recognised are equivalent to the contributions in the year and are recognised on an accruals basis and any unsettled amounts are included in other creditors.

1.11 Operating leases
Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term..

1.12 Tax
The NSPCC as a registered charity is exempt from tax under Chapter 3 of Part 11 to the Corporation Tax Act 2010 or Section 256 of the Taxation for Chargeable Gains Act 1992, to the extent surpluses are applied to its charitable purposes. No corporation tax charge has arisen in the Charity's subsidiaries since all their profits are gifted to the NSPCC.

1.13 Cash flow
The Society meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemption in relation to presentation of a cash flow statement in respect of its separate financial statements, which are presented alongside the consolidated financial statements.

2. Consolidated statement of financial activities with fund comparatives

	Unrestricted funds £'000	Restricted & endowment funds £'000	Year ended 31 March 2023 £'000	Unrestricted funds £'000	Restricted & endowment funds £'000	Year ended 31 March 2022 £'000
Income from:						
Donations and legacies	85,345	11,445	96,790	89,909	13,796	103,705
Charitable activities	5,040	9,554	14,594	5,924	8,390	14,314
Other trading activities	3,204	2,431	5,635	2,601	1,679	4,280
Investments	2,047	21	2,068	1,306	4	1,310
Other	1,495	–	1,495	–	–	1,495
Total income	**97,131**	**23,451**	**120,582**	**99,740**	**23,869**	**123,609**
Expenditure on:						
Raising donations and legacies	20,381	146	20,527	18,637	260	18,897
Other trading activities	4,808	13	4,821	3,544	14	3,558
Investment management costs	399	5	404	337	6	343
Raising funds	**25,588**	**164**	**25,752**	**22,518**	**280**	**22,798**
Net income available for charitable application	**71,543**	**23,287**	**94,830**	**77,222**	**23,589**	**100,811**
Expenditure on:						
Services for children and families	14,546	9,409	23,955	20,088	9,758	29,846
Childline and the Schools Service	12,615	11,543	24,158	8,486	12,137	20,623
Child protection advice & awareness	21,872	2,076	23,948	19,270	2,127	21,397
Child protection consultancy	4,524	668	5,192	3,525	648	4,173
Charitable activities	**53,557**	**23,696**	**77,253**	**51,369**	**24,670**	**76,039**
Other	528	–	528	5,024	–	5,024
Total expenditure	**79,673**	**23,860**	**103,533**	**78,911**	**24,950**	**103,861**
Net income before investment gains	**17,458**	**(409)**	**17,049**	**20,829**	**(1,081)**	**19,748**
Net (losses)/gains on investments	(4,128)	(59)	(4,187)	263	4	267
Net income	**13,330**	**(468)**	**12,862**	**21,092**	**(1,077)**	**20,015**
Transfer between funds	**83**	**(83)**	**–**	**32**	**(32)**	**–**
Other recognised gains/(losses):						
Actuarial (losses)/gains on defined benefit pension scheme	(26,824)	–	(26,824)	19,352	–	19,352
Net movement in funds	**(13,411)**	**(551)**	**(13,962)**	**40,476**	**(1,109)**	**39,367**
Reconciliation of funds:						
Total funds brought forward	115,604	3,797	119,401	75,128	4,906	80,034
Total funds carried forward	**102,193**	**3,246**	**105,439**	**115,604**	**3,797**	**119,401**

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

3. Analysis of income from raised funds

	2023 £'000	2022 £'000
Donations and legacies:		
Individual giving including regular donations	45,527	47,767
Legacies	28,183	30,546
Regional and community fundraising	9,349	9,135
Corporates, trusts and major donors	12,646	14,367
Coronavirus job retention scheme	–	665
Schools fundraising	599	755
Other donations and gifts	486	470
Total	**96,790**	**103,705**
Other trading activities:		
Fundraising events	3,618	2,065
Sale of goods and other activities*	2,017	2,215
Total	**5,635**	**4,280**
Investments:		
Dividends	483	314
Interest	1,470	881
Rents from investment property	115	115
Total	**2,068**	**1,310**

*Other activities include sponsorship, promotions, training, sundry sales, lotteries and rental income, none of which are individually material.

Donated goods and services amounted to £3,279,000 (2022 £2,769,000), of which £2,580,000 (2022 £2,169,000) has been recognised within Corporates, trusts and major donors, £400,000 (2022 £446,000) within Regional and community fundraising and £299,000 (2022 £154,000) within Other donations and gifts.

Donations and legacies includes £nil (2022 £nil) income received for a capital purpose recognised within Other donations and gifts.

Income from donations and legacies includes £5,488,000 from non-performance related grants (2022 £6,814,000), of which £790,000 are government grants (2022 £1,763,000).

£2,500,000 was received from People's Postcode Lottery (2022: £3,125,000), recognised within Corporates, trusts and major donors. There were no unfulfilled conditions or other contingencies relating to government grant income recognised in the year. None of the income received from government grants has been used to fund political campaigning.

Although required to disclose the aggregate donated by trustees the Society recognises that all of our trustees give their time on a voluntary basis and make valuable non-financial contributions. Total trustee donations of £70,000 (2022 £354,000) have been received in the year, of which £66,000 (2022 £337,000) was restricted. Included in fundraising events is £8,000 (2022 £18,000) income reflecting trustee support for other trading activities (such as the purchase of tickets). In addition, in 2022, included in Corporates, trusts and major donors was £1,000 reflecting gifts in kind from trustees.

4. Analysis of income from charitable activities

Income raised by the following child protection activities:

	Statutory funding		Non-Statutory funding			
	Contracts and fees £'000	Performance related grants £'000	Contracts and fees £'000	Performance related grants £'000	Total 2023 £'000	Total 2022 £'000
Services for children and families	1,036	5,131	204	56	6,427	6,578
Childline and the Schools Service	–	1,964	5	–	1,969	1,984
Child protection advice and awareness	21	933	25	280	1,259	1,219
Child protection consultancy	330	661	3,948	–	4,939	4,533
Total	**1,387**	**8,689**	**4,182**	**336**	**14,594**	**14,314**

Statutory funding includes income received from government, government agencies and similar bodies whether local, national or international.

Income from charitable activities includes £9,025,000 from performance related grants (2022 £7,979,000), of which £8,689,000 are government grants (2022 £7,929,000). There were no unfulfilled conditions or other contingencies relating to government grant income recognised in the year. Other forms of government assistance include income from statutory contracts and fees of £1,387,000 (2022 £2,140,000). None of the income received from government grants has been used to fund political campaigning.

Statutory contracts and fees include donated services and facilities under service level agreements (SLAs) of £10,000 (2022 £10,000) in respect of premises and other facilities which have been recognised as gifts in kind.

5. Analysis of other income

	Total 2023 £'000	Total 2022 £'000
Profit from sale of tangible fixed assets	1,495	–
Total	**1,495**	**–**

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

6. Analysis of total expenditure

	Notes	Direct Costs £'000	Support Costs £'000	Total 2023 £'000	Total 2022 £'000
Expenditure on raising funds:					
Expenditure on raising donations and legacies:					
Individual giving including regular donations		5,971	186	6,157	5,095
Legacies		2,154	58	2,212	1,988
Regional and community fundraising		5,194	232	5,426	5,412
Corporates, trusts and major donors		5,798	181	5,979	5,792
Schools fundraising		553	25	578	554
Other donations and gifts		166	9	175	56
Total		**19,836**	**691**	**20,527**	**18,897**
Expenditure on other trading activities:					
Fundraising events		3,006	103	3,109	2,023
Sale of goods and other activities		1,675	37	1,712	1,535
Total		**4,681**	**140**	**4,821**	**3,558**
Investment management costs		404	–	404	343
Total expenditure on raising funds	**7**	**24,921**	**831**	**25,752**	**22,798**
Net income available for charitable application				**94,830**	**100,811**
Expenditure on charitable activities:					
Services for children and families		22,863	1,092	23,955	29,846
Childline and the Schools Service		22,792	1,366	24,158	20,623
Child protection advice and awareness	7	22,902	1,046	23,948	21,397
Child protection consultancy		4,945	247	5,192	4,173
Total expenditure on charitable activities		**73,502**	**3,751**	**77,253**	**76,039**
Other expenditure:					
Dilapidations		179	–	179	(75)
Restructuring		49	–	49	4,022
Impairments		(16)	–	(16)	128
Defined benefit pension costs (see note 20)		316	–	316	949
Total other expenditure		**528**	**–**	**528**	**5,024**
Total expenditure		**98,951**	**4,582**	**103,533**	**103,861**

Included in total expenditure is irrecoverable Value Added Tax of £4,307,000 (2022 £3,406,000).

Included in total expenditure are grant payments of £3,265,000 (2022 £2,785,000) which are grants to Blackpool council for delivery of services for the Big Lottery funded 'Better Start' programme.

The Society undertakes annual property impairment reviews, comparing the properties' net book value to value in use. Properties identified with a net book value in excess of value in use are written down to the higher of market value or value in use. An independent valuation was carried out as at 31 March 2021 and as a result impairments were put through against six of our properties, totalling £128,000.

During the year the Society completed a full review of the potential liability to dilapidations at the end of the leases on occupied buildings. The provision is calculated based on average historic landlord claims received. The movement on the provision reflects both changes in the average landlord claims and changes in properties occupied by the Society.

The restructuring costs relate primarily to the cost of redundancies (see note 9).

6. Analysis of total expenditure (continued)

The activities underlying the costs above under each heading are:

Services for children and families – work with children, young people, families and communities throughout Great Britain, Northern Ireland and the Channel Islands to provide preventive, therapeutic and assessment services across the United Kingdom. The services work in partnership with local authorities and Local Safeguarding Children Boards, health services and other statutory and voluntary agencies; and children and young people's participation activities.

Childline and the Schools Service – work to provide accessible support and advice to ensure that every child is listened to and protected. Childline includes a free 24-hour helpline (telephone, online and automated text services) for children and young people to access advice and support from trained counsellors; and work with schools to educate children about how to protect themselves.

Child protection advice and awareness – work in partnership with adults across the UK, empowering them to take action on behalf of children. This includes the NSPCC helpline (telephone and online services) providing advice and support to adults; the Child Trafficking Advice Centre (CTAC); the provision of comprehensive and expert information services; public campaigning and government lobbying; and activities to raise awareness and influence behaviour within adult audiences.

Child protection consultancy – work with organisations, networks and professionals that come into contact with children, challenging them to ensure that children are protected from harm. This includes the provision of training and consultancy services; use of the NSPCC's authorised person status; work in partnership with other bodies; and representation on boards and committees where the NSPCC can influence change.

Expenditure on raising donations and legacies – promoting the awareness of the NSPCC and its work to create the income flow needed to support our activities.

Expenditure on other trading activities – Expenditure on other trading activities - investing in products and organising events to create the income flow needed to support our activities.

Total expenditure is stated after charging:	**2023 £'000**	**2022 £'000**
Operating lease rentals:		
Land and buildings	961	1,081
Other	124	82
Fees payable to the Charity's auditor for:		
Statutory audit of the Charity and Group accounts	116	100
Statutory audit of the Charity's subsidiaries' accounts	8	7
Total audit fees	**124**	**107**
Other assurance services	3	7
Total non-audit fees	**3**	**7**
Charges on owned assets:		
Depreciation and amortisation	2,332	2,955
Impairment	(16)	128
Trustees' expenses:		
Trustees' travel, subsistence and other expenses	3	–

Our trustees are based all over the United Kingdom and give their time on a voluntary basis; the trustees are not entitled to and did not receive any remuneration or other benefits during the year (2022 £nil).

Total trustee expenses of £3,000 (2022 under £500) were incurred in the year, in respect of seven trustees (2022 two). In addition the Society paid indemnity insurance in respect of the trustees of £16,000 (2022 £13,000).

The trustee expenses disclosed above were incurred solely in furtherance of their duties. Trustee expenses include travel, subsistence and other incidental expenses reclaimed or paid directly by the charity.

7. Child protection advice and awareness

As part of its mission to end cruelty to children, and in accordance with its Royal Charter, the NSPCC undertakes a broad range of publicity and educational work aimed at innuencing adults. It aims to work in partnership with adults across the UK, empowering them to take action on behalf of children. Expenditure of this nature:

- makes the public aware of the incidence and effects of child abuse and everyone's shared responsibility to act to stop it;
- provides comprehensive and expert advice and information on child protection to professionals and other relevant parties;
- provides advice, guidance and support to adults who are concerned about the welfare of a child or young person, enabling them to take appropriate action; and
- informs the public and fellow professionals about the NSPCC's own action to protect children and young people through its services for them and their families.

Communication with the public through child protection advice and awareness has a parallel purpose of encouraging potential donors to contribute funds to achieve the mission of the NSPCC.

	2023		2022	
	Raising funds £'000	Child protection advice and awareness £'000	Raising funds £'000	Child protection advice and awareness £'000
Charged directly	11,566	10,736	9,882	10,101
Allocated costs	13,355	12,166	12,141	10,284
Direct costs allocated	**24,921**	**22,902**	**22,023**	**20,385**
Support costs allocated	831	1,046	775	1,012
Total	**25,752**	**23,948**	**22,798**	**21,397**

Expenditure incurred each year is, where possible, charged directly to raising awareness or raising funds. Where there is more than one purpose, costs are shared between the activities in proportion to the work undertaken. For example, marketing materials are evaluated by content.

8. Allocation of support costs

Type of cost	Raising funds £'000	Charitable activities £'000	Total 2023 £'000	Total 2022 £'000
Central management and administration	523	2,371	2,894	2,985
Premises, infrastructure and communications	230	1,033	1,263	1,175
Governance	78	347	425	409
Total support costs allocated	**831**	**3,751**	**4,582**	**4,569**

Central management and administration costs includes the relevant proportion of human resources, legal services and risk management, and central finance including procurement and transaction processing.

Premises, infrastructure and communications are costs which enable the buildings and NSPCC facilities to operate effectively, this includes provision of information system services and internal and external communications.

Governance cost are costs associated with the governance arrangements of the NSPCC, including internal and external audit costs, legal advice for trustees and costs associated with constitutional and statutory requirements.

Support costs are allocated on the basis of relevant full time equivalent staff numbers. Information Systems support costs are allocated on the basis of personal and laptop computers in use.

9. Employees

Total staff costs recognised in the year	2023 £'000	2022 £'000
Wages and salaries	47,988	50,077
Social security costs	4,976	4,975
Pension costs	5,670	6,661
Other forms of employee benefits	343	431
Total	**58,977**	**62,144**

Redundancy costs of £253,000 have been paid (2022 £4,099,000). The amount expensed in the accounts, not included in the above table, is £137,000 (2022 £4,084,000), of which £nil is provided for (2022 £115,000).

Included within pension costs of £5,670,000 (2022 £6,661,000) are costs relating to the defined contribution scheme of £5,354,000 (2022 £5,712,000) and costs relating to the defined benefit scheme of £316,000 (2022 £949,000). Pension costs in relation to the defined benefit pension scheme are detailed within note 20.

Other forms of employee benefits include life assurance and car allowances, where applicable.

The average number of employees on the payroll for the year was 1,555 (2022 1,689). The average number of employees, calculated on a full time equivalent basis for the year was 1,372 (2022 1,476). The NSPCC operates a family-friendly policy including part-time work and job-sharing. The above numbers include staff responsible for the management and support of the volunteers.

The average number of employees, calculated on a full-time equivalent basis, analysed by function was:

	2023 Number	2022 Number
Activities to end cruelty to children	1,039	1,147
Raising funds	213	207
Support and governance	120	122
Total	**1,372**	**1,476**

The number of employees whose total employee benefits (excluding employer pension and national insurance costs) for the reporting period amounted to over £60,000 was as follows:	2023 Number	2022 Number
£180,001 - £190,000	1	–
£170,001 - £180,000	–	–
£140,001 - £150,000	–	–
£130,001 - £140,000	–	–
£120,001 - £130,000	3	–
£110,001 - £120,000	1	4
£100,001 - £110,000	2	2
£80,001 - £90,000	10	6
£70,001 - £80,000	17	15
£60,001 - £70,000	35	25
Total	**70**	**54**

The table above does not include termination benefits paid in the year. If these were included, one additional employee would be included in banding £60,001-£70,000 (2022 16), one in banding £70,001-£80,000 (2022 five), and one in banding £80,001-£90,000 (2022 six). In addition, in 2022 four additional employees would be included in banding £90,000-£100,000.

Key management personnel (Executive board) – Group and Charity	2023 £'000	2022 £'000
Total employee benefits* received by the Executive board for their services during the year	1,241	1,185

*Employee benefits are all forms of consideration paid by a charity in exchange for the service rendered by employees and include all remuneration, salary, employer's pension and national insurance contributions and any termination payments made.

10. Contribution from volunteers



We are very grateful to our large and hugely supportive volunteer base. Some work tirelessly to raise funds for our work, whilst others work directly with children, young people and families through our services such as being a trained volunteer counsellor for our Childline service or delivering our schools service.

- Our Childline service delivers 24/7 support to children throughout the year. Our Childline counselling service delivered over 195,000 counselling sessions (2022 almost 205,000 sessions) with the help of almost 1,100 volunteer counsellors (2022 over 1,300 volunteer counsellors) providing over 132,000 hours (2022 over 156,000 hours).
- Our *Speak Out. Stay Safe.* service delivers assemblies and workshops in primary schools to equip pupils with the knowledge and resilience to protect themselves from abuse, and the confidence to seek help. This year the assemblies continued to be completed virtually, and we delivered assemblies to over 5,300 schools (2022 delivered virtual assemblies to over 3,800 schools) reaching over 1,235,000 children across the UK (2022 reaching over 890,000 children).
- Supporting our fundraising team, there are a number of Special Events Committees, Volunteer and Business Boards, each focussing on NSPCC activities they feel particularly passionate about, and where their skills and expertise can be best utilised. Our Board and Committee members use their expertise and contacts from their own fields of business, employing a range of fundraising techniques, from corporate introductions to charity event creation, securing major gifts and legacies, and raising awareness. In the year, the Boards and Committees supported our fundraising team in generating income of £4,533,000 (2022 £3,473,000).
- We have 150 branches and over 477 districts (2022 152 branches and over 460 districts) raising funds around the UK, with around 2,900 members (2022 around 2,900 members) who raised almost £2,000,000 (2022 over £1,300,000) in the year through organising local community fundraising events.
- In addition there are approximately 53 volunteers (2022 approximately 56 volunteers) working in our service centres across the country in a range of roles, primarily providing support through our young witness in Northern Ireland.

Given the absence of a reliable measurement basis, donated services from our volunteers are not included within the financial statements. This is in line with the requirements of Charities SORP (FRS 102).

11. Subsidiary companies and their activities

The Charity has three wholly-owned subsidiaries. Information and financial data on Childline and NSPCC Trading Company Limited are detailed below. The NSPCC Pension Scheme Limited acts solely as a corporate trustee of the NSPCC Pension Scheme, does not trade on its own behalf and has no assets or liabilities.

NSPCC Trading Company Limited
NSPCC Trading Company Limited (NSPCC Trading) is incorporated in the UK (Company registration number 00890446). The main activities consist of corporate sponsorships, fundraising events, sale of goods - including Christmas cards, and income from promotional activities.

A summary of the trading company results are below. The information is taken from the audited accounts for the company and therefore includes transactions undertaken with the NSPCC.

Profit and loss account	NSPCC Trading 2023 £'000	NSPCC Trading 2022 £'000
Revenue	723	1,520
Cost of sales	(79)	(97)
Gross profit	**644**	**1,423**
Net operating costs	(425)	(382)
Operating profit	**219**	**1,041**
Amount gift aided to NSPCC	(219)	(1,041)
Retained profit for the year	**–**	**–**
Assets, liabilities and funds:		
Assets	662	875
Liabilities	(632)	(845)
Total funds including 100 ordinary shares of £1 each	**30**	**30**

NSPCC Trading runs fundraising events that benefit the NSPCC. As such the NSPCC has been charged a management fee to cover these costs plus a commission totalling £1,211,000 (2022 £1,022,000). Revenue includes £35,000 in commission for fundraising events (2022 £30,000). In addition NSPCC Trading pays the NSPCC £10,000 for the use of the NSPCC logo (2022 £10,000) and £647,000 in staff and building costs (2022 £621,000).

Profits from NSPCC Trading are gift aided to the NSPCC at the value of the taxable profits.

Childline
Childline is a charitable company limited by guarantee, registered in England and Wales and incorporated in the UK (company registration number 2622689, charity registration number 1003758). Childline the entity exists to receive legacy income otherwise not receivable by the NSPCC. These funds are paid by way of a grant to the NSPCC.

A summary of Childline results are below. The information is taken from the audited accounts for the charity and therefore includes transactions undertaken with the NSPCC.

	Childline 2023 £'000	Childline 2022 £'000
Total income	954	1,122
Total expenditure	(954)	(1,122)
Net expenditure	**–**	**–**
Reconciliation of funds:		
Total funds brought forward	–	–
Funds balance carried forward	**–**	**–**
Assets, liabilities and funds:		
Assets	142	143
Liabilities	(142)	(143)
Total funds	**–**	**–**

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

11. Subsidiary companies and their activities (continued)

NSPCC results (excluding subsidiaries)

A summary of the results of the parent charity are below.

	NSPCC excluding subsidiaries 2023 £'000	NSPCC excluding subsidiaries 2022 £'000
Total income	118,912	122,148
Total expenditure	(101,863)	(102,400)
Net gains/(losses) on investments	(4,187)	267
Net income	**12,862**	**20,015**
Actuarial (losses)/gains on defined benefit pension scheme	(26,824)	19,352
Net movement in funds	**(13,962)**	**39,367**
Reconciliation of funds:		
Total funds brought forward	119,371	80,004
Funds balance carried forward	**105,409**	**119,371**

Total income for the NSPCC excluding subsidiaries, includes the gift aid donation from the NSPCC Trading Company Limited of £219,000 (2022 £1,041,000) and the grant from Childline of £954,000 (2022 £1,122,000).

12. Tangible and intangible fixed assets

Group and Charity	Freehold property £'000	Leasehold property £'000	Furniture, fittings, and equipment £'000	Total Tangible assets £'000	Total Intangible assets £'000	Total Fixed assets £'000
Cost						
1 April 2022	28,213	11,218	7,255	46,686	10,418	57,104
Additions	216	434	1,003	1,653	1,919	3,572
Disposals	(2,465)	(882)	(504)	(3,851)	(197)	(4,048)
31 March 2023	**25,964**	**10,770**	**7,754**	**44,488**	**12,140**	**56,628**
Depreciation and amortisation						
1 April 2022	11,808	9,090	6,294	27,192	8,725	35,917
Depreciation and amortisation	406	268	579	1,253	1,079	2,332
Impairment	(16)	–	–	(16)	–	(16)
Disposals	(1,464)	(552)	(504)	(2,520)	(197)	(2,717)
31 March 2023	**10,734**	**8,806**	**6,369**	**25,909**	**9,607**	**35,516**
Net book value						
31 March 2023	**15,230**	**1,964**	**1,385**	**18,579**	**2,533**	**21,112**
31 March 2022	16,405	2,128	961	19,494	1,693	21,187

Intangible assets represent the cost of software development and other computer software.

The Society undertakes annual property impairment reviews, comparing the properties' net book value to value in use. Properties identified with a net book value in excess of value in use are written down to the higher of market value or value in use.

Depreciation and amortisation is recognised as an expense in the SOFA. The expense is charged or apportioned to the relevant SOFA headings reflecting the assets use.

13. Capital commitments

There were capital commitments of £1,162,000 at 31 March 2023 (2022 £137,000).

14. Investments

Group and Charity	Equities £'000	Bonds £'000	Bank deposits £'000	Investment properties £'000	Total 2023 £'000	Total 2022 £'000
Market value at 1 April	26,664	31,304	26,060	900	84,928	86,215
Purchases at cost	10,173	21,558	55,889	–	87,620	38,471
Disposals at carrying value	(11,045)	(10,984)	(46,012)	–	(68,041)	(40,025)
Realised (loss)/ gain on investment	(1,253)	(474)	(247)	–	(1,974)	256
Unrealised gain/(loss) on investment	693	(2,385)	(329)	(192)	(2,213)	11
Value at 31 March	**25,232**	**39,019**	**35,361**	**708**	**100,320**	**84,928**
Historical cost as at 31 March	20,802	42,486	35,361	837	99,486	80,334

The majority of fixed investments are held with and managed by Credit Suisse and JPMorgan. Bank deposits also include £32,840,000 of deposits held directly (2022 £23,208,000). Investments are accounted for as detailed within accounting policy 1.9.

With reference to FRS 102 properties that are held to generate rental income are included within investments properties. The space is leased to an NHS trust, however as their activities are not in line with NSPCC charitable objectives, this element of the property is classified as an investment property. Independent property valuations are carried out triennially, the last was carried out as at 31 March 2021. The property has been revalued this year based on the percentage movement in the market and will be formally valued next year. The current lease is coming to an end, however a new lease is due to be agreed on comparable terms.

Future minimum lease payments for rent receivable under non-cancellable operating leases on investment properties are:

Group and Charity	Total 2023 £'000	Total 2022 £'000
Less than 1 year	68	81
Between 1 and 5 years	–	68
Total	**68**	**149**

15. Debtors

	Group		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Trade debtors	939	895	839	834
Amounts owed by group undertakings	–	–	637	71
Prepayments	2,688	2,768	2,226	2,117
Accrued income	10,910	13,876	10,763	13,869
Other debtors	2,728	2,656	2,671	2,584
Total	**17,265**	**20,195**	**17,136**	**20,115**

Amounts owed to by group undertakings are non-interest bearing and repayable on demand.

16. Current investments and cash at bank and in hand

	Group		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Current investments	8,555	8,750	8,555	8,750
Cash at bank and in hand	336	292	297	207
Total	**8,891**	**9,042**	**8,852**	**8,957**

Current investments represents monies invested through the NSPCC's bankers in short-term money market instruments, and available for return on demand.

17. Creditors: amounts falling due within one year

	Group		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Trade creditors	2,087	1,395	2,070	1,359
Accruals	6,923	6,281	6,872	6,255
Deferred income (see note 19)	1,543	1,756	1,473	1,683
Taxation and social security	1,307	1,218	1,307	1,218
Grants payable	1,023	943	1,023	943
Other creditors	713	622	713	622
Total	**13,596**	**12,215**	**13,458**	**12,080**

18. Provisions for liabilities

Group and Charity	Dilapidations on leasehold properties £'000	Restructuring £'000	Other £'000	Total £'000
Carrying amount at 1 April 2022	3,572	115	49	3,736
Additions and remeasurement	293	–	–	293
Amounts utilised against the provision	(163)	(115)	–	(278)
Unused amounts reversed	(113)	–	–	(113)
Carrying amount at 31 March 2023	**3,589**	**–**	**49**	**3,638**
Commitments are likely to be met:				
Within one year	2,312	–	49	2,361
After one year and less than five years	939	–	–	939
After five years	338	–	–	338
Total	**3,589**	**–**	**49**	**3,638**

The provision for dilapidations on leasehold properties relates to the estimated future cost of landlord claims at the end of the lease. The provision is calculated based on average historic landlord claims received. The movement on the provision reflects both changes in the average landlord claims and changes in properties occupied by the Society.

The provision for restructuring in prior year related to the cost of redundancies.

No discounting has been applied to any of the provisions as the effect of this would be immaterial.

19. Deferred income

	1 April 2022 £'000	Deferred £'000	Released £'000	31 March 2023 £'000
Statutory sources	186	382	(186)	382
Other non-statutory sources	637	369	(637)	369
Income from fundraising activities	860	722	(860)	722
Total for the Charity	**1,683**	**1,473**	**(1,683)**	**1,473**
Income from fundraising activities	73	70	(73)	70
Total for the Group	**1,756**	**1,543**	**(1,756)**	**1,543**

The main reasons for deferrals are as follows:

	Group		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Performance related grant conditions not met	427	385	427	385
Potentially refundable income received for future events	792	892	722	819
Other deferrals	324	479	324	479
Total	**1,543**	**1,756**	**1,473**	**1,683**

20. NSPCC Pension Schemes

The NSPCC operates both a defined contribution and a defined benefit pension scheme which require contributions to be made to separately administered funds for the benefit of the employees. Further details of these schemes are provided below.

NSPCC defined contribution Pension Scheme

The pension costs for the year in relation to the defined contribution pension scheme were £5,354,000 (2022 £5,712,000). As at 31 March 2023, £478,000 was outstanding and included in creditors (2022 £438,000). Expenditure is allocated to the appropriate heading in the accounts on the basis of full time equivalent staff numbers.

NSPCC defined benefit Pension Scheme

The Society operates a defined benefit scheme in the UK. This is a separate trustee administered fund holding the pension scheme assets to meet long term pension liabilities. A full actuarial valuation was carried out at 31 March 2021 and this has been updated to 31 March 2023 by a qualified actuary, independent of the scheme's sponsoring employer. The present value of the defined benefit obligation, the related current service cost and past service cost were measured using the projected unit credit method. The major assumptions used by the actuary are shown below.

This most recent triennial actuarial valuation showed a deficit of £23,300,000. Based on this valuation the Society has agreed with the trustees that it will aim to eliminate the deficit over a period of five years and six months from 31 March 2021 by the payment of annual contributions (payable monthly) of £1,800,000. In addition to the annual contributions it was agreed that a lump sum of £11,400,000 would be paid by 31 December 2021. In addition and in accordance with the actuarial valuation, the Society has agreed with the trustees that it will pay £425,000 per annum (payable monthly) to meet expenses of the scheme and levies to the Pensions Protection Fund (previously £475,000 per annum).

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

20. NSPCC Pension Schemes (continued)

Present values of defined benefit obligation, fair value of assets and defined benefit asset:

Group and Charity	31 March 2023 £'000	31 March 2022 £'000
Fair value of plan assets	116,174	184,887
Present value of defined benefit obligation	(141,089)	(181,813)
(Deficit)/surplus in plan	**(24,915)**	**3,074**
Unrecognised surplus	–	(3,074)
Defined benefit liability to be recognised	**(24,915)**	**–**

Reconciliation of opening and closing balances of the defined benefit obligation:

	31 March 2023 £'000	31 March 2022 £'000
Defined benefit obligation at start of period	181,813	208,832
Expenses	343	453
Interest expense	4,998	4,008
Actuarial gains	(39,100)	(24,415)
Benefits paid and expenses	(6,965)	(7,065)
Defined benefit obligation at end of period	**141,089**	**181,813**

Expenses include £75,000 Pension Protection Fund levy (2022 £106,000) and £21,000 pension regulator fee (2022 £15,000).

Reconciliation of opening and closing balances of the fair value of plan assets:

	31 March 2023 £'000	31 March 2022 £'000
Fair value of plan assets at start of period	184,887	176,804
Interest income	5,111	3,512
Actuarial losses	(69,084)	(1,989)
Contributions by the Society	2,225	13,625
Benefits paid and expenses	(6,965)	(7,065)
Fair value of plan assets at end of period	**116,174**	**184,887**

The actual return on the plan assets over the period ended 31 March 2023 was a loss of £63,973,000 (2022 gain of £1,523,000).

Defined benefit costs recognised in the Statement of Financial Activities

	31 March 2023 £'000	31 March 2022 £'000
Expenses	343	453
Net interest cost	(27)	496
Defined benefit costs recognised in expenditure	**316**	**949**
Actuarial losses on assets	(69,084)	(1,989)
Actuarial gains on liabilities	39,100	24,415
Changes in asset ceiling (excluding interest income)	3,160	(3,074)
Actuarial (losses)/gains on defined benefit pension scheme	**(26,824)**	**19,352**

20. NSPCC Pension Schemes (continued)

Assets:

	2023 £'000	2022 £'000
Equity instruments	10,318	25,365
Property	6,059	12,475
Cash and cash equivalents	2,979	6,913
Other	96,818	140,134
Total assets	**116,174**	**184,887**

None of the fair values of the assets shown above include any direct investments in the Society's own financial instruments or any property occupied by, or other assets used by, the Society.

Assumptions:

	2023 £'000	2022 £'000
Discount rate	4.80% pa	2.80% pa
Inflation (pre and post 2030)	3.40% pa	3.70% pa
Inflation (CPI Pre 2030)	2.40% pa	2.70% pa
Inflation (CPI Post 2030)	3.30% pa	3.60% pa
Allowance for revaluation of deferred pensions of CPI or 5% pa if less (Pre 2030)	2.40% pa	2.70% pa
Allowance for revaluation of deferred pensions of CPI or 5% pa if less (Post 2030)	3.30% pa	3.60% pa
Allowance for revaluation of deferred pensions of CPI or 2.5% pa if less (Pre 2030)	2.40% pa	2.50% pa
Allowance for revaluation of deferred pensions of CPI or 2.5% pa if less (Post 2030)	2.50% pa	2.50% pa
Allowance for pension in payment increases of RPI or 5% pa if less (pre and post 2030)	3.20% pa	3.40% pa

The mortality assumptions adopted at 31 March 2023 imply the following life expectancies:

	Life expectancy at age 65 (Years)
Male retiring in 2023	21.6
Female retiring in 2023	23.9
Male retiring in 2043	22.6
Female retiring in 2043	25.0

21. Operating lease commitments

Total of future minimum lease payments for the Group and Charity under non-cancellable operating leases for each of the following periods:

Group and Charity	Land and buildings 2023 £'000	Other 2023 £'000	Land and buildings 2022 £'000	Other 2022 £'000
Not later than one year	760	12	628	15
Later than one year and not later than five years	675	2	319	14
Total	**1,435**	**14**	**947**	**29**

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

22. Endowment, restricted and designated funds

Permanent endowment funds Charity	Balance 1 April 2021 £'000	Income £'000	Expenditure £'000
Permanent endowment fund	1,503	–	(6)
N Knatchbull endowment fund	10	–	–
M Glaisterfund	10	–	–
A Sykes fund	9	–	–
Total permanent endowment funds	**1,532**	**–**	**(6)**
Restricted funds **Charity**			
Childline restricted funds received by NSPCC including funding received from the Child's Voice Appeal for the Helpline Development Project	281	10,292	(10,489)
Activities to end cruelty to children funded by other restricted donations	2,785	5,660	(6,523)
Capital Projects, including Acquisition of Buildings	148	–	–
Details are given below in respect of restricted funds where separate disclosure is required by the funder:			
Childline and NSPCC helpline funded by the Department for Education	–	2,641	(2,641)
Childline Foyle Helpline in Londonderry funded by the Department of Education Northern Ireland	–	266	(266)
Childline counselling staff salaries in Northern Ireland funded by the Department of Health, Social Services & Public Safety (DSSHPS) of Northern Ireland	–	47	(47)
'A Better Start' project in Blackpool funded by the Big Lottery Fund	–	4,194	(4,194)
Childline's anti-bullying work in Scotland funded by the Scottish Government	–	83	(83)
Funding for a volunteer co-ordinator in Scotland from the Scottish Government	–	32	(32)
Childline in Wales funded by the Welsh Government 'Children and Families Organisation' (CFOG)	–	90	(90)
Northern Ireland Young Witness Support Service funded by the Department of Justice Northern Ireland	21	457	(465)
Funding for the virtual delivery of In Ctrl in Wales from Wales Council for Voluntary Action	8	40	(48)
Community Potential in Plymouth funded by the National Lottery Community Fund	131	67	(66)
Practitioner Salaries delivering 'Pregnancy In Mind' in Northern Ireland funded by Community Foundation Northern Ireland	–	–	–
Delivery of 'Letting The Future In' and scale-up in England and Wales funded by the Home Office	–	–	–
Delivery of 'Letting The Future In' Project in South Wales funded by the South Wales Police and Crime Commissioner	–	–	–
Delivery of 'Domestic Abuse, Recovering Together' Project in South Wales funded by the South Wales Police and Crime Commissioner	–	–	–
Total restricted funds	**3,374**	**23,869**	**(24,944)**
Total restricted and endowment funds	**4,906**	**23,869**	**(24,950)**
Designated funds **Charity**			
Freehold and leasehold properties	19,868	–	(838)
Strategic spend	–	–	(260)
Total designated funds	**19,868**	**–**	**(1,098)**

Gains / (losses) £'000	Transfers £'000	Balance 31 March 2022 £'000	Income £'000	Expenditure £'000	Gains / (losses) £'000	Transfers £'000	Balance 31 March 2023 £'000
4	–	1,501	–	(5)	(59)	–	1,437
–	–	10	–	–	–	–	10
–	–	10	–	–	–	–	10
–	–	9	–	–	–	–	9
4	**–**	**1,530**	**–**	**(5)**	**(59)**	**–**	**1,466**
–	(8)	76	9,382	(9,305)	–	14	167
–	54	1,976	5,300	(5,781)	–	(90)	1,405
–	(78)	70	–	–	–	10	80
–	–	–	2,600	(2,600)	–	–	–
–	–	–	266	(266)	–	–	–
–	–	–	47	(47)	–	–	–
–	–	–	4,773	(4,773)	–	–	–
–	–	–	–	–	–	–	–
–	–	–	–	–	–	–	–
–	–	–	90	(90)	–	–	–
–	–	13	471	(472)	-	(12)	–
–	–	–	–	–	–	–	–
–	–	132	91	(90)	–	(5)	128
–	–	–	82	(82)	–	–	–
–	–	–	289	(289)	–	–	–
–	–	–	30	(30)	–	–	–
–	–	–	30	(30)	–	–	–
–	**(32)**	**2,267**	**23,451**	**(23,855)**	**–**	**(83)**	**1,780**
4	**(32)**	**3,797**	**23,451**	**(23,860)**	**(59)**	**(83)**	**3,246**
–	3,974	23,004	–	(657)	–	(663)	21,684
–	12,855	12,595	5,000	(1,124)	–	(511)	15,960
–	**16,829**	**35,599**	**5,000**	**(1,781)**	**–**	**(1,174)**	**37,644**

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

22. Endowment, restricted and designated funds (continued)

Other unrestricted funds			
Charity			
General funds	87,258	97,098	(74,222)
Total general funds for the Charity	**87,258**	**97,098**	**(74,222)**
Subsidiary companies			
NSPCC Trading Company Limited	30	1,520	(1,520)
Childline	–	1,122	(1,122)
Total general funds for the Group	**87,288**	**99,740**	**(76,864)**
Pension reserve	(32,028)	–	(949)
Total funds for the Group	**80,034**	**123,609**	**(103,861)**

Income within general funds for the charity excludes the gift aid donation of £219,000 (2022 £1,041,000) from NSPCC Trading Company Limited and the grant of £954,000 from Childline (2022 £1,122,000).

Transfers include £2,225,000 transferred from general funds for payments in relation to pensions (2022 £13,625,000), and £663,000 from designated funds in relation to property disposals. In 2022 £3,974,000 was transferred from general funds to designated funds in relation to property, covering additions and dilapidations, and £12,855,000 for strategic projects.

23. Analysis of group net assets between funds

Fund balances are represented by:

	Unrestricted		
	General £'000	**Designated £'000**	**Restricted £'000**
Tangible and intangible fixed assets	3,668	17,387	57
Investments	82,186	16,668	–
Current assets and liabilities	7,248	3,589	1,723
Provisions	(3,638)	–	–
Total net assets excluding pension reserve	**89,464**	**37,644**	**1,780**
Pension reserve	(24,915)	–	–
Total net assets	**64,549**	**37,644**	**1,780**

24. Legacies

The NSPCC has been notified of 772 legacies (2022: 776 legacies) which have not been included within the financial statements as they do not yet meet the income recognition criteria, This includes 52 pecuniary legacies which have an average value of £4,324 (2022: 66 cases with an average value of £3,275). Pecuniary legacies are only recognised once notification of probate is received. The remaining 720 are residuary legacies, which have an average value of £43,807 (2022: 710 cases with an average value of £41,706).

Residuary legacies are normally recognised once draft accounts are received or other information which allow them to be measured with reasonable accuracy, Included within the above figures are 9 pecuniary legacies (2022: 14) and 135 residuary legacies (2022: 128) which are not recognised because they are subject to a life interest.

The NSPCC waived the rights to two legacy entitlements totalling £600 (2022: two totalling £4,250) related to claims made by the family of the deceased on the basis that the claim reflected the deceased's wishes.

263	(30,422)	79,975	90,454	(75,899)	(4,128)	(968)	89,434
263	**(30,422)**	**79,975**	**90,454**	**(75,899)**	**(4,128)**	**(968)**	**89,434**
–	–	30	723	(723)	–	–	30
–	–	–	954	(954)	–	–	–
263	**(30,422)**	**80,005**	**92,131**	**(77,576)**	**(4,128)**	**(968)**	**89,464**
19,352	13,625	–	–	(316)	(26,824)	2,225	(24,915)
19,619	**–**	**119,401**	**120,582**	**(103,533)**	**(31,011)**	**–**	**105,439**

Endowment £'000	2023 Total funds £'000	Unrestricted General £'000	Designated £'000	Restricted £'000	Endowment £'000	2022 Total funds £'000
–	21,112	2,655	18,532	–	–	21,187
1,466	100,320	70,697	12,701	–	1,530	84,928
–	12,560	10,389	4,366	2,267	–	17,022
–	(3,638)	(3,736)	–	–	–	(3,736)
1,466	**130,354**	**80,005**	**35,599**	**2,267**	**1,530**	**119,401**
–	(24,915)	–	–	–	–	–
1,466	**105,439**	**80,005**	**35,599**	**2,267**	**1,530**	**119,401**

25. Related party transactions

Related party transactions with and between wholly-owned subsidiaries are detailed as follows. Further details on subsidiaries and their activities are provided in note 11.

	2023 £'000	2022 £'000
Management charge {payable by NSPCC to NSPCC Trading)	1,211	1,022
Logo licence fee (payable by NSPCC Trading to NSPCC)	10	10
Staff and building costs (payable by NSPCC Trading to NSPCC)	647	621
Profits distributable under Gift Aid (payable by NSPCC Trading to NSPCC)	219	1,041
Profits distributable under Gift Aid (payable by Childline to NSPCC)	954	1,122

Related party transactions with NSPCC Pension Scheme are disclosed in note 20, Related party transactions with the trustees are detailed within in notes 3 and 6, There were no transactions with other related parties in the year.


plantronics

NSPCC offices

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The National Society for the Prevention of Cruelty to Children (NSPCC) 2023.
Registered charity England and Wales 216401. Scotland SC037717. Jersey 384.
Patron: HRH The Duchess of Edinburgh GCVO. Founded in 1884.
Incorporated by Royal Charter RC000374.

Childline registered charity number 1003758.

The NSPCC Trading Company Ltd. (registered Company in England & Wales no. 890446).

NSPCC

Together, we can stop child abuse and neglect – by working with people and communities to prevent it, transforming the online world to make it safer for children, and making sure every child has a place to turn for support when they need it.

We campaign for change. We work with schools to help children understand what abuse is and support them to speak out. Childline is here, whenever young people need us. And the NSPCC Helpline is ready to respond to adults with any worry about a child. We develop services in local communities to stop abuse before it starts and help children recover, so it doesn't shape their future

And, above all, we work together – because everyone has a part to play in keeping children safe. Every pound you raise, every petition you sign, every minute of your time, will make a difference.

Together, we can change children's lives.

nspcc.org.uk

EVERY CHILDHOOD IS WORTH FIGHTING FOR

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THE NATIONAL SOCIETY FOR THE PREVENTION OF CRUELTY TO CHILDREN

England & Wales - Charity number 216401

Accounts

NSPCC

Annual Report and Accounts 21/22



EVERY CHILDHOOD IS WORTH FIGHTING FOR

Protecting children today, preventing abuse tomorrow

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Welcome

From our chair



Neil Berkett
Chair of trustees

This year's annual report tells the story of the first year of our ambitious ten-year strategy.

The NSPCC have been working to prevent child abuse since 1884. That's 138 years' experience of advocating for children and seeking the better outcomes for them – giving them the best chance of growing into fully rounded adults that can contribute to our society.

Throughout our history, we've worked with partners to achieve this. And our ten-year strategy to 2031 is based on preventing child abuse, together.

Together, we can stop child abuse and neglect. This is our vision. And through the collective power of our staff, volunteers, supporters and partners, and our years of experience, we'll move closer to achieving that vision.

Specifically, we're focusing on three ways we can make the biggest impact for children over this decade:

1. **Everyone plays their part to prevent child abuse:** we'll work together to make it easier for everyone to play their part and create a social safety net that prevents child abuse and neglect.
2. **Every child is safe online:** together, we'll transform the online world, so it's safe for every child to go online.
3. **Children feel safe, listened to and supported:** more children will be able to speak out, so they feel safe, listened to and understood – and abuse doesn't shape their future.

As we move out of the pandemic that's exacerbated so many of the issues young people face in the 21st century, we'll channel our resources to enable everyone to play their part in keeping children safe, by building a nation of safeguarders. We'll continue to lead the way in seeking an online world that has the safety of our children built into websites, apps and games, right from the design stage. And, through our own services such as Childline, and through our partnership work, we'll ensure young people have a voice and can be heard.

All of this is possible because of the support that exists in our society, that matches our vision. The fact that over 80% of our income continues to be voluntarily donated by the public, provides the endorsement to pursue our strategy. The amazing contribution of our amazing volunteers and around 1,700 committed members of staff has led to the achievements that are covered through the pages of this report.

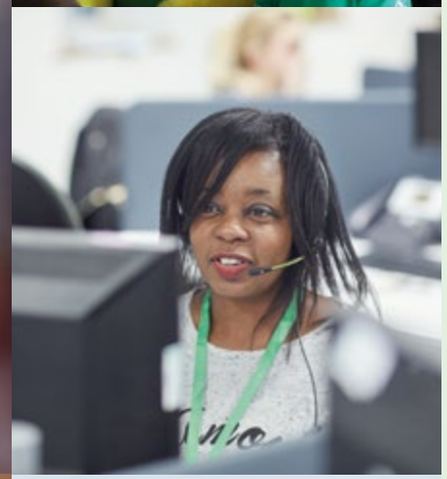
I am hugely grateful to everyone who's played their part in ensuring that the NSPCC can fight for every childhood. I would like to pay a particular tribute to Sir Peter Wanless, our chief executive, who was knighted in the 2021 New Year Honours for services to children, young people, and the charitable sector. Peter's honour is testament to his own contribution, and a reflection on everyone who's part of the organisation he leads.

On behalf of the board of trustees, I would like to thank everyone who enables the NSPCC to be here – our staff, volunteers, supporters and partners. And for everything you do to prevent abuse and build positive futures for our children.

















Welcome

From our chief executive



Peter Wanless
Chief Executive

I wrote in my introduction to our annual report 12 months ago, about the unique set of challenges facing our young people in the midst of the coronavirus pandemic.

Layered on top of this, over the past year, has been the increasing economic uncertainty that will continue to be felt throughout the UK and Channel Islands over coming years. Conflicts around the world, including Ukraine, and threats to the global environment only add to the anxieties and uncertainty we hear from children through Childline.

In this context, it's more important than ever that the NSPCC are here, standing up for children, and seeking to bring others with us to build a better future for young people.

You'll find out how we're seeking to do this as you read through these pages. As we move into the second year of our ten-year strategy, we are establishing a network of hubs in Scotland, Wales, Northern Ireland, Jersey and our six English regions. You can read more about how we'll deliver our work in schools, our direct services for children, and our work to campaign for locally relevant change in our communities.

We've campaigned nationally over a number of years to bring the Online Safety Bill to the statute books. Regulation of social media companies is a huge achievement that very few thought possible at the outset. We demand a world-class response to the challenges that our young people face in online spaces, while advocating for the benefits that the digital world provides for them.

Our Childline service is there for young people at all times and continues to provide us with evidence into how children feel in the UK and Channel Islands. We understand the value of this insight. It informs our approach to safeguarding and our campaigns, and gives us a unique opportunity to be a genuine voice for young people in 2022.

We'll work hard to ensure that everyone understands their role in safeguarding children. We'll promote the NSPCC Helpline as the place that anyone in the UK or Channel Islands can turn to if they have a concern about a child. The Helpline can also provide expert advice, guidance and support for parents and professionals, and can take action if a child is being abused or is at risk of abuse.

And we want to build a movement of people who will have the safety of children top of mind, at all times. This movement will deliver our goals over the course of the coming years. There are already significant numbers who support the NSPCC, enabling our volunteers and staff to provide the services we deliver for children. I would like to thank every single person who has played a part in delivering what we've laid out in this report. We would love to make it as easy as possible for even more of you to join us in the fight for every childhood.

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Hello...

From our Young People's Board for Change



Will

Hi! I'm a 16-year-old called Will and I'm honoured to be a member of the NSPCC'S Young People's Board for Change. For me, being a member of this group of young people represents a lot about who I am. I'm someone who's always been outspoken about what I believe must change to make things better for people, especially with the ever-increasing challenges that young people face. With the board, I've been granted the extraordinary opportunity to have the platform to voice these views, and talk about why they matter.

I could write pages and pages about what the board's been up to this past year, but I'll try and pick out some highlights. It is very hard to look past when the board met with HRH The Countess of Wessex. During the call, we had the chance to tell her all about the different areas we had been working on and what must be done for young people coming out of the pandemic. To talk to someone of such authority about what matters to me is exactly why I applied to be a part of this amazing charity.

The project I've enjoyed working on the most has to be Talk Relationships. This is the development of a programme that helps secondary schools teach about healthy relationships. One of my favourite sessions I've ever had on the board was when we first began this project, and we had a discussion about our experiences with these lessons in school, and how similar some of our experiences were. Too often these PSHE (personal, social, health and economic education) type lessons had turned into an almost 'free' lesson, with poor behaviour, poor engagement and teachers who didn't understand how to teach the lesson. We were determined to change this. We had direct input into what should be covered in the lessons, and how they should be taught to ensure maximum engagement. In my eyes, these lessons are as important as any – our attitude towards relationships is what defines us. This isn't just learning about romantic relationships and friendships, it's also about working relationships and teaching young people about signs of both healthy and unhealthy relationships. We've been involved in this project right from the start. I'm delighted to say that a pilot has been launched and we've been reviewing the feedback.



Being a part of this board has been the opportunity of a lifetime. From having a speech played at the Labour and Conservative party conferences, to talking at the NSPCC CEO briefing, it has been an amazing year. Looking forward, I couldn't ask for much more. I'm working with a lot of amazing people who share the same goal of making things the best they can be for young people. And long may it continue, because the way we shape young people today, moulds the world of tomorrow.



Our strategy

Our vision
What we want to achieve for children by 2031:

Together, we can stop child abuse and neglect.

Through the collective power of our staff, volunteers, supporters and partners, and our 100 years of experience, we will move closer to achieving that goal.

The difference we want to make:

Outlined below are the three areas we must address in order to make the most progress towards our overall vision to **stop child abuse and neglect.**

1

Everyone plays their part to prevent child abuse

We'll work together to make it easier for everyone to play their part and create a social safety net that prevents child abuse and neglect.

2

Every child is safe online

Together, we'll transform the online world, so it's safe for every child to go online.

3

Children feel safe, listened to and supported

More children will be able to speak out, so they feel safe, listened to and understood – and abuse doesn't shape their future.

Why these three areas?

Our strategy is driven by children's experiences in the UK and Channel Islands. And it's built on our strengths, credibility and experience, along with insight from our staff, volunteers, and those we work with.

Each of these focus areas contribute something different. On their own, they will see us making significant and necessary changes for children. And they build on each other – collectively, making change across these three areas will make a huge impact for children.

Our guiding principles

Our seven principles will shape and guide everything we do: influencing how we work together and how we support children and young people.

We will:

- Focus more on preventing child abuse and neglect
- Be inspired and led by children
- Work in partnership
- Embed equality, diversity and inclusion
- Inspire more people to be there for children
- Be trauma informed
- Build on our strengths

To effectively deliver our strategy, we have drawn out seven principles that will shape and guide everything we do for children and young people.

Focus more on preventing child abuse and neglect

Prevention is in our name; it's at the heart of what we do. We'll continue to prevent abuse and neglect from happening in the first place and concentrate on stopping it faster once it's started.

Be inspired and led by children

We'll involve children and young people in our work and decision-making through meaningful participation. We'll continue to listen to them, learn from them, and be inspired by them.

Work in partnership

We'll work together with everyone – from schools to local authorities and corporate partners – to reach more children and prevent child abuse and neglect. And, by working together with communities, we'll strive to be nationally significant and locally relevant – balancing our responsibility as a national charity with responding to local need.

Embed equality, diversity and inclusion

We believe every childhood is worth fighting for. Together, we'll remove real and perceived barriers to inclusion and diversity. Because recognising, embracing and valuing difference leads to improvements for all.

Inspire more people to be there for children

We'll inspire more people to be there for children, to keep children safe and make the biggest difference to children's lives, together.

Be trauma informed

All of our work with children will be underpinned by an understanding of trauma. We'll help others with this too – developing a shared awareness of trauma and making sure all children get the response and support they need.

Build on our strengths

We're drawing on over 100 years of experience. We'll do the things we do well – that others can't, won't or don't do. We'll do more to be present in communities, understand their needs and work with them to shape what we do.

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Our vision: The NSPCC in local communities



What's happening:

In 2021, the NSPCC announced a new ten-year strategy, to make the biggest impact we can to stop child abuse and neglect. Our local services are an essential part of how our three main goals will be delivered:

1. **Everyone plays their part to prevent child abuse.**



2. **Every child is safe online.**



3. **Children feel safe, listened to and supported.**



As part of this, we are excited to establish an NSPCC presence in every nation and English region. However, our work will not be limited to these towns and cities. Instead, this new network enables us to embed ourselves in every community.

Why are we doing this?

Our new strategy commits us to being nationally significant and locally relevant, so that we can engage more people in our work than ever before. We also believe this approach will help us to amplify the voices of our most important stakeholders: children.

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Our local services now bring together our work in schools, local campaigning and our direct services. Working together in this way creates greater opportunities for reaching and helping more children and young people.

We will be the partner for schools to support safeguarding children. We are:

- mobilising our team of school coordinators so that every school in the UK and Channel Islands has a named contact to support them
- supporting secondary school teachers with a newly developed programme called Talk Relationships
- delivering our *Speak out. Stay safe.* (SOSS) programme in primary schools to safeguard children
- engaging the whole local education environment to create awareness of our wider support and resources, such as our Helpline and NSPCC Learning
- establishing a combined fundraising strategy with schools, so they can channel their fundraising into support for children.

Our Local Campaigns Team engage local people and organisations in how they can contribute to keeping children safe within their community. We will:

- support communities where there is most need, through our own campaigns and through others, to deliver resources such as Talk PANTS and Look, Say, Sing, Play
- increase campaigning activity across all local areas through investing in a larger team, including recruiting more volunteers and staff
- reach more people locally by expanding youth-led campaigning, and by collaborating with partners and communities.

Our direct services offer a range of services across two themes: abuse and neglect in the early years and child sexual abuse. We are:

- focusing on preventative, higher-reach services which fill gaps and address the local needs of children and families
- prioritising preventing child sexual abuse with a focus on harmful and problematic sexual behaviours
- building understanding of early years work that will inform development of a distinct early years' services
- providing services, both directly and through others, that help children who face trauma to recover from their experiences.



Our direct service development is focused on providing children and families with what they want and need, by using the following principles. We will:

- involve families, partners and stakeholders in service design so that services deliver positive outcomes that can be replicated
- innovate, test and learn. If our service isn't being taken up or generating positive outcomes for children, we'll use what we learn and try something else
- collect comprehensive data, evaluate our impact and conduct rigorous trials for the most promising services
- form partnerships with other organisations to implement the services we've developed and tested together.

Partnership development is integral to our future success. We are:

- collaborating with a variety of partners such as schools, third sector community organisations, police, social services, healthcare organisations, businesses and youth organisations
- establishing relationship managers in every nation and region to help us nurture and grow our relationships with local partners.

Our volunteers have always been vital to our work. We want to grow the opportunities available to people, so they can donate their time and make a difference in their communities.

- Volunteers already deliver SOSS and Childline. They support the Young Witness Service, and contribute to local and national fundraising campaigns.
- Our volunteers will also support our local campaigning and service delivery work.

Sophisticated research and evidence collation will improve our knowledge of what children and families experience, need and want.

- We will conduct thorough needs assessments through local engagement, consultation with families, and supplementary research.
- The needs assessments will be a source of learning that will inform our campaigning, policy, and service development.
- We will support our work locally through our media, research, and policy functions to enable clear join-up and collaboration between our central and local teams.

In a nutshell...

Work with communities is at the heart of our ten-year strategy. Ensuring the NSPCC's work and activities reach every corner of the UK and Channel Islands will help us make a significant impact on the lives of children.

By having a presence in every English region and devolved nation, we can work better with children, young people, families and partners in communities.

Our grounding in communities will support our policy research and influencing at a local and national level.



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Achievement and performance against targets

Throughout the first year of our 2021-31 strategy, we put children and families' needs at the forefront, while laying the foundations for achieving our ten-year goals.

We continued to be here for children during the ongoing challenges of the pandemic. We began designing our new strategic programmes including Talk Relationships, where we work with secondary schools to help all children understand healthy and harmful behaviours within relationships. We kept the pressure up on the government to introduce a robust Online Safety Bill.

Having set out our ambition for 2021-31, we track the difference we're making for children. We track the progress of our strategy in terms of:

- **Research with children and families.** We design our research to build the NSPCC's understanding – and improve the evidence base – about what works to prevent child abuse and neglect, and to support children who have experienced it. Our evaluation research aims to understand changes that have happened for children and families as a result of support from the NSPCC, with outcomes including a reduced risk of abuse, improved parent-child relationships, and increased wellbeing. At the heart of all our research is increasing children and young people's participation and applying an intersectional approach to the research questions. We aim to make sure our research is reflected in policy, practice and guidance, as well as influencing knowledge, attitudes and behaviours relating to child abuse.
- **Whether the changes we want to see in the UK are occurring.** It's important to understand where positive change is being made for children, and where more needs to be done. For example, we track and report the proportion of the public who believe abuse can be prevented, and the legislative and guidance changes we've influenced, to better protect children.
- **Perceptions of the NSPCC.** To inspire collective action, we're mindful of how we interact with others. The better we're regarded, the more effective we can be for children. For example, we track and report children's trust in Childline.
- **How we're performing.** We track whether we're performing effectively and making efficient use of our income. For example, we track and report our reach to children, parents and members of the public, and people who work and volunteer with children. We also monitor how many people support us, and our income and expenditure.

We've made good progress against our objectives. In 2021/22, we met or exceeded our targets for 63% of our impact framework measures and were close to target for a further 14%. This was an improvement on the previous year, when we met or were close to 66% of our targets. Key points about our performance over the year towards our three impact goals are:

Impact goal 1: Everyone plays their part to prevent child abuse.

Across all of our services for adults, we helped people to better safeguard children 1,358,126 times this year. This was 8% more than the target, and 9% more than last year.

One of our strategy principles is to work in partnership. By working together with others, we believe we'll reach more children, and we'll better achieve our ambition to be nationally significant and locally relevant. There were 36,159 attendances by children, parents and the public, and people who work or volunteer with children at our local community engagement events. This was 129% more than target this year, and 64% more than last year.

NSPCC Learning, our training and consultancy offer for professionals, performed strongly this year, helping more people improve their safeguarding of children. Our elearning courses were completed 55,376 times, 1% above target and 18% more than last year. NSPCC safeguarding training was attended 7,907 times, 9% lower than target but 42% more than last year. Due to COVID and the threat of cancellation, many customers were wary of face-to-face learning events. We modified our delivery so that more of our learning events were delivered virtually, which reduced our operating costs, although it also limited the total number of delegates we could reach. Later in the year we resumed in-person learning events too.

We answered 66,688 Helpline contacts this year, which was 23% below target, and 24% less than last year. As pandemic restrictions started to lift, the Helpline saw high levels of staff testing positive with COVID. They also saw a higher number of vacancies in the period, and these things impacted available capacity. To minimise the risk of contacts remaining unanswered, we turned off the online reporting form and reduced to voice and email only during this period. We've recently opened a new Helpline site in Birmingham, and we're looking at further ways to support our Helpline teams.

17,000 people took part in mass participation events, which met our target. As successful fundraising events took place, such as the London Marathon and Great North Run, they likely boosted confidence in others to sign up for events. Desire to get back to in-person events, along with effective marketing in the winter, led to strong performance in these areas. Yet the economic climate affected us. We face inflationary costs, pay and national insurance pressure, challenges with recruitment, and an uncertain environment for philanthropy and fundraising.

We know that preventing abuse is a task that's much bigger than the NSPCC. A key to keeping children safe is making sure that laws and systems have children's needs rooted into them. We use our influence so that best practice is adopted, to better protect children. 12 policy and practice changes were influenced by the NSPCC this year, which was 33% above target, and 33% more than last year. This year, following thousands of testimonies received by Everyone's Invited and an Ofsted review, we worked closely with the Department for Education to advocate for a whole school approach to tackling sexual abuse. We continued our policy influencing to support the introduction of compulsory relationships and sex education, and health education. In Wales, following years of campaigning by the NSPCC, a law came into force to remove the defence of reasonable punishment. The Domestic Abuse Bill was signed into law this year, legally recognising children who are affected by domestic abuse as victims in England and Wales.

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Impact goal 2: Every child is safe online.

In May 2021, the government published the draft Online Safety Bill. This was a huge moment which followed years of campaigning. But our analysis highlighted flaws in the draft Bill that would leave children at risk of online abuse. We engaged with MPs, peers and parliamentary committees, scrutinising the draft Bill to share our powerful evidence on the scale of the risks children face online. We worked on this with partner organisations and young people who have experienced online grooming and sexual abuse.

We launched a refreshed Wild West Web campaign, keeping pressure on the UK government to deliver an Online Safety Bill that keeps children safe from abuse online. As part of this, over 40,000 campaigners asked Nadine Dorries MP, Secretary of State for Culture, Media and Sport, to make changes to the Bill so that children are at the centre of the new law. 52,566 people signed an NSPCC petition or sent a campaign email, 24% higher than target and 1% higher than this time last year. In March, the government published the Online Safety Bill. This is a landmark piece of legislation that will act as a key pillar of the child protection system for generations to come.

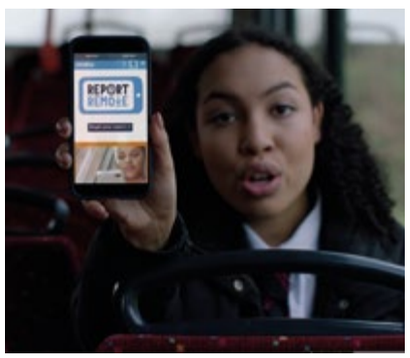
This year, **Childline made 126 referrals to IWF for images to be removed. This was 61% above target for the year,** and significant growth from the 27 reports made last year.

Our six-year strategic partnership with O2 concluded in November 2021. Over the course of the partnership, adults took over 7.7 million actions to keep children safe online.

We redeveloped the online safety hub on our website, which has had over 70,000 unique users since the new content went live in December. We supply advice and information for parents and carers, with content specifically for families with children with special educational needs and disabilities. We launched an online safety blog where we feature topical content such as new apps parents should be aware of, online safety campaigns, and new settings.

We continued to deliver our Keeping Children Safe Online parent workshops. These give parents and carers information and advice on online safety risks and opportunities. They also increase their confidence and knowledge of the tools that can help to keep their child safe online. Over 4,500 parents and carers took part in this at our local campaigns workshops this year.

Report Remove allows young people to report an image or video shared online, to see if it's possible to get it taken down. Childline and the Internet Watch Foundation (IWF) continued to work together to ensure as many children as possible can access the tool if they need to. This year, Childline made 126 referrals to IWF for images to be removed. This was 61% above target for the year, and significant growth from the 27 reports made last year. With the IWF, the National Crime Agency, and the Home Office, we've been exploring options that would reduce the barriers of age verification, such as the possibility of removing the need for mandatory age verification for children over 13.



Impact goal 3: Children feel safe, listened to and supported.

We delivered 204,926 Childline counselling sessions in the last year. This was consistent with the total sessions delivered in 2020/21. In our most recent survey with children and young people, 75% of them said they trust Childline. This was the highest out of the last five waves of the survey, and seven percentage points higher than target.

At the end of 2021/22, we had 1,310 active Childline volunteers, which was 6% fewer than target, and a drop of 17% from last year. However, while overall volunteer numbers have reduced, those that remain with us are more active, and are contributing consistently to the service. Our volunteers gave 38% more hours to Childline this year than the year before. But Childline does continue to face challenges in providing enough capacity during the busiest periods: evenings and weekends are often the hardest shifts to fill with volunteers.

There were 894,184 attendances by children at *Speak out. Stay safe.* assemblies, which was 46% below target, but 141% higher than 20/21 when there were 370,395 attendances at the assemblies. 2021/22 targets were set before the Delta and Omicron coronavirus variants were identified, and any potential impact these would have on schools and our services was known. At the time of setting the target, we had assumed that we would be back into schools within the autumn term. Unfortunately, this was not possible due to the ongoing restrictions. With volunteers unable to attend schools in person this year, delivery has been through the virtual assembly, and the service has been reliant on schools confirming delivery.



Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.



Goal 1

Everyone plays their part to prevent child abuse

At the NSPCC, we work together to make it easier for everyone to play their part, creating a social safety net that prevents child abuse and neglect. Children interact with a range of services and adults every day, such as teachers, sports coaches, neighbours, grandparents and delivery people, so we want to make sure everyone knows what they can do to keep children safe. This year, we've done some incredible work, successfully sharing our expertise with a wide range of audiences. As well as this, we've continued to provide a range of services and campaigns to support children and families in a variety of ways.

Through our presence in every nation and English region, our direct services offer a range of services across two themes: abuse and neglect in the early years and child sexual abuse. We are:

- **focusing on preventative, higher-reach services which fill gaps and address the local needs of children and families**
- **prioritising preventing child sexual abuse with a focus on harmful and problematic sexual behaviours**
- **building understanding of early years work that will inform development of a distinct early years' services**
- **providing services, both directly and through others, that help children who face trauma to recover from their experiences.**

The NSPCC Helpline

The NSPCC Helpline has continued to support adults, including parents, professionals and other members of the public, who have concerns about a child. Our child protection specialist give expert advice and support and, where appropriate, they can also take action to safeguard children through a referral to an external agency. In total, the service has handled 66,688 contacts this year from adults with a concern about a child. 25,492 of these resulted in a referral to an external agency and the remaining 41,196 received advice and guidance.



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Unfortunately, the challenges of COVID-19 have impacted the service's capacity to respond to as many contacts as they would have hoped to this year. This has also been exacerbated by practitioners choosing to move on to other roles outside of the NSPCC, following the intense period through the height of the pandemic. This is a trend that's running through the whole of the social care sector at the moment. This is impacting on our ability to recruit suitable staff in a timely way. In spite of these challenges, levels of contacts were similar to those handled in 2019/20 (before the pandemic), which demonstrates our commitment and dedication to maintaining the service.



Neglect was the top concern for those contacting the Helpline, accounting for 16% of all contacts handled.

The top concerns that adults spoke to the service about remained in line with previous years, but there were some changes in the proportions of these.

Neglect was the top concern for those contacting the Helpline, accounting for 16% of all contacts handled. News coverage of the verdicts in the deaths of Arthur Labinjo-Hughes and Star Hobson are likely to have heightened the public's awareness of abuse and neglect. 2021/22 saw the creation of a separate code to record contacts related to domestic abuse. These concerns would have previously been included in contacts related to parent/adult health/behaviour. With a reported increase in the prevalence of domestic abuse through the pandemic, the NSPCC Helpline launched a bespoke service, funded by the COVID-19 Support Fund, to provide extra support to those people contacting the service about domestic abuse. This is for people experiencing domestic abuse themselves and for those worried about other family members or neighbours. Helpline child protection specialists have developed their skills to be able to recognise the signs of domestic abuse and coercive behaviour. A specialist team provides dedicated support to advocate for victims and their children, and to liaise with agencies.

While parent/adult health/behaviour remained the second most talked about concern, at 14% it was lower than levels in 2020/21. An additional 7% of contacts talked to the service about domestic abuse, which would put levels more in line within last year. Domestic abuse was the sixth most talked about concern.

Contacts relating to sexual abuse saw an increase in 2021/22. In April 2021, the NSPCC Helpline was asked by the Department for Education to set up a commissioned helpline for those who had experienced or had concerns about sexual abuse in education settings. This was in response to the significant volume of testimonials published on the Everyone's Invited website that talked about sexual abuse and harassment in schools, colleges and universities across the UK. Across the whole of 2021/22 this helpline received 1,196 contacts, with 203 of these resulting in advice or referral.

"It was efficient and it was quick. Everyone I spoke to had so much patience and let me say what I wanted to say and didn't rush me. I'm in my 70s, sometimes I ramble on. I never felt pressured".
Grandmother who called the Helpline with concerns about her daughter and six-year-old grandchild in relation to domestic abuse. This resulted in a referral to Children's Services and the police.





Together for Childhood

Together for Childhood (TfC) is a place-based initiative that works with local communities to make them safer for children. They do this by developing and testing new ways to prevent abuse that are tailor made for the needs of that community. Our four TfC sites in Glasgow, Grimsby, Plymouth and Stoke have been in place for four years. The research team conducted a survey with community members to ask what they know about child abuse, and the steps they take to prevent it. The research findings were shared back with partners and the community, to help us develop future activities and resources in the TfC sites.

The review acknowledged the rich and varied nature of activities taking place on these sites, all of which involved schools and communities in their design and delivery. Crucially, each site has developed a strong local partnership structure and plans are developed in co-operation with these partners.

In 2024, we'll repeat the survey in TfC sites to see if community members' knowledge about the prevention of abuse has improved, to explore whether they're changing their behaviour to prevent abuse. This year, we're planning a similar survey with young people, so we'll hear their views too. Later, in 2024, we hope to expand our data collection further, capturing the views of even more people in the community.

The four sites all have different local needs, and this is reflected in the different nature of activities that are delivered. Some of the activities included bespoke child sexual abuse workshops in Stoke, resource sharing sessions on topics such as online safety, that parents needed support with in Glasgow and a Social Justice & Equality seminar for professionals in Grimsby. Evaluation reports that TfC is bringing the right people together and building trusted relationships with partners, and that activities are inclusive and accessible for the whole community. It takes time to build trust, and partners and community members are becoming more involved in the co-creation of the programmes and activities of TfC.

Knowledge and awareness about abuse and how it can be prevented has increased among professionals, children, and community members. Communities are more willing to talk about abuse and believe they have a role in prevention, and professionals have access to the right materials and support to enable them to take action to prevent abuse.

"...somebody you probably would never have engaged in a conversation around sexual abuse previously, will sit there and will openly speak about it, and even went along to an event we did at the local football stadium to hand out information and leaflets. So I think it's definitely made people feel more comfortable in thinking and talking about it, from my point of view." *Partner*

We are also seeing that TfC is bringing about changes in strategic planning and practice locally.

"...what I am seeing is the impact and influence of Together for Childhood in other practice areas across the city... We are now looking at a training matrix for child sexual abuse with multi-agency practitioners as a result of the drive from Together for Childhood." *Partner*

During 2021/22 our TfC sites reached 12,768 individuals through community engagement.

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Local services – Local campaigns

Throughout 2021/22, local campaigns teams have supported and promoted the NSPCC's national campaigns with communities. They've also been designing and delivering bespoke campaigns that address a particular local or regional safeguarding issue, eg criminal and sexual exploitation. Look, Say, Sing, Play and Talk PANTS campaigns have been delivered extensively across the UK to directly share messages to communities, professionals and parents.



Look, Say, Sing, Play

Look, Say, Sing, Play (LSSP) is our early years campaign where we email parents with ideas of easy, fun ways to fit interaction with their babies into their daily routines. Over 30,000 people have visited the website and over 13,000 more parents have signed up to the emails over the last year, taking our total number of sign ups to 77,500. We've had really enthusiastic feedback from parents about our brain-building tips.

> "I have really enjoyed and appreciated the little Look, Say, Sing, Play tips each week. I had my baby at the start of the pandemic where all support and services for babies were stopped. It was a lifeline for me as I didn't know what I was doing and this really helped me to develop myself as a mum, as well as my baby. Also, the science bit to understand why we're doing it is vital as well so I could get hubby on board too. I believe these tips really helped me engage and further develop my relationship with my baby." *Emma*



> "His speech is coming along really well and, even before he was able to articulate thoughts through speech, I could see there was an understanding as he would respond to requests such as tidying toys away. I don't think I would have had this approach if it wasn't for your weekly emails as a gentle reminder to engage through speech and song at such an early stage, so thanks again. I hope you continue to help and encourage other parents the way you have with us." *Samantha*

Local campaigns for LSSP were delivered in Wales, York, Liverpool, Grimsby, Barnsley and Northern Ireland, reaching over 700 parents and children directly. In addition, over 360 professionals attended workshops to enable them to use LSSP in their work with families throughout the local campaign areas. Each local campaign also had social media and press coverage to raise awareness in the local area.

We've commissioned the Institute of Health Visiting to evaluate the implementation of the campaign, nationally and locally. They're assessing the barriers and enablers to success and making recommendations on the development of the campaign and how we can implement it sustainably. We'll be sharing the findings later in 2022 and will use them to engage more parents.







Talk PANTS

We know that simple conversations can make a big difference, and that's what our Talk PANTS campaign's all about. It teaches children important messages, including that their body belongs to them and that they should tell an adult if they're upset or worried. We've developed a range of PANTS guides for parents, carers and children, including guides in five different languages and guides for people with a disability. We're also currently developing Talk PANTS Makaton resources and films which will be launched later in 2022. (Makaton is a language programme that uses signs together with speech and symbols, to enable people to communicate.)



Over **1.5 million parents** have had at least one conversation with their children.

Our September 2021 YouGov survey indicated that 1,294,054 parents had a conversation with their child about Talk PANTS in the last year, and 8,837 people have signed up to a short email journey to help them with talking PANTS.

In August 2021, we launched a storybook called Pantosaurus and the power of PANTS, to make it even easier to talk PANTS. We'd been asked about creating a storybook many times over the years, and started crowdfunding in 2020. We commissioned children's book experts at Penguin and Ladybird, and consulted with parents and teachers through the story writing and illustration phase. The book has been a huge success. Since we launched, we've sold 5,847 books and raised over £50,000 through the NSPCC online shop and our partners, Matalan and Blakemore. In fact, our online shop sold out of the book on the day we launched, making it the fastest selling product we've ever had on there.

We've had ongoing support for the Talk PANTS campaign from our corporate partners, Matalan and Blakemore. This year, Matalan sold out of the plush toy of the campaign mascot, the friendly pants-wearing dinosaur, Pantosaurus. These were produced to provide a useful tool for parents to have these important conversations, raising £14,000 for the NSPCC. Matalan have also sold 3,676 copies of the book, raising over £25,000.

Blakemore agreed to sell the limited-edition hardback versions of the book in selected Blakemore Retail SPAR stores from August 2021 to May 2022. Since 2018, Blakemore Retail have put on dedicated PANTS fundraising weekends where stores decorate with Pantosaurus-themed décor, and staff take part in 'pants out' fancy dress. This year, we also had a number of new fundraising games for PANTS weekend, including a treasure map activity. Blakemore also launched a gingerbread biscuit shaped like Pantosaurus, donating 10p for each one sold between August 2021 and March 2022. PANTS weekend raised over £35,000 last year, and we're already planning what we can do for the weekend this year.

The Local Campaigns Team continued to deliver local Talk PANTS campaigns with our multi-agency partners in Northern Ireland, The Islands of Scotland, Plymouth and Nottingham.

They delivered PANTS workshops directly to over 1,800 children and young people. Over 1,100 professionals also attended a workshop to enable our partners to spread the Talk PANTS messages to parents and carers in their communities. We held professional launches for each new local campaign, with additional press and social media coverage in each area to reach out to our wider audience, so they hear about Talk PANTS.

"Great user-friendly resources to be used within school – very appropriate for the young children."
Deputy Head Teacher, Nottingham Talk PANTS Campaign

"It has increased my confidence in discussing safety with younger children and pupils with additional support needs." *Headteacher, Inter Island Talk PANTS Campaign Scotland*

Support from our key partner in Northern Ireland, Public Health Agency Northern Ireland, will end in March 2023. So we're now embarking on the development of an innovative campaign legacy model that will develop a bespoke digital PANTS toolkit. This will ensure that, in the years following, the PANTS messages will continue to be delivered across Northern Ireland as a core element of health visiting and school nurses, in particular. This model will be shared across the UK, supporting the goal that everyone plays their part in supporting families to help safeguard children. In total, our local campaigns teams across the UK reached 9,860 adults (parents, carers and professionals) through their activities.

Oor Fierce Girls

Oor Fierce Girls is a campaign led by teenage girls in Dundee to promote healthy relationships, tackle peer-on-peer sexual abuse and challenge sexual harassment. It's facilitated by NSPCC Scotland and YWCA Scotland. This group of girls have come together with partners to create a toolkit and materials to help support healthy relationships, encourage conversations, and share where to get support if a relationship doesn't feel right. Funding has now been secured from the Scottish government's Equally Safe Fund to expand Oor Fierce Girls to two more areas: Perth and Kinross, and Angus. This new work will focus on encouraging more discussions but will also look at how to create safe spaces for young women with a particular focus on schools. It's hoped that this work will culminate in a Scotland-wide resource designed by young women and girls.



"We are so proud to have shared our mission at the NSPCC's conference alongside the inspirational young women we work with. There is a dire need to normalise conversations around healthy relationships and our campaign strives to make sure every woman and girl in Dundee knows what constitutes as healthy and how to get support if something makes them worried or upset. We were delighted to receive a positive response in Dundee and will continue to raise awareness that drives real behavioural change and protects young people from harm."
Patrycja Kupiec, CEO of YWCA Scotland

"Oor Fierce Girls is so incredibly important in today's society – young people deserve to know that they are worthy of love. If we can help to open up conversations around healthy relationships and reduce the stigma surrounding this topic, I truly believe we will have a generation of people who know that they deserve respect and safety in their relationships. I value this campaign above all else, and I feel we may be well on the way to making young people feel more comfortable in their bonds with others!"
Ashley, a co-founder and Oor Fierce Girls champion from Dundee

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Fight for a Fair Start: securing better support for babies and new parents

This was the final full year of our Fight for a Fair Start campaign, which is supported by Jo Malone London. It calls for parents to be able to access the perinatal mental health support they need, wherever they live in the UK. By the end of the year, over 30,000 people had taken action to support the campaign, and we ran a paid marketing campaign featuring new video content from our real life stories to encourage petition signatures.

In England, the government published the Best Start for Life vision. This is backed by £100 million for perinatal and infant mental health services, and £200 million for additional parenting support delivered through Family Hubs. Working with partners, we sought to influence these announcements, including hosting an event at the Conservative party conference and inviting Dame Andrea Leadsom MP, Chair of the Review, to speak. We also supported cross-party MPs to secure a parliamentary debate on 'giving every baby the best start in life'. Our Fight for a Fair Start campaigners contacted over 320 local MPs, inviting them to attend the debate and sharing our policy briefing material.

In Scotland, following sustained influencing to highlight the importance of infant mental health, the Scottish government announced £52 million for improving access to perinatal and infant mental health services.

In Northern Ireland, several of our Fight for a Fair Start campaign asks were realised, as work began on the development of a specialist community perinatal mental health service. This service will cover all five health and social care trust areas, and a business case for a mother and baby unit. The Department of Health also published a ten-year mental health strategy which included an explicit commitment to ensuring that the needs of children under three are included in the development of mental health services and in the delivery of children's mental health services. The prioritisation of very young children represents a significant policy shift: the Minister of Health explicitly recognised the lobbying efforts of a coalition of children's sector organisations, in which we played a central role.

In Wales, an interim mother and baby unit opened in South Wales. This was a key objective of the Fight for a Fair Start campaign in Wales, and we're involved in work to call for similar provision in North Wales. We're also collaborating closely with partner organisations to highlight the importance of parent infant services in Wales, including a meeting with the Deputy Minister for Mental Health and Wellbeing.

The campaign will come to an end in 2022/23, with petition hand ins to each of the UK's governments. The petitions will call on them to ensure that parents and their babies have access to mental health support.



Child Protection in Sport Unit

The Child Protection in Sport Unit (CPSU) work with sports organisations across the UK. They support with safeguarding requirements and building the skills and capacity to address safeguarding in these organisations. In turn, we try to create resources on our website to help the organisations that we're not funded to work with. This helps ensure that all children and young people can safely take part in sport and physical activity.

The sport sector sees more children and young people every week than any other sector aside from education. It's important that everyone involved in its delivery, from senior leadership to volunteers and parents, understand their role and responsibilities when it comes to safeguarding children and preventing child abuse. The work of the CPSU ensures that people understand what abuse looks like in sport, and how to report concerns.

The CPSU has expanded its reach, working with more organisations such as GB Skateboarding and ParkPlay. In particular, our two conferences, one in partnership with Sport England and the FA and one in partnership with the Ann Craft Trust, reached over 500 people. Feedback has indicated that these had a significant impact on sport and physical activity professionals' safeguarding work.

"Overall a brilliantly well organised two days and time well spent! Reminded me of why I do what I do, and inspired me to keep pushing." *Delegate at CPSU conference, September 2021*

We have successfully secured a partnership with the FA to assess compliance with their safeguarding regulations at county FA level. Alongside this, we're developing more in-depth assessments of sports organisations to establish whether they're keeping children safe at a local, as well as national level.

Over the last year, the CPSU have worked with survivors of childhood abuse. This is not just to share their experiences of abuse, but to learn from them and help our audience understand what they can do to create a safer culture for children taking part in sport and activity. Our podcasts have been well received across the sector. Paul Stewart, Ex England footballer, delivered a powerful keynote at one of our conferences.

We produced two animations to share safeguarding messages. One was aimed at sports organisations to explain the difference between child protection and safeguarding in a sport setting, and how children and young people can be further protected beyond their time at training sessions. The other, aimed at parents, helps them to understand why it's important that everyone plays a role in keeping children safe in sport, and how to speak out if they have any concerns. These animations have received over 8,500 views on YouTube.

Healthy relationships education

We've influenced policy to support the introduction of compulsory relationships and sex education in all schools.

In England, we continue to press the UK government to ensure appropriate investment to support effective roll-out of the new, mandatory curriculum. Following the thousands of testimonies received by Everyone's Invited, and an Ofsted review, we've worked closely with the Department for Education and the wider sector to advocate for a whole-school approach to tackling abuse.

In Wales, we've played a key role in helping shape and support the passing of the relationship and sexuality (RSE) Code and statutory guidance. We're ensuring it takes into account and responds to the needs of children who have experienced or are at risk of abuse and neglect. This will be rolled out from September 2022. The published RSE Code and guidance contains several positive gains based on our influencing work. This includes a greater emphasis on physical, sexual, and emotional abuse and neglect, including peer-on-peer harassment; the inclusion of LGBTQ+ lives; staying safe online and self-generated imagery; and rights to safety, support, wellbeing and protection.

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

Equal protection: ending the physical punishment of children

The Children (Abolition of Defence of Reasonable Punishment) (Wales) Act 2020 commenced on 21 March 2022. This was the culmination of many years of sustained campaigning to outlaw the physical punishment of children in Wales. In preparation for commencement, the NSPCC supported the Welsh government with their public education campaigns, and maintained a strong and supportive media presence on this issue.



In Northern Ireland, we've brought together a coalition with a number of key children's organisations, developing a common position on the need to remove the 'reasonable punishment' defence.

We've taken advantage of legal change in Wales, following successful campaigns in Jersey and Scotland in 2019, to elevate the debate in Northern Ireland and England.

To coincide with the new law in Wales, we commissioned public attitude polling in England. We continue to work with parliamentarians in Westminster to spark a debate on securing equal protection from assault for children in this part of the UK.

In Northern Ireland, we've brought together a coalition with a number of key children's organisations, developing a common position on the need to remove the 'reasonable punishment' defence. This defence permits the physical punishment of children. To support the case for reform, we undertook public polling which demonstrated changing public attitudes towards the issue in Northern Ireland. Only 14% of adults thought physical punishment was an acceptable form of discipline, and 65% supported legal change. Removing the defence was a key ask of political parties going into the May 2022 elections, and we'll continue to work intensively on this issue in the next mandate.





Multi-agency safeguarding

The effectiveness of multi-agency safeguarding processes came under significant scrutiny following the tragic deaths of Arthur Labinjo-Hughes and Star Hobson. In response, we worked to ensure that child safeguarding is a core priority in the UK government's plans to improve the integration of local health and social care systems in England, through the Health and Care Bill.

We worked to ensure that **child safeguarding is a core priority in the UK government's plans to improve the integration of local health and social care systems in England**, through the Health and Care Bill.

As a result of our collaborative influencing work with the wider children's sector, the UK Government has now included children's health and welfare needs in the Bill. Commitments include statutory guidance on safeguarding for the new Integrated Care Boards, and a requirement to report annually on how they're fulfilling these safeguarding duties.

Independent Care Reviews

The Independent Review of Children's Social Care in England, chaired by Josh MacAlister, started work in March 2021. We've offered written submissions, focusing on a range of issues including funding pressures, the loss of early help services and an increase in spending on crisis interventions. We've facilitated visits to our services and highlighted the NSPCC's Infant and Family Teams as a tangible example of options for improving decision-making around permanence and infant mental health provision for the youngest children in the care system.

Following the report from Scottish review of care, The Promise, we continue to focus on how it's being implemented. Specifically, The Promise recommended a review of the Children's Hearing System. Taking the lead from the expertise of the Infant and Family Teams, we're leading a coalition to inform the scope and remit of this review. This is to ensure the distinct needs and rights of infants are central to reform.

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.



Close the Loophole: widening the definition of positions of trust to protect young people from sexual abuse

In 2017, we began campaigning to extend the law after the football abuse scandal in 2016 highlighted how some adults used their positions of authority in sports settings to abuse children. The campaign sought to widen the application of positions of trust laws – currently limited to statutory settings – to protect 16- and 17-year-olds from sexual exploitation.

Governments across the UK responded to the mounting pressure from our campaign. This included a 4,420-strong petition, the network of council safeguarding leads, national sporting bodies and parliamentarians including Sarah Champion MP, Tracey Crouch MP and Baroness Grey-Thompson.

In England and Wales, this resulted in the government including provisions in the Police, Crime, Sentencing and Courts Bill to extend the definition of position of trust to include roles within a religious or sport setting. We secured similar change with the Justice (Sexual Offences and Trafficking) Bill in Northern Ireland. This now extends the definition to religious and sport settings, and also contains a mandatory review provision to enable further extension in future, if necessary.

These changes will mean that more children and young people can enjoy activities they love without the risk of being groomed by the very adults they should look to for support and guidance. We'll monitor the implementation of the new laws, and continue to urge governments to extend protections to all 16- and 17-year-olds in other settings and extra-curricular activities.



The campaign sought to widen the application of positions of trust laws – currently limited to statutory settings **– to protect 16- and 17-year-olds from sexual exploitation.**

Training and consultancy

Our Training and Consultancy service work with external organisations to support them and ensure their child protection systems are designed, implemented and up to date with any changes in government policy. We work across England, Wales, Northern Ireland, and Scotland, and offer a range of services which are completely bespoke to the individual organisational needs.

Our education consultancy offer has been further adapted due to the pandemic, with a virtual audit available, as well as a face-to-face.

We also work internally, offering subject matter expertise where it's needed. For example, supporting the updating of our elearning courses. Further work is scheduled for 2022/23.

The Training and Consultancy Team manage the National Training Programme which offers a high quality, flexible range of safeguarding training for professionals. Due to the pandemic, all face-to-face training events were cancelled from 17 March 2020.

However, following the change in government guidance, we began delivering face-to-face training again in May 2021. This transition to virtual and face-to-face delivery has enabled the Training Service to deliver a greater range of safeguarding training to over 2,700 delegates in 2021/22 across the UK, an increase of over 1,000 from 2020/21.

In our Devolved Nations Training and Consultancy Teams, we continue to strengthen partnerships with child protection and safeguarding agencies from a range of sectors throughout Northern Ireland, Scotland and Wales. During 2021/22 our work in Northern Ireland has included an all-Ireland policy review for the Language Body. In Scotland, we provided training and consultancy for the 2021 United Nations Climate Change Conference (COP26). In Wales we have been working with the Welsh Parliament (Senedd Cymru), including safeguarding training for the cross-party members that make up the governments Children, Young People and Education committee in Wales.



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Knowledge and Information Services

We're well on our way to achieving our vision to be the 'go-to' place for safeguarding information, and for training professionals working or volunteering with children. In 2021/22, we saw over 1.6 million visitors to the NSPCC Learning website. For example, our Keeping children safe in education (KCSIE) CASPAR briefing highlighting the changes to the guidance which came into force on 1 September 2021, was downloaded over 18,000 times. Our new page on attachment and child development, published in April, has been viewed over 26,000 times, with visitors spending an average time of 13 minutes on the page.

In 2021/22, we saw over **1.6 million visitors** to the NSPCC Learning website.

We've continued to support professionals as they respond to the changes in working practices resulting from the coronavirus pandemic. We've continued to update our content following changes in government legislation and guidance from across the UK.

Our series of content highlighting the specific vulnerabilities and safeguarding needs of different groups of children has been expanded. It now includes content to support professionals working with children and young people from Black, Asian and minoritised ethnic communities, and LGBTQ+ children and young people.



In May 2021, we relaunched our self-assessment tool, a simple tool to allow teachers and others working with children to check how well they are doing on safeguarding. Since then, we've had over 6,000 registered users sign up so they can audit and update their safeguarding and child protection arrangements.

In July, we launched the NSPCC Learning YouTube channel, to expand the ways we can share safeguarding knowledge and reach our target audience. Since launch we've published 35 videos which have received 18,165 views.

We have over 76,000 professionals signed up to our regular emails, which keep them up to date with the latest developments and evidence in the world of child protection and safeguarding.

Elearning sales continue to grow and bring in a valuable income stream that supports the organisation's direct work with children and young people, and their families.

Over 50,000 courses were completed in 2021/22, which is an 18% increase on last year.

99% of learners who completed the post-course evaluation said they would recommend the course. 97% of respondents said the course made a positive difference to their professional practice.

Our library responded to over 1,000 enquiries during 2021/22. This included responding to over 700 external information requests, with the education sector, universities, and voluntary/community organisations being our biggest customers. Following the high-profile reports into the tragic deaths of Arthur Labinjo-Hughes and Star Hobson, we saw an increase in enquiries related to case reviews and the national case review repository.

We share information about the NSPCC's corporate history via our archive service, and on our Volunteer Hub and intranet. The extensive collection of documents, films, photographs, and artefacts gives us an insight into the lives of children, and the work the NSPCC have done to impact those lives from the time of the organisation's formation.

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Goal 2

Every child is safe online

Together, we'll transform the online world, so it's safe for every child to go online. This year, we've started fantastic work in this area, and it will play a pivotal role in the achievement of our strategy in the years to come.

Online Safety Bill

The past 12 months have seen us continue to make huge strides in holding the government to account on their commitment to deliver an Online Safety Bill which will ensure online platforms are designed with children's safety in mind, to prevent online abuse.

In May 2021, the draft Online Safety Bill was published, which we welcomed and supported parliamentarians to strengthen. We used evidence on the scale of the risks children face online,* and worked with NSPCC supporters, MPs and peers, partner organisations and young people who have experienced online grooming and sexual abuse. We saw a significant number of our recommendations being championed by parliamentarians.

The Oak Foundation has awarded us £895,000 in support of our influencing and lobbying activity on the Online Safety Bill.

We launched a refreshed Wild West Web campaign. This was to mobilise our supporters to call for an Online Safety Bill that does everything possible to stop grooming and online sexual abuse. As part of this, over 40,000 campaigners asked Nadine Dorries MP, Secretary of State for Culture, Media and Sport, to ensure that children are at the centre of the new law.

As the Bill works its way through parliament during 2022/23, we'll continue to represent the voices of children. We'll fight to ensure they can lead happy and safe lives online, through effective regulation of online platforms.

In 2021, we received a three-year grant from the Oak Foundation. This was to support our work to deliver online protection for children in the UK, and because of the international significance of the Online Safety Bill. The Oak Foundation has awarded us £895,000 in support of our influencing and lobbying activity on the Online Safety Bill, and to help secure the strongest possible regulation of online platforms in the EU. The grant will enable us to scale up our research on the scale and impact of online abuse on children. This will make it possible for us to push for the strongest possible Online Safety Bill and regulatory model to embed child safety in tech firms' practices.

*Recent NSPCC data shows that online grooming offences in 2020/21 reached a record high – with the number of sexual communication with a child offences in England and Wales increasing by almost 70% in three years. Duty to Protect: An assessment of the draft Online Safety Bill against the NSPCC's six tests for protecting children September 2021. www.nspcc.org.uk/globalassets/documents/online-safety/duty-to-protect---nspcc-report---sept-2021.pdf



O2 partnership

Our six-year partnership with O2 concluded in November 2021. Through our resources, at least 7.7 million adults took an action to keep a child safe online. We've redeveloped our online safety hub for parents and carers, which covers a wider remit of online harms than our previous Net Aware website did. It contains information and advice on a range of different online safety topics, including gaming, social media, sharing nudes, parental controls and more.

In 2021/22, local campaign managers **reached 3,208 individuals** through online safety workshops.

Keeping children safe online workshops

Our Keeping children safe online workshops for parents and carers support them to help keep their children safe when exploring their favourite apps, games and sites. The workshops help parents and carers understand how children experience the online world and show them resources and tools to support them.

"Thank you very much for the interactive webinar. The parents that joined us have said it was very interesting and informative. We did receive a phone call of praise from a parent who normally is hard to reach. I think that says it all!" *Teacher from Lymington Junior School, South West*

"Your presentation was excellent. It was concise, and uncluttered and delivered in an easy-to-understand manner. The slide deck really helped get the messages over, and we found your delivery warm, informal and engaging. In our line of work, we often stare at complex slides with stats, or decks with slides that all look similar, or in which the message is not immediately obvious. But this presentation was a clear break from that." *M&G Plc*

We also piloted a number of face-to-face and virtual online safety sessions with parents in partnership with the LEGO® Group. We used the incentive of a free LEGO® box, and encouraged parents to use the LEGO® Build and Talk resources to help them start conversations with their children. It was great to see how many parents found their inner child through the activities!

In 2021/22, local campaign managers reached 3,208 individuals through online safety workshops.





Report Remove

Having a sexual image or video of themselves shared online can be a distressing situation for a young person. If they're under 18, they can use Childline and The Internet Watch Foundation (IWF)'s Report Remove tool to request it be taken down.

Having a sexual image or video of themselves shared online can be a distressing situation for a young person.

In 2021, Report Remove was updated based on insight from user testing with children and young people. And it was promoted to children via two social media campaigns and press coverage. This led to a significant increase in reports being made to Report Remove as more children became aware of the tool, and were better able to use it.

InCtrl

InCtrl is a preventative service to help keep children aged 9-13 years old safe online. It adopts a holistic approach to help build children's digital resilience by helping them recognise the risks they encounter online and support their relationships and emotional wellbeing. It also helps parents to gain an understanding of the potential risks that exist for children online so they can provide guidance, support and protection when needed. There's an expectation that parents or carers will be involved throughout the programme.

"I didn't know that the young person could understand so much. She has learned from the sessions and the work we do. I feel we're at a point where we can introduce the internet and that she will be safe, and I will know how to keep her safe. She can feel normal like all her friends again." *A carer*

Online safety brand campaign

During the year, we ran a campaign targeting primary and secondary school parents, showing what we do and the difference we make in this area. We focused particularly on reaching Black, Asian and minority ethnic communities, parents in families with disabilities and professionals working with children. The campaign ran on Facebook and Instagram, and we placed video content on sites such as Amaliah and Eastern Eye in order to target Asian, Black, multi-ethnic and disability audiences.



Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.



Goal 3

Children feel safe, listened to and supported

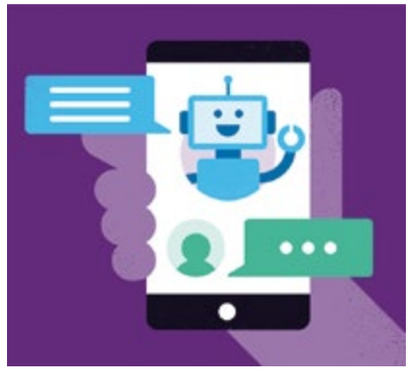
Childline

Through 2021/22, Childline has continued to listen to and respond to children and young people's needs for help and support. We've learned a great deal from the way young people responded to the pandemic, by looking at how they used the service, how they supported each other and what they talked to the service about. Although young people have been largely back in school this year, the continued concerns about COVID-19 and its impact on exams, friendships and people's health have remained prevalent in the topics young people contact us about. Mental/ emotional health has remained the top concern recorded by counsellors, and it's continued to rise, reaching 35% of calls by the end of the year compared to 31% in 19/20 before the pandemic started. Concerns about suicide and self-harm have also increased, with these accounting for 19% of all counselling sessions.

During 2021/22, Childline handled **204,926 counselling sessions** with children and young people from all over the UK.

Young people demonstrated great resilience during the pandemic, supporting each other through the Childline website on our message boards. This inspired Childline online to grow this area of the service. This has included launching some live message boards, hosted by a Childline counsellor who can moderate and publish posts in real time, and keep the conversation flowing. These live boards have been popular with young people, allowing them to support each other with tips and advice about coping techniques.

We also launched our Childline chatbot in 2021. The chatbot supports children and young people as they queue to talk to a counsellor. It was designed to help children access self-help tools and information while they waited, but also to keep them engaged when wait times are longer during our busiest periods. It was important to design and build a product that young people would find useful and be able to relate to, so we included groups of young people in the design and testing phases of its development. We wanted to explore what young people would want to talk to the chatbot about, how the conversations would flow, the style of language they'd use, and what they might find difficult or off-putting. Children even came up with the chatbot's name: Cubie.

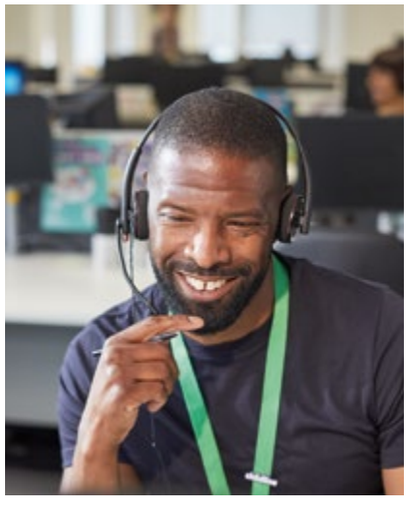


Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

The participation of young people in the design of Cubie was extremely valuable, and their experiences and feedback were crucial in the development of the end product. It's still early days for Cubie, as it continues to learn from what children and young people are saying or asking of it. Feedback since its launch has been positive, with young people telling us it makes the wait time easier, and that they like how cute Cubie is. Supervisors and counsellors are also seeing the benefit of Cubie, with young people being better prepared for their chats.

During the paid marketing campaign period between 9 August and 12 September 2021, **Childline delivered 849 counselling sessions** where the young person's main concern was eating/ body image disorders.

Our virtual Personal InBox (PIB) team, which was implemented in response to challenges getting volunteers into bases during the height of the pandemic, has become a key asset to the service. Volunteers can be on shift from home, supported by a supervisor to respond to email contacts received through the Personal InBox. This model has allowed individuals who previously weren't





able to volunteer for us before, due to location or their personal situations, to give us their valuable support. Crucially, these virtual volunteers release the capacity of those in our bases to handle contacts coming in by telephone and through chat. Volunteer levels have begun to recover, with the virtual base really boosting our numbers back to levels we saw before the pandemic. However, we continue to struggle with matching the time volunteers wish to give with periods of high demand.

In 2020/21, we began a move to a virtual model of training new volunteers. In November 2021, we implemented a totally refreshed and overhauled model of delivery using a blended model of virtual training and self-study. This has revolutionised our recruitment practice, allowing us to move trainee counsellors through the training programme quicker, to get them in-base (virtual or otherwise) and handling contacts from young people. As before, new volunteers are supported in the live environment by mentors and supervisors to ensure they feel well equipped to handle the complex and wide-ranging concerns that children and young people share with the service. Feedback from volunteers and bases concludes that this method of training has resulted in more consistent training, and in volunteers being better prepared to deliver what is a demanding role.

During 2021/22, Childline handled 204,926 counselling sessions with children and young people from all over the UK. But we know we need to reach more young people, and that there are some groups of young people who don't think Childline can help them. In this financial year, we focused on reaching young people with disabilities, young people in care, and boys. These groups were all identified by the Childline Reach Project, which started in 2021, as priority groups who may be less

engaged with the Childline service. This was a key aim in the campaigns we ran during the year.

In quarter one we created case study videos on three topics: domestic abuse, LGBTQ+ and mental health. We wanted to create content in the style of TikTok, which we know children and young people engage with.

In quarter two, we focused on body image, as rising social media use, increased exposure to ads and a persistent diet culture has led to more young people feeling concerned about the way they look. For some, lockdown worsened existing body image issues and triggered new insecurities. Ongoing focus on limiting weight gain, pressures to 'glow up' and an increased use of video-calling platforms caused further anxieties. We saw a surge in demand for help with eating disorders. This activity ran during August, a time when young people can be more conscious of how they look due to the weather, and spending more time looking at others online during the holidays. We created videos sharing relatable thoughts and feelings – like not fitting in, and hating how you look – and showed these as 'TikTok trends,' using formats that are popular with our target audience. The timeliness of our activity and our youth-led approach led to significantly more young people clicking to go through to our site.

Mental/emotional health has remained the top concern recorded by counsellors, and it's continued to rise, **reaching 35% of calls by the end of the year** compared to 31% in 19/20 before the pandemic started.

Furthermore, during the paid marketing campaign period between 9 August and 12 September 2021, Childline delivered 849 counselling sessions where the young person's main concern was eating/ body image disorders. This was a 79% increase compared to the five-week period prior to the campaign. 1-2-1 chats about this issue increased by more than 100% compared to the pre-campaign period, while counselling sessions delivered via Personal InBox messages increased by 66%.

During November and December, Childline ran campaigns across TikTok, Snapchat, Instagram, and Facebook to help show young people with disabilities that we're there for them. We collaborated with influencers with disabilities. This included Paralympian, sight-impaired athlete, Zac Skinner; autistic content creator, Connor Ward; and d/Deaf influencer, Jazzy Whips. They recorded videos where they shared their thoughts, feelings, and experiences on topics like bullying and confidence. We gained 170 new Instagram followers and saw a huge upsurge in visits to the disability and learning differences page on the Childline website.

Our quarter four campaign was focused on male mental health, and we created a video showing the emotions that young males feel in their day-to-day lives – good and bad. The video was made up almost entirely from sports, comedy and gaming clips. It was shared by a number of male influencers, including Dr. Alex George and Declan McKenna, and it featured in articles in The Telegraph, The I, Mail Online and several regional titles. Venus, a football streaming platform, filmed interviews with two football players talking about their mental health experiences, and signposting to Childline. Dance group Diversity are now showing the campaign video on the big screens throughout their UK tour, and they included a Childline advert in their tour brochure.

In March, we launched on TikTok with our own Childline account. We know that TikTok has now taken over as young people's preferred social platform. Furthermore, it's used equally among boys and girls (unlike Instagram and Snapchat, which are more popular with girls), so this gives us an opportunity to engage more young males with Childline. Although it is too early to report on results, we're really excited we've been able to launch on the platform, and we're looking forward to reaching and engaging more young people in the coming year.

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

Our annual survey showed that trust in Childline had increased from the previous year, as had the tendency of young people to contact Childline.

"I wanted to come back to say thank you. If it wasn't for Childline, things would still be a mess. You've really helped and talking to someone about what's happening has made me feel much better. I feel really grateful to know I can come back to Childline whenever I need to speak to someone. Thank you for caring." *Boy, 16*

"I used to think Childline was only a place for children who are victims of crimes or have abusive parents, but what I have learnt is that it is a community of understanding strangers who can help you with anything. I can't express how truly grateful I am for Childline's support, suggestions, time and the effort they have put in to helping me." *Girl, 11*

"I didn't see the point in living anymore. I felt worthless and like I had no value or purpose. I didn't want to get up in the mornings, eat or do anything. All I wanted to do was sleep, in the hope that I didn't wake up. I believed nobody loved me or cared. I didn't know what had happened in my life to make me feel this way or what help I needed, but I knew I needed to get help, or I would end up hurting myself, so I contacted Childline. Over the course of a few months I have explained to the counsellors how I felt stuck in a negative thought loop and I didn't know how to get out of them. They were patient and worked through my thoughts and feelings with me and helped me to really understand why I was feeling that way. I just want to say thank you so much. If I ever need to speak to someone again, Childline will be the first place I will come to." *Boy, 15*

Speak out. Stay safe.

Speak out. Stay safe. (SOSS) is delivered to primary schools though our Schools Services team. It is our established safeguarding programme for primary schools across the UK and Channel Islands which aims for children to recognise:

- abuse in all its forms, and signs of it
- that abuse is never a child's fault and that they have the right to be safe
- where to get help and the sources of help available to them, including our Childline service



Our virtual assembly has continued to be well received, with **3,823 schools delivering the assembly to more than 850,000 primary-aged children.**

Delivery has remained largely virtual through this year, with the continuing challenges of COVID-19 meaning schools haven't been ready to welcome visitors back in. Our virtual assembly has continued to be well received, with 3,823 schools delivering the assembly to more than 850,000 primary-aged children. In March 2022 we launched a campaign, specifically targeting special educational needs and disabilities (SEND) schools, and schools who have never engaged with SOSS before. This included sending very targeted emails and using testimonials from schools in prominent educational publications. To date, we've received 712 new registrations, and 114 of these were from SEND schools.

Local services

Our local services now bring together our work in schools, local campaigning and our direct services. Working together in this way creates greater opportunities for reaching and helping more children and young people.

Through the specialist services we deliver with our partners, we can work directly with children and young people who have experienced trauma and abuse to help them recover. The key element of these services is the partnership approach, with multidisciplinary teams working together to achieve the best for a child or young person. Each specialist service follows this model, but has a defined remit.

Domestic Abuse Recovering Together

The Domestic Abuse Recovering Together (DART) service helps children overcome the adverse effects of domestic abuse and improve parent-child relationships. It continues to be actively scaled up externally, and we now have 25 active sites who are licensed to deliver it. Although delivery paused for a period of time during the pandemic, when we were unable to do face-to-face group work, the service is now up and running again in many sites. In addition to this, we reintroduced the service to six of our NSPCC hubs.



Domestic Abuse legislation

We were successful in our influencing work to ensure that legislation explicitly recognises children as victims in their own right. The Domestic Abuse Act (for England and Wales) received Royal Assent in April 2021, and the Domestic Abuse and Civil Proceedings Act (for Northern Ireland) came into force in February 2022.

We continue to press for improved support for young victims of domestic abuse, making the case across the UK. This includes responses to the consultation on a new Victims' Law for England and Wales, and to the Violence Against Women, Domestic Abuse and Sexual Violence strategy for Wales. The tangible change here was the legal recognition of children as victims of domestic abuse in their own right. Prior to this, the general understanding was that children were affected indirectly by domestic abuse. But the legislation for England and Wales, and Northern Ireland, created domestic abuse offences that include children as victims. This underlines how they're directly impacted by these experiences.



Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.



Letting the Future In

Letting the Future In (LTFI) is a therapeutic service that offers help and support to children who have been sexually abused. It also offers support to parents and carers who are affected by the abuse. In 2021/22, practitioners continued to adapt to the ongoing challenges of the pandemic. Staff developed new and creative ways to engage with children and their families virtually, when face-to-face sessions weren't possible. This was important as the year was already dominated by change, loss and disruption to education, friendships, social events and family life. It also had an impact on health and wellbeing, while learning to live with COVID. Many children had to wait even longer for their case to proceed to criminal trial, adding to the stress and anxiety that they were experiencing.

Letting the Future In practitioners maintained contact with children to ensure they knew that they were not forgotten. They helped them manage their emotions and to find ways of coping with the ongoing impact of sexual abuse. This included working with parents and carers, and other professionals in their support system. When face-to-face sessions resumed, each child had their own box of therapeutic resources. These included arts and craft materials, toys and books, individually wrapped food and drinks, and a cosy blanket to keep them warm when windows had to be kept open for ventilation. In addition to direct work, practitioners were proactive in developing and sharing safety plans, making safeguarding referrals, providing reports to other involved professionals and referring to other support services when this was needed.

LTFI Home Office contract

In 2021, The Home Office awarded the NSPCC a grant to support the development of a holistic Child Sexual Abuse Recovery Service, and to implement it in ten areas across England and Wales. The ultimate aim of this project was to improve the outcomes of children, as well as non-abusing parents and siblings affected by child sexual abuse (CSA). This was done by influencing and changing the systems dealing with CSA, to enhance the understanding, quality and coherence of the support they receive.

We supported **150 external professionals** to implement the CSA Recovery Audit **in ten local areas**. We also trained **six agencies and 60 professionals** to implement the Enhanced CSA Recovery Intervention.

Implementing the CSA Recovery Audit brought together professionals who were coordinating, commissioning or delivering local child protection and local CSA prevention and recovery services. In order to address inconsistencies in the way that local areas were equipped to do what's needed to prevent or support CSA, representatives across health, policing, education, social services and the voluntary sector worked together. They developed a shared understanding of the strengths and weaknesses of local efforts to improve outcomes of children and families affected by CSA. They then jointly agreed how to improve the quality and consistency of responses.

The flexible and bespoke delivery of training of the Enhanced CSA Recovery Intervention met the specific needs of each area, complementing and adding to existing provision. At the conclusion of the development, we supported 150 external professionals to implement the CSA Recovery Audit in ten local areas. We also trained six agencies and 60 professionals to implement the Enhanced CSA Recovery Intervention. This was evidenced through five qualitative case studies and 168 questionnaires completed by professionals attending the training.

Pregnancy in Mind

Pregnancy in Mind (PiM) is a group work service which offers help and support to women and their partners who are experiencing mild to moderate anxiety or depression, or who have done in the past. PiM needed to be adapted quickly during the first lockdown when pregnant women were subject to a range of restrictions. These restrictions meant they couldn't access family, community and professional support in the way that they had previously. The face-to-face group work programme evolved into a virtual service delivered on social media platforms. PiM has grown over the past year and is now being delivered in seven NSPCC regions across the UK. In areas where the service is new, teams have been working hard to build and strengthen referral pathways, with some promising relationships being made. Evaluation of the current virtual PiM delivery model is underway, looking at feedback from service users, referrers and practitioners.



Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

The Lighthouse



The Lighthouse is the UK's first Child House – a 'Child House' is seen internationally as the gold standard for responding to children who disclose sexual abuse. The Lighthouse provides a co-ordinated approach to help young people who have experienced any form of sexual abuse to move towards recovery. It ensures that the various processes following a disclosure – medical examination, investigation, prosecution, and the legal process – happen in a way that's sensitive to the needs of the child. It ensures the child and family can access the support and therapeutic care they need.

The Lighthouse was originally established as a pilot for three years, and it's now achieved ongoing funding as a mainstream service from 2022. We have championed this model, which is now recommended by the government, and we're working with government in Jersey to build a Child House there. Similarly, National Clinical Assessment and Treatment Service is a unique specialist service that operates nationally, to offer services to children involved in harmful sexual behaviour. And it supports development of practice and training across the country.

We continue to influence to secure government commitments to the development and wider roll out of the Child House model across the UK, so more children who have experienced abuse can access child-friendly support 'under one roof'. In England, we engaged with the Home Office to support the publication of the first Child House local partnership guidance, designed to encourage and enable local partners to establish more Child Houses. In the run up to Police and Crime Commissioner elections in May 2021, we worked to highlight the benefits of the Child House model to commissioning and victim support to all candidates.



Infant and Family Teams

Our Infant and Family Teams, based in Glasgow and London, provide assessment and treatment to children under five who come in to foster care as a result of maltreatment. They focus on the experiences of the child understanding and improving the caregiving relationships. A major research study, involving 450 children and 380 families, completed recruitment of participants during the year. The London team hosted a visit from the Care Review Team to give a voice to the experiences of very young children who have been abused. We developed a follow-on research study to explore offering the service to children at risk in the community, which has been granted funding by the What Works in Children's Social Care centre.

Blackpool Centre for Early Child Development

Over the last 12 months the Centre for Early Child Development in Blackpool has reintroduced face-to-face events and activities for families in Blackpool. Consultation with the community found that, due to COVID restrictions, parents felt an increasing need for physical events and contact to help them feel connected and less isolated.

The Early Years Team delivered sessions throughout the year to support literacy, with events such as story trails, themed messy play and sensory play. Other events have included free Father Christmas visits for families, school ready sessions and park ranger activities that are delivered throughout parks in Blackpool.





Community Connectors are present at all of these events, and they use this time to build relationships with families and find out if further support is needed. This peer-to-peer model helps to build trusting relationships, while the events support early child development outcomes of speech and language, and social and emotional development.

Blackpool Better Start

Blackpool Better Start have continued to lead locally in the roll out of trauma awareness training. This has included delivering to both primary and secondary schools in Blackpool, and through maternity and perinatal services across the Fylde Coast and Lancashire. New services continue to be developed and rolled out, and in January 2022 the supervised tooth brushing programme was launched, with 29 early years' settings signing up. Additionally, the Blackpool Together Integrated Care pilot was launched. Led by members of the Blackpool Better Start Partnership and NHS England, the scheme will support families to engage with dentistry, optometry and pharmacy services.

Video Interaction Guidance, Safe Care and Survivor Mums will all now be part of local authority service delivery as part of the scale up and sustainability of the Blackpool Better Start approach.

At the NSPCC, we work to ensure that more children will be able to speak out, so they feel safe, listened to and understood – and abuse doesn't shape their future. This year, we've worked on a range of projects with a variety of organisations, working with children and young people in different areas to improve their experiences.

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.



SHAREDD Tool

Over the last year the Development and Implementation Team have been working with South Yorkshire Police (SYP) to develop a force-wide improved response to child neglect. Working alongside SYP, a new tool was developed to support the police to identify and evidence neglect.

The tool is called SHAREDD, meaning Safety, Hygiene, Attachment, Responsiveness, Environment, Diet, Discipline/Development. These are areas we would expect police officers to see, hear or become aware of during any incidents they're called to in the family home. The aim is to improve referrals into the Multi Agency Support Hub, and be a starting point for the local authority to start building their response.

Talk Relationships launch

Teachers in a selection of secondary schools across all four nations of the UK and Channel Islands have now been given access to the first phase of Talk Relationships. This is an ambitious new service for the secondary education sector that we're piloting.

The overarching aim of the service, is that all secondary education settings are places that foster healthy relationships and keep young people safe from abuse. In this first phase, our goal is to equip teachers with knowledge and tools that help them confidently deliver sex and relationships education.

Teachers taking part in the pilot gained access to six core elearning modules that aim to build their confidence and 14 lesson plans that will help them put their learning into practice in the classroom.

Our long-term ambition is to grow Talk Relationships in phases. We'll include more opportunities for learning for teachers, and resources to help engage young people and the wider community, so the key messages that underpin the service are reflected in conversations in school and at home. Over the next few months, we're undertaking a research project that's being co-produced with young people, to listen to their views and inform the next phase of our work.



Throughout the project, we've actively involved the NSPCC's Young People's Board for Change in decision making about the service. They've input their ideas into the scope of the project, provided feedback about their experience of receiving sex and relationships education in the classroom and have helped to name the service. Their insight has been invaluable as Talk Relationships has started to take shape.

Supporting young witnesses and victims after abuse

In the first few months of 2022, we highlighted the need for improved support for young witnesses and victims in the criminal justice system. Our research highlighted that child sexual abuse prosecutions and convictions had fallen by around half over four years in England and Wales. We urged the Ministry of Justice to tackle this by investing in the courts system and ensuring that specialist support, in the form of independent sexual violence advisors who are skilled at working with children, was more widely available.

Tony's Law campaign

The deaths of Arthur Labinjo-Hughes and Star Hobson highlighted how vulnerable children can be to abuse at the hands of those who should care for and protect them. Throughout the last year, we've supported the campaign for Tony's Law, led by the family of young campaigner, Tony Hudgell, and their MP, Tom Tugendhat. In November 2021, the government agreed to tougher sentencing options for those who physically abuse children – so they're in line with those already available to judges when sentencing people who have abused adults. The changes ensure the law provides maximum protection to children.

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Fundraising



Childhood Day

Following successful Childhood Day pilots in Northern Ireland and Greater Manchester, the first national Childhood Day took place on Friday 11 June 2021, launching across the UK and Channel Islands. This is the NSPCC's national flagship day that brings communities together and asks our audiences to play their part and raise money, to help keep children safe.



The continuing COVID-19 pandemic meant the planned street collections had to be cancelled and fundraisers had to be a little creative. However, so many people still got involved to play their part, raising £320,000. 65 of our fundraising groups and 96 corporate and community partners organised fundraising events, including everything from cricket matches to bake sales to climbing mountains. 6,959 individuals signed up for a fundraising pack or made a donation, and the day had 500 pieces of media coverage. A brilliant start with lots of learnings which have shaped the Childhood 2022 strategy and longer term future planning.



"Number day is something that the children (and staff) always look forward to each year. It gives the children the opportunity to apply their maths skills to everyday scenarios, whilst raising money for such a fantastic cause. It also allows the school to talk to the children about the amazing work that the NSPCC does and provide them with the key messages. We look forward to seeing Buddy this year!" *Maths Lead, Wickham Common Primary, Bromley*

Schools fundraising: Number Day

For over 20 years, schools across the UK and Channel Islands have come together for a day filled with fun educational maths activities, as part of the NSPCC's Number Day.

With fun, free maths resources for all age groups, Number Day is the perfect way to get pupils involved with learning and fundraising. May 2021 saw a record 5,318 schools across the UK signing up to take part and over 2,000 posts on social channels. We also had a record income of over £335,000, with every pound raised adding up to help us protect more children. Number Day returned to its February date in 2022, and has proved to be even more successful.

May 2021 saw **a record 5,318 schools across the UK** signing up to take part and over 2,000 posts on social channels. We also had a **record income of over £335,000**, with every pound raised adding up to help us protect more children.

Mass participation events

After another challenging year with the impact of the pandemic on cancellations and deferrals, the return of third-party events was seen in the autumn. With events from the Great North Run, the Newport Wales Marathon, and London Marathon all taking place, it was exciting to see thousands of NSPCC runners getting back out there. Some of them had been training for their event for over two years, and they were finally able to take on their challenge and support children.

Our virtual Walk for Children event ran for a second year, successfully recruiting over 600 participants and raising over £145,000. Supporters walked 5km with their family, friends, or colleagues to support children who need us at Christmas. With a high average gift per participant, and potential to increase sign up volumes, this event provides an exciting growth opportunity within our Christmas campaigns to drive further income.

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New partnership with Drive It Day: Yesterday's Vehicles Supporting Today's Children

John Worth, our honorary treasurer and a keen classic car enthusiast, approached the Federation of British Historic Vehicle Clubs about supporting the NSPCC through their annual event, Drive It Day. From that initial conversation, the relationship went full speed ahead into a four year partnership. Over £40,000 was raised in the first year through the sale of special Childline rally plates, and through UK-wide car club events taking place on Drive It Day, 24 April 2021. With 1.5 million registered classic cars in the UK alone, this brings a brand-new audience to the NSPCC and the opportunity to engage new supporters with our work. We're very excited to see where this partnership takes us!

Over **£40,000 was raised** in the first year through the sale of special Childline rally plates, and through UK-wide car club events taking place on Drive It Day, 24 April 2021

Bristol Young Business Board

The idea for the Bristol Young Business Board resulted from a conversation we had with our Bristol branch chair. It was on succession planning for this historic branch and bringing in new volunteers.

Over the last year, we've been building successful relationships with students from local universities and have great insight into existing student and alumni networks. This was a good place to start engaging young professionals who have a motivation to do good in their local community, as well as expand their skill set and networks.

After an extensive recruitment campaign, we now have a thriving board of ten young professionals in Bristol who are busy planning fundraising and engagement activity across the city. Additionally, we've recruited four new members to our Bristol branch committee and have created a young business board in Bath.

The Bristol Young Business Board held their first meeting virtually in November 2021. After that, in-person meetings were held to plan for their silent auction event that coincide with Childhood Day 2022.

Major donors

Colin Monachan

The tragic cases of Arthur Labinjo-Hughes and Star Hobson moved supporters to want to make a difference by funding the NSPCC's work. One example of this was new major donor, Colin Monachan, whose wonderful gift of £50,000 will support our work in safeguarding children from abuse and neglect, throughout the UK.

Andy Briggs MBE

Long-standing major donor, Andy Briggs, repeated his wonderful support of One Unforgettable Day by sponsoring Childline for four days, marking each of his children's birthdays, with a gift of £120,000. As well as this, Andy sought to secure the support of his company, Phoenix Group, in matching his personal donation which he was successful in doing. This meant additional funding of £120,000 towards funding Childline's life-changing work, alongside Phoenix Group having their own four Unforgettable Days to mark World Mental Health Day 2021.

Corporate

Lidl – this year, we celebrated five years together, raising £5 million through employee fundraising, and we are pleased to confirm that we'll be continuing our partnership with Lidl for another three years. We have a further target of £5 million, focused on supporting children with their mental health through Childline. This will bring the income to £10 million for this partnership.

We celebrated the first year of our partnership with Sky, together **raising £256,385, and £429,684** in gift in kind.

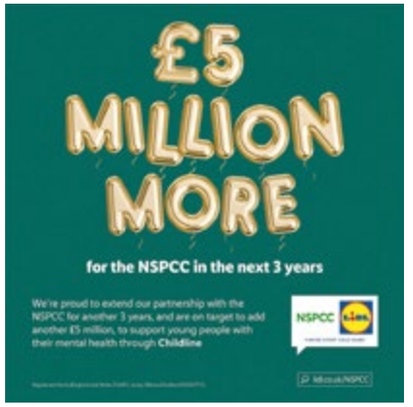
Direct Line Group – Direct Line Group ran an initiative for Covid-related windfalls on motor insurance policies to be donated to the NSPCC and two other charities. The refund scheme gave customers a choice to either receive a £20 refund or to donate £20 to their preferred cause, raising a fantastic £411,000 for us. But Direct Line didn't stop here – they also donated an additional £50,000 in sponsorship for the Great Chefs Dinner.

LIDL Northern Ireland – Our partnership with Lidl Northern Ireland continued to go from strength to strength throughout 2021. Their support with raising vital funds and awareness was so important throughout the pandemic. The Easter raffle, Superhero Saturday and their successful annual Trolley Dash fundraiser all increased the amount raised since 2017 to over £600,000. An additional, incredibly generous donation for Childhood Day and the donation of Christmas presents added to a very successful year. We were delighted and so grateful when Lidl Northern Ireland announced in February that the partnership with the NSPCC in Northern Ireland will be continuing for a further two years!



KPMG – we celebrated the end of our partnership with KPMG after three years and six months together, raising £1,500,000 for Childline through amazing staff fundraising.

Sky – we celebrated the first year of our partnership together, raising £256,385, and £429,684 in gift in kind. Not only did Sky support the first year of our Childhood Day campaign, but they created innovative fundraising such as Donate your Data which has raised £82,000.





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Calpol – From February to June 2021, we ran our 'Together, we're giving kids a brighter future' campaign in six retailers (Tesco, Boots, Superdrug, Ocado, Asda and Rowlands Pharmacy). With a commitment from Calpol to raise £100,000, which is the cost of answering 20,000 calls to the NSPCC Helpline. They raised over £104,000 from the campaign, and then went on to create a social media campaign which went out twice with their agency, Goodloop. This helped us over-achieve our target, bringing the total raised to over £129,000.

CASCAID is a collection of asset managers (plus their friends and family), who have chosen the NSPCC as their preferred charity partner in 2022. They have incredible ambitions to raise over £1 million through a variety of fundraising activities and challenge events.

OMAZE is a professional fundraising company from the USA who have donated over £115,000,000 to charity. They launched in the UK in August 2021 and have captured significant market presence by delivering million-pound house draws. After a competitive pitch and application, which included support from Esther Rantzen and Childline ambassador, Holly Evans, the NSPCC were awarded a partnership for Omaze's fourth prize draw. The Omaze Million Pound House Draw raised just over £1 million for Childline, helping to answer more calls from children and young people who need our support.

Start-Rite Shoes – In January, we announced our partnership with Start-Rite Shoes. We'll be working with them on a unique campaign throughout 2022 and beyond, called Protecting Their Future, One Step At A Time.

The partnership involves the Start-Rite team providing their time, product, expertise and resources to support us. This has kicked off with a donation of shoes to children currently supported by the NSPCC. It will go on to see the team raise vital funds through sales from their collection of bespoke NSPCC charity shoes, the CEO running the London Marathon, and a prize draw competition – to name just a few of our exciting activities!

Barratt David Wilson Homes – Kent
Our partnership with Barratt David Wilson Homes' Kent division began in January 2020, but was quickly disrupted due to the COVID-19 pandemic. During the rest of 2020, most of our fundraising plans were cancelled, so we got to work in early 2021 to make the most of the next year. During 2021, to help us recover from the pandemic, the Kent division pulled out all the stops and made a series of donations throughout the year. They also took part in some fantastic fundraising feats, including skydives and the company directors' South Coast Challenge. We finished the year having raised over £60,000 in total throughout the partnership –a wonderful comeback after the pandemic!



Volunteering



Childline
Childline is an essential service for children and young people, and our volunteers are essential to Childline. Without our 1,300-strong volunteer workforce offering their time, many children would go unprotected and unsupported.

The last year has continued to present a number of challenges to the service as a result of the pandemic, including the continued impact on volunteer availability to attend shifts in physical bases. But our volunteers have stepped up time and time again to ensure we can be there for children, despite the challenges we've faced. And our virtual team, with volunteers being able to respond to emails from home, has continued to grow in numbers, and enabled us to maintain our answer rates.

In March, we were able to get together virtually to celebrate our volunteer star performers who really went above and beyond in living our values:

- Louise Williams from Childline in Aberdeen stands out as someone who supports us in many areas of work. She's consistently at the ready to help wherever needed, and carries out many additional tasks while maintaining her commitment to her volunteer counsellor.
- Alex Bennett from Childline in London has shown an amazing commitment to Childline, ensuring he's always there for his shift. He's described as an integral member of the team, bringing with him endless peer support, good humour, patience and natural counselling skills
- Carol Lyndon from Childline in Birmingham consistently champions the need for equality, diversity and inclusion
- Josephine Hayward volunteered to support our Childline monthly update newsletter through leading an 'Acts of Kindness' section
- Aaron Hearn has raised £275,000 for the Childline service over ten years, enabling us to reach even more children and young people.

We've also seen many positive developments in the recruitment, training and onboarding of new volunteers with a blended learning approach, which is now delivered virtually. The allows volunteers to proceed more quickly onto training and into the service.

Speak out. Stay safe.
During this year, our Schools Service continued to deliver our *Speak out. Stay safe.* programme online. In October and November, we ran a small pilot to trial a blended delivery model, which combines an online assembly with volunteers going into schools to deliver face-to-face workshops. The aim of the pilot was to gain a better understanding of the requirements for the blended delivery model, and the challenge of delivering in school with the varying coronavirus restrictions. The pilot ran for two months and involved 49 schools and 31 volunteers across four areas. They delivered 111 workshops to 3,164 children.

Our *Speak out. Stay safe.* pilot ran for two months and involved **49 schools** and **31 volunteers** across **four areas**. They delivered **111 workshops** to **3,164 children.**



Two volunteers, from Shropshire, Barbara and Trish, shared their experience of being back in schools:

Trish said:

"It was so lovely to be welcomed back into schools and to be in a class of smiley, enthusiastic year 5 and 6 children. It made me realise how much I've missed it. Delivering the session was like never having been away; it all came back very easily."

Barbara added:

"It felt good to be back doing workshops again. Everything came back much more easily than I had anticipated. Both the children and staff seemed really involved and positive about our messages, and pleased that we were back in school."

During the spring term, school coordinators started working with their volunteer teams to re-induct and retrain. This was in preparation for them to go back into schools to deliver the workshops to children. The majority of volunteers have returned after the two-year break, and they're as enthusiastic and committed as ever to be delivering these important messages to children across the UK and Channel Islands.

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Young Witness Service, Northern Ireland
Young Witness Service volunteers have shown incredible dedication and commitment throughout what has been a particularly demanding period, as the courts try to clear the backlog created by their closure during lockdown. A core group of 30 volunteers returned to the courts, often working under very challenging circumstances due to covid restrictions. But they've shown great adaptability and willingness to support young witnesses in newly opened Remote Evidence Centres.

Young Witness Service volunteers have shown incredible dedication and commitment throughout what has been a particularly demanding period, as the courts try to clear the backlog created by their closure during lockdown.

A new intake of volunteers were recruited and trained virtually for the first time, and they're moving through the shadowing stage to bolster the numbers of active volunteers.

"(The) Children's Services Practitioner (CSP) and volunteer were amazing. Two lovely caring people and I would not have got through this as easily without them. I'll never forget them and their help." *Young Witness, February 2022 Crown Court trial*

"(The) CSP was really kind and nice to me. They looked after us really well and talked to us about other things. They distracted me from the case. The volunteer played games with us and made me laugh." *Young witness, December 2022 Crown Court trial*



The Volunteer Hub
We launched a new digital platform for volunteers in October 2021. The Volunteer Hub is part of a programme of work which aims to improve volunteers' digital experience.

It's replaced a previous digital platform and gives volunteers access to all of the tools, resources and information they'll need to feel equipped, connected and inspired. It's been built from their insight and support, and it will continue to grow with them.

The hub is packed full of features for our 6,000 volunteers for them to explore, including:

- a homepage with news from their local area, their service/fundraising and from across the NSPCC
- tailored resources available for their role, eg 'how to' guides for fundraising initiatives, court details, steps on how to access training, and safeguarding guidance
- rota management and snapshots of upcoming shifts for our Childline volunteers
- the ability to create local events on the hub so other volunteers can help spread the word and take part
- the ability for our *Speak out. Stay safe.* volunteers to book and manage their school visits
- their achievements and the ability to share their latest recognition milestone badge with their social network
- access training via our online training portal for staff and volunteers
- discussion groups so they can chat with other volunteers.

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What the hub means for our volunteers:

- A new communication and engagement channel they can access in a way that meets their needs and leads to fewer/ shorter emails.
- More visible opportunities for them to get involved in other ways, or to share these opportunities with their networks.
- Ways to connect with fellow volunteers and share ideas.
- Help with feeling like a part of one NSPCC.
- Support for volunteers with more than one role. Eg if you volunteer for Childline and community fundraising, you can access all of the tools, resources and information for both roles.

The voice of volunteers has been at the heart of developing the hub, including **around 400 volunteers** who helped us see how it's used and how features worked prior to launching.

Our Childline, *Speak out. Stay safe.*, community fundraising and Young Witness Service volunteers have access to the hub, along with trustees and other volunteers who need access to the Academy for their volunteering role.

The voice of volunteers has been at the heart of developing the hub, including around 400 volunteers who helped us see how it's used and how features worked prior to launching.

"I have been involved in the hub from the start, so we know volunteers are truly at the heart of it, and I'm confident that it will continue to grow with us based on our feedback. I think it's brilliant that we have the hub to bring us all together, no matter where we are or what we do." *Stephen Hawkins, Speak out. Stay safe. volunteer*

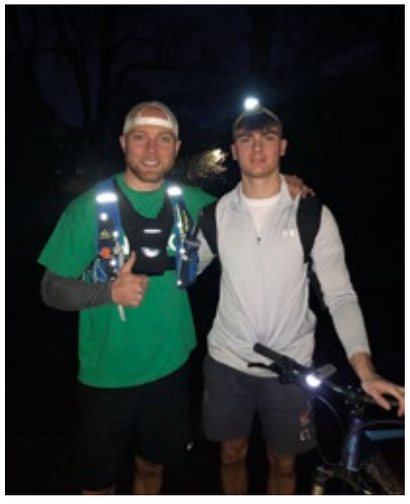


Fundraising volunteers

Nine-year-old Miami raised £2,200 by dancing every day for 100 days, and uploading a video to YouTube each day. Miami was inspired by Captain Tom Moore to raise money for the NSPCC as she felt "sad that children live in a world of loneliness and heartache."

Suzan Bezant was supported by the NSPCC during a very difficult time in her life, and this moved her to raise money for us. She shaved her head, raising £535.

Oliver Russell, a personal trainer from Solihull, organised a fundraiser with other personal trainers from the gym he works in. Their challenge was to complete 21 CrossFit benchmark workouts in 12 hours. They did this in memory of Arthur Labinjo-Hughes who had lived nearby. They set a target of £1,000, but raised over £5,000!



Summer Bridgman decided to complete her 5km walk without shoes, so she could try to raise as much as she possibly could to help other children... Summer managed to raise an amazing £345 from her walk, and said she "would do it all again for an amazing cause."

Oliver said:

"Arthur lived a stone's throw away from our gym in Solihull. The news really hit home for us, so we planned a 21 CrossFit workout challenge in his memory."

Melanie and her ten-year-old son, Carl, took part in Walk for Children in Warwick on 21 December 2021. They planned their 5km route around Warwick Hall, which was lit up green in aid of the NSPCC. Carl did all the fundraising himself and managed to raise a fantastic £105 to help other children. While he was hoping to raise more, he knows that "every little helps," and is already determined to get more donations next year as they plan to take part again!



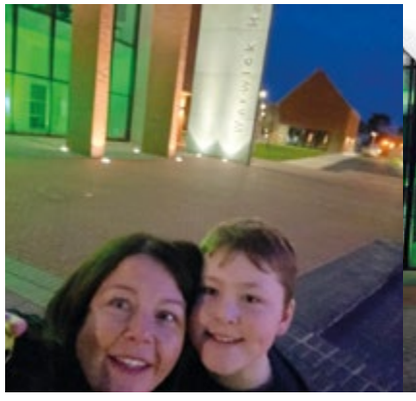
In Bristol on 21 December 2021, Summer Bridgman also took part in Walk for Children. After hearing about the stories of child abuse in the news before Christmas, she wanted to do something to make a difference, so she chose to start fundraising for the NSPCC.

She decided to complete her 5km walk without shoes, so she could try to raise as much as she possibly could to help other children.

She said:

"I did nearly give up during the walk as it was absolutely freezing, but I knew it was nothing compared to what some children go through on a daily basis. I just wanted to do something to help."

Summer managed to raise an amazing £345 from her walk, and said she "would do it all again for an amazing cause."





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Community fundraising

University of Strathclyde
We're delighted that students at the University of Strathclyde in Glasgow have formed a new volunteer fundraising group. Eight students who applied for our student engagement volunteer role in early 2022 decided to come together and establish an NSPCC Scotland student society on campus. This is to help champion our work and campaigns, and get the Strathclyde community involved in helping to keep children and young people safe. The group are planning a fundraising point of view debate for their first event and are looking forward to supporting Childhood Day in June.



The Louth committee have had their most successful fundraising year ever... their overall fundraising total for the year was a staggering **£25,000.**

Halesowen and Cradley group
The Halesowen and Cradley district are our newest fundraising group in the Midlands. Karen is a manager in the NHS, Jan is a retired teacher and Lynda works full time in customer service. After attending a Midlands virtual new volunteers meeting, where Karen was able to hear about the work of the NSPCC in the Midlands and meet the local staff, she felt inspired to set up a fundraising group straightaway. Having approached friends to grow the group, and being supported by their local community fundraiser, the group have already completed two fundraising events and helped us link into their local community. The group are committed, passionate and love what they do, and they're proud to support the NSPCC where they live.

Louth committee
The Louth committee have had their most successful fundraising year ever after being frustrated at not being able to hold any fundraising events since early 2020.

Their annual golf day returned in 2021, to become the most successful one ever, with local golfers and businesses raising over £7,500.

Inspired by their success, the committee then decided to stage a musical extravaganza in Louth Church, just before Christmas, to make up for lost fundraising. The incredible evening of two sell-out shows by local musician, Cameron Richardson-Eames, was enjoyed by hundreds of people from Louth and the surrounding areas. This helped take their overall fundraising total for the year to a staggering £25,000.

Looking back

This year saw the launch of our new and ambitious 10-year strategy. The strategy has three areas of focus, which will work together to impact children and young people, progressing towards our overall vision: to stop child abuse and neglect. This section of the report summarises how we reached each of our three goals over the last year.

Everyone plays their part to prevent abuse

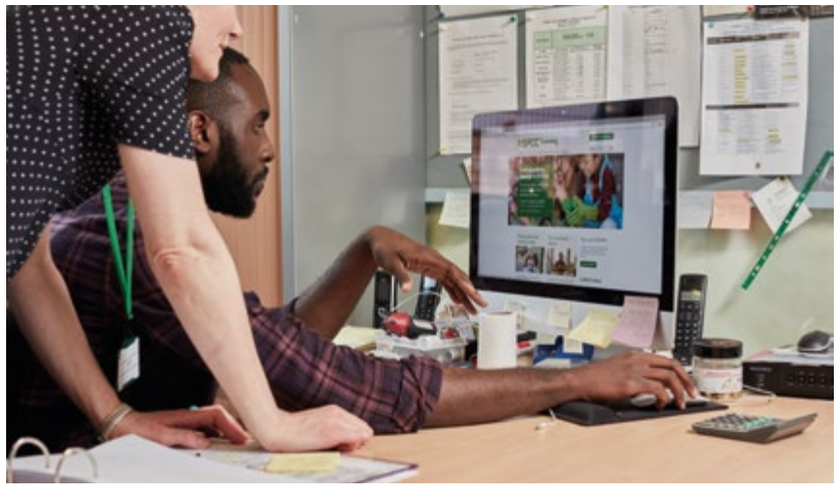
We planned to bring families, childcare professionals and organisations together through our services. We also wanted to encourage everyone to play their part by running public education campaigns and programmes. And to continue testing, developing and evaluating new approaches and services to prevent and tackle child sexual abuse.

In 2021/22, we responded to 66,688 contacts to the NSPCC Helpline, and we recently opened a new site in Birmingham to help us meet demand going forwards. There were 1.6 million visitors to the NSPCC Learning website, and we're well on our way to achieving our vision of being the 'go-to' for safeguarding information and training for professionals working or volunteering with children. We were able to resume face-to-face training events for professionals through the National Training Programme this year, delivering safeguarding training to over 2,700 delegates and generating over £1 million.

Our Child Protection in Sport Unit worked with survivors of childhood abuse on a number of projects. These projects helped them to not just share their experiences, but to learn from them and help our audiences understand what they can do to create a safer culture for children taking part in sport.

Our survey showed that 1,294,054 parents had a conversation with their child about Talk PANTS in the last year. This year, following thousands of testimonies received by Everyone's Invited and an Ofsted review, we worked closely with the Department for Education to advocate for a whole school approach to tackling sexual abuse. And we continued our policy influencing to support the introduction of compulsory relationships and sex, and health education.

In Wales, following years of campaigning by the NSPCC, law came into force to remove the defence of reasonable punishment. The Domestic Abuse Bill was signed into law this year, legally recognising children who are affected by domestic abuse as victims in England and Wales. We worked with the Home Office on guidance for the Child House model, a multi-agency approach supporting child victims and witnesses of sexual abuse.



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Every child is safe online

We planned to continue our work demanding that governments, policy makers and tech companies make the online world safer for children. This included developing ground-breaking initiatives and supporting parents, carers and people who work with children to recognise signs of abuse and help keep children safe online.

In May 2021, the government published the draft Online Safety Bill. This was a landmark moment which followed years of campaigning. But our analysis highlighted flaws in the draft Bill that would leave children at risk of online abuse. We engaged with MPs, peers and parliamentary committees, scrutinising the draft Bill to share our powerful evidence on the scale of the risks children face online. We worked with partner organisations and young people who have experienced online grooming and sexual abuse. We launched a refreshed Wild West Web campaign, keeping pressure on the UK government to deliver an Online Safety Bill that keeps children safe from abuse online. As part of this, over 40,000 campaigners asked Nadine Dorries MP, Secretary of State for Culture, Media and Sport, to make changes to the Bill so that children are at the centre of the new law. In March, the government published the Online Safety Bill in full. This is a landmark piece of legislation that will act as a key pillar of the child protection system for generations to come.

Our six-year strategic partnership with O2 concluded in November 2021. Over the course of the partnership, adults took over 7.7 million actions to keep children safe online. We redeveloped our online safety hub on our website, which has had over 73,000 unique users since the new content went live in December. We continued to deliver our Keeping Children Safe Online parent workshops.



These workshops give parents and carers information and advice on online safety risks and opportunities, and increase their confidence and knowledge of the tools that can help to keep their child safe online. There were over 4,500 attendances by parents and carers at our local campaigns workshops this year.

We delivered Premier League workshops to staff, parents and young people who attend a Premier League Academy. Childline and the Internet Watch Foundation (IWF) continued to work together to ensure as many children as possible can access our Report Remove tool. This tool allows young people to report a sexual image or video of themselves that's been shared online, to see if it's possible to get it taken down. More than 400 children have attended InCtrl since we started delivering it in March 2019. These are preventative group sessions that help children build healthy relationships online and offline, increasing their digital resilience and emotional wellbeing.

Children feel safe, listened to and supported

We planned to continue to work with schools and develop the reach of our Childline service to enable more children to be able to speak out and feel safe, listened to and supported. We also planned to build on and share our expert support to help children recover from abuse.

We delivered 204,926 Childline counselling sessions in the last year. In our most recent survey with children and young people, 75% of them said they trust Childline. This was the highest out of the last five waves of the survey, and seven percentage points higher than target. We launched We All Feel It, a campaign supporting children, especially boys, struggling to reach out for mental health support. We know boys are significantly underrepresented in accessing Childline, and this campaign was a step to addressing our reach commitment – to be there for all children and young people.

We launched Talk Relationships, our ambitious new service for the secondary education sector. Teachers in a number of secondary schools across the UK and Channel Islands now have access to the first phase of it. Our goal in phase 1 is to equip teachers with knowledge and tools that help them confidently deliver sex and relationships education.

Our evaluation of *Speak out. Stay safe.* concluded, and we published our final report this year. Research with over 3,000 children aged six to seven and nine to ten indicated that *Speak out. Stay safe.* contributed to: improving nine- to ten-year-olds' understanding of the different forms of abuse, particularly neglect; helping nine- to ten-year-olds identify at least one trusted adult they can speak to; helping six- to seven-year-olds' and nine- to ten-year-olds' recall of the Childline number and where to find it; and encouraging those six- to seven-year-olds who were initially most reluctant to speak out about abuse, to feel they could confide in a trusted adult.



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Strengthening our ability to enable us to achieve our strategy goals

The first years of our strategy are focused on achieving financial stability through continuing to invest in income generation and infrastructure projects, reducing our core costs, and developing our plans for investing in improved and higher impact services for more children. As we make these changes for sustainability, we'll ensure that we're putting children's and families' needs at the forefront of our plans while we're laying the foundations for achieving our ten-year goals.

This year was characterised by our Regional Operating Model change programme, which set us up to deliver our services in a more focused, preventative and impactful way. Other actions to strengthen our ability to deliver the strategy this year included collecting information for the digital plan and the technology data centre move from Rackspace.

In March 2022 we celebrated our first People Awards for staff and volunteers.

We had three categories:

Star Performer Awards: recognising our staff and volunteers who demonstrated our values to make a difference for children.

The Esther Awards: recognising staff or volunteers who had a 'lightbulb' moment and made a difference to the lives of children and families we work with.

Childhood Champion Awards: recognising one member of staff and one volunteer who made a big impact towards our mission to stop child abuse and neglect, or to how we protect children and young people, throughout their time with the NSPCC.

We received hundreds of nominations, which were judged by a panel including our patron, HRH The Countess of Wessex. We held a virtual ceremony, hosted by our chief executive Peter Wanless, which featured some extra special messages for our nominees from TV personalities Ant and Dec, actor Natalie Dormer, and other celebrity ambassadors, alongside our Trustees, our Executive board, and leadership team.

We also developed and launched our three-year Equality Diversity and Inclusion (EDI) action plan this year. The belief that we must 'be the change we want to see in the world' led us to our EDI vision at the NSPCC. We believe that this is something we can do, together. Everyone has the right to be their true self and to live a full life without prejudice, fear or barriers. This is the starting point for all our commitments and actions. It underpins our commitment to be here for all children.



Looking forward

As we enter year two of our strategy, new challenges are emerging. The external factors our strategy addresses have not improved. There are fewer statutory services for children at risk of or experiencing abuse than are needed. There is also less investment in early intervention, and we need to understand and address any growth in online risks with the advent of the metaverse. The cost-of-living crisis and the war in Ukraine threaten to further exacerbate risk factors like economic instability, mental health and poverty. Even more children are in greater need and through our do, enable and influence approach, we will continue to protect children.

The economic climate also impacts us. We face inflationary costs, pay and national insurance pressure, and an uncertain environment for philanthropy and fundraising. These factors have shaped our plans for the coming year.

We'll ensure that we're putting children's and families' needs at the forefront of our plans while we continue laying the foundations for achieving our ten-year goals.



Everyone plays their part to prevent abuse

We'll make it easier for everyone to play their part and create a social safety net that prevents child abuse and neglect. From parents and teachers, to sports coaches, nurses, social workers and members of the public – we'll harness their kindness and keep children safe, together.

To deliver on our strategic aim of inspiring a million people to help keep children safe in their communities, we will develop and run pilots of our movement for change. With a focus on building a nation of safeguarders, we'll embark on a committed action campaign which is nationally significant and locally relevant. We'll develop and test this in the coming year.

Our services like Together for Childhood bring local families, childcare professionals and organisations together to make children safer where they live. The NSPCC Helpline, staffed by child protection specialists, is here for any adult who needs help or advice when they're worried about a child.

To achieve our aim to extend our schools offer to secondary education settings we're piloting Talk Relationships with education professionals. In the year ahead, we'll be evaluating and refining these materials, progressing sector-leading research into children's views on relationships and sex education. We'll be building towards a more comprehensive whole school offer, informed by children's views and teacher feedback.

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Every child is safe online

Together, we can transform the online world, so it's safe for every child to go online.

This will be a critical year as the Online Safety Bill progresses through Parliament, giving us a generational opportunity to bring much needed regulation to the online world. We'll mobilise the public and influence parliamentarians. We'll strengthen our thought leadership through research and events. We'll develop our plans for the years ahead, shifting attention to the regulatory framework and enabling environment.

We'll continue to support parents and carers to help keep children safe online. Through the online safety hub on the NSPCC website, which provides information on the apps, games and social media platforms that children use, we want to help parents keep their children safe online. We'll also continue to help people who work with children to increase their knowledge and confidence about how to help children with online safety.

Children feel safe, listened to and supported

We want more children to be able to speak out, so they feel safe, listened to and supported. Our Childline service will continue to play a very important role in this. Whether it's online or on the phone, we're always here to listen and provide a safe space for children, no matter what difficulties they're facing. We'll build on work to extend the reach, and the diversity of reach, for Childline. We'll continue to strengthen the capacity of our Helpline.

We'll continue to work with schools across the UK and Channel Islands through *Speak out. Stay safe.* to help children recognise abuse, understand that it's never their fault, and know who to talk to if they're worried. In the coming year, we'll refresh and improve *Speak out. Stay Safe.*, applying our evaluation findings.

By working together to give children the supportive response they need, we can also make sure abuse doesn't shape their future. We want to build on and share our expert support to help children recover if they've experienced it.

Our values

Our values, principles and standards

As the only charity focused on ending child cruelty across the UK, everything we do protects children and prevents abuse. Our values embody our charity, and reflect what we stand for:

Putting children first

We put children first in everything we do. For more than 130 years, we've put children first. We believe in children, we want what's best for them, and we make sure that we fight for every childhood.

Taking a stand

We are courageous in standing up for what is right. We campaign, change laws where necessary, lead public debate and are on the frontline, supporting those who work with children. We will speak out when something is wrong and celebrate success with those who help things improve.

Making an impact

We base our actions on evidence and the difference we will make to children. Our work won't end until we've changed attitudes and transformed services for children, in a way that protects every child and prevents abuse. We're brave in our actions and are prepared to be unpopular when necessary, and sometimes f orce society to face uncomfortable truths where things get in the way of achieving our goal.

Striving for excellence

We always strive to be the best, so that we can give every child a life free from abuse. We are constantly learning, developing our work, and measuring what is effective in sharing knowledge with others.

Working together

We achieve more for children when we work together. We can't prevent cruelty to children on our own. Luckily, we don't have to. Our passion inspires others, and our desire to listen, learn and improve means we continually work with inspirational people, organisations and children.

Remuneration policy

We aim to be an employer of choice and we have around 1,700 paid staff operating from ten regions in the UK and Channel Islands. We engage with staff and volunteers regularly, value their opinions, and receive feedback through a variety of events and surveys.

Our mission is core to us but we know that it's not just about our purpose. It's purpose through people and we work hard to attract, nurture and retain talented staff to ensure our continued success. We have a transparent pay and total reward aspiration, and our pay promise sets out what our staff can expect of us in terms of direct and indirect financial rewards. Although pay and financial benefits are only one aspect of individuals' motivation, it is an important one – especially in an increasingly tight job market and with soaring increases in the cost of living.

The board of trustees has overall responsibility for our pay policy and for the salaries of executive directors. We exercise this through the remuneration and people committee, which is a sub-group of the board of trustees. The committee approves executive pay and any annual pay awards in line with appropriate best practice standards, including those of the National Council for Voluntary Organisations (NCVO).

In line with NCVO recommendations, the annual salaries of our chief executive and other executive board members are disclosed on our website, no more than two clicks away from the homepage. The table on the next page shows the annual remuneration of the executive board as at 31 March 2022, including defined contribution pension and other benefits.

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Executive board annual remuneration
as at 31 March 2022

Executive board director	Responsibilities	Annual salary* £'000	Paid in year: Salary £'000	Benefits £'000	Pension £'000
Chief executive Peter Wanless	Leading the organisation, which has an annual income of around £120 million and employs around 1,700 staff, delivering services across the UK and Channel Islands.	173	173	1	21
Director of communications David Hamilton	Manages the directorate responsible for all communication initiatives; ensuring that all communication on behalf of the organisation is appropriate, consistent with our brand and key messages, and of a high standard. Also works on behalf of the whole organisation promoting the NSPCC's work, policies, campaigns and publications.	115	115	1	8
Director of finance Paul Taylor (appointed 1 April 2021)	Manages the Finance and Procurement functions. Responsible for the financial management of the NSPCC and ensuring that the organisation has effective financial controls to safeguard resources for appropriate use.	100	100	1	12
Director of Income Generation Josephine Swinhoe	Manages the directorate responsible for generating the financial resources we need to help end cruelty to children. Responsible for managing the NSPCC's supporters and delivering income from donations, legacies and other trading activities of around £108 million.	138	138	1	10
Director of people Brett Terry	Manages the directorate responsible for recruitment, development, and retention for around 1,700 NSPCC staff and thousands of volunteers across the NSPCC.	105	105	1	4
Director of Services Claire Watt	Manages the directorate responsible for providing our services including Childline, Schools Services and all of our direct services that we provide across the UK.	120	119	1	14
Director of strategy and knowledge Maria Neophytou	Manages the directorate responsible for the organisational strategy, and for developing and testing activities that will help us to achieve our strategic objectives. Responsible for our research programme, the evaluation of our services and our policy influencing work.	110	110	1	5
Director of technology Greig Sharman	Leads our Technology directorate, focused on supporting our strategy by enabling a step change in the tech-enabled experiences of our service users, staff, volunteers, donors and every other community under the diverse NSPCC umbrella.	120	119	1	8

**Annual salary refers to annual salary excluding benefits in kind at 31 March 2022.*

Our policy is to pay at rates that are competitive within the charity sector, reflect the nature and complexity of roles, take account of contribution by rewarding strong performers the most, and are consistent with our charitable objectives and what we can afford. To demonstrate this, and in collaboration with our recognised Trade Union Community, we made a pay promise to our employees in 2019, to pay salaries that are at least comparable with the median salaries in the UK's top charities, with the overall aim being to ensure our median earner at the NSPCC is on a comparable salary to the median salary paid in the wider charity sector. Our commitment has been to move towards this over time and within the parameters of affordability. To enable progress we have identified and committed to a series of targeted activities. These include, lifting the bottom of our pay bands to 'track' the median staying at least 85% of the charity sector median, aligning our annual performance related pay awards to increases in the charity sector median, and offering a pay progression uplift to those longer serving (5 years+) people who have consistently met expectations over the last 3 years, to the current charity sector median for their job bands. In addition to this, we voluntarily offer our lowest earners the real London and real living wage, set annually.

While the uncertainty caused by the pandemic caused us to slow down a little in relation to some aspects of the pay promise, in 2020 and 2021 we were able to deliver on several key pay and reward commitments for our people. We awarded salary top ups to those longer serving individuals who consistently meet performance expectations but whose salary had fallen behind the external median, and we also introduced a new discounts portal for our employees and volunteers; enabling all of our people to make real savings on everyday goods and services. We carefully considered the immense uncertainty caused by the pandemic, and the wider economic climate which has had an impact on our charity and our funds. Rising prices and the cost of living affects everything we buy. This means we must make difficult choices on how we spend our money to be there for children who need us now and, in the future, while taking care of our people.

Taking this into account, we offered a one-off non-consolidated pay award of £400 to all our staff and we have announced a pay award for 2022/23 for all staff employed by the NSPCC on or before 1 October 2021, of 3.5% for all staff working up to and including grade 4 and 3% for all staff working grade 5 and above.

Alongside these targeted activities, pay is also reviewed when existing staff take on additional responsibilities. New recruits are usually paid between the minimum and mid-point of the relevant pay band, as below, depending on their experience and skills. In exceptional circumstances, where it is required, they may be paid at a higher rate, but not more than the pay range maximum. For some roles that are difficult to recruit for, a market premium of up to 10% above the pay ranges may be paid. The reasons for recruiting at market premium rates must be explained in a business case, which must be approved by the relevant executive board director and the director of people. We also have 54 staff who are paid at 'spot rates' outside these ranges, including our executive board whose annual remuneration details are shown on the previous page.

To ensure our pay practices are still fit for purpose and ensure the appropriate use of our limited financial resources, we also undertake routine work which, this year, included our use of market premiums and our allowances.

We have pay ranges based on six grades as follows:

Grade	Min £	Mid £	Max, including market premium £
P2	18,018	18,784	21,485
P3	19,000	21,285	28,951
P4	24,261	28,542	36,631
P5	29,607	34,832	44,903
P6	35,533	41,803	51,993
P7	41,736	49,101	62,629

Pay ranges exclude any regional allowances that may be given.

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In compliance with the Pensions Act 2008, we operate an auto-enrolment pension scheme, in which all eligible employees are automatically enrolled following a postponement period of three months, with employer contribution rates set in line with legislative requirements. Staff are also offered a salary exchange defined contribution pension scheme, where employer contribution rates match employee contributions, ranging from four % to a maximum of seven %. We continue to operate a historic defined contribution pension scheme, now closed to new entrants. Our staff based in the Channel Islands have different pension arrangements in compliance with local legislation.

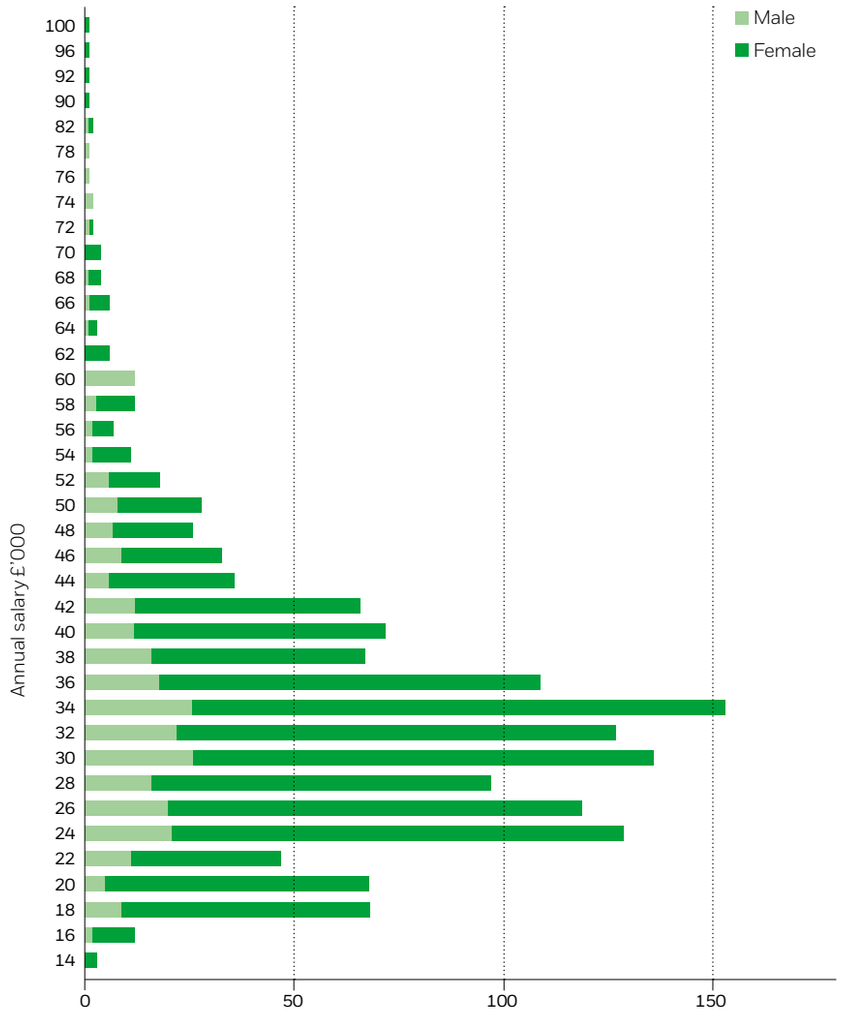
Members of the defined pension contribution scheme receive life assurance cover equivalent to five times their annual salary. Non-members, those auto-enrolled and our staff based in the Channel Islands receive life assurance cover equivalent to one times their annual salary.

At 31 March, the ratio between the highest paid and median salaries is as follows:

	2022	2021
Highest paid salary (£'000)	173	173
Median (£'000)	33	33
Ratio	5.8	5.3

The spread of annual salary entitlements for all our staff, excluding executive board members, is detailed in the graph below.

Annual salary entitlements (full time equivalent basis) for all NSPCC staff, excluding executive board, employed at 31 March 2022



Diversity Pay Gap

Over the past few years we have taken a number of actions to improve our Gender Pay Gap, and we are pleased to report that we are beginning to see the positive impact of a number of these measures. Earlier this year, the UK Government announced that while they were not going to suspend Gender Pay Gap (GPG) reporting, as they did in April last year, they were going to offer an extension to the reporting deadline until October 2021. Given this opportunity, we have taken the decision to use the extra time to create a more integrated gender pay gap report and action plan, joining up our plans to further reduce our gender pay gap within the wider Equality Diversity and Inclusion (ED&I) action plan we are currently developing. This also aligns with the integration of GPG reporting in our new EDI Charter in which we commit to 'publish wider diversity pay gaps including but not limited to Black and minoritized ethnic, disability, sexuality and gender identity'.

While we will only publish the 2020 Gender Pay Gap in the autumn, we are pleased to say that both the Gender Pay Gap median and mean as at 5 April 2020 have reduced from previous years. These also remain noticeably lower than the Office for National Statistics gender pay gap figures. Gender pay information is also available on our website in line with The Equality Act 2010.

Expenses policy

Our expenses policy is applicable to trustees, staff and volunteers. The policy highlights each claimant's obligation to only incur costs if necessary, and to always choose the most economical option. Use of video conferencing and teleconference facilities is encouraged, to further reduce expenditure on staff travel and to save staff time. Expenses are only reimbursed when authorised by the relevant line manager, up to maximum limits set in the expenses policy.

We make use of a travel management company, who provide bookings for rail, air, hotel accommodation, conference and event venues and vehicle hire, in order to reduce travel costs and promote value for money. These bookings are paid for directly by the organisation.

All of our trustees give their time on a voluntary basis; they receive no remuneration or other benefits. Trustees' expenses incurred in furtherance of their duties are detailed in note 5 of the accounts. Executive board directors' expenses incurred on business related activity, are disclosed below, where they have chosen to claim. Note that fewer expenses were incurred in 2021 due to reduced travel due to the coronavirus pandemic.

Executive board directors' expenses incurred on NSPCC business, and reclaimed or paid directly by the charity in the year – for directors in post at 31 March 2022.

	Flights £	Hotels £	Rail £	Other £	2022 £	2021 £
Chief executive – Peter Wanless	–	357	988	–	1,345	–
Director of communications – David Hamilton	–	58	200	–	258	77
Director of finance – Paul Taylor	–	52	70	–	122	–
Director of income generation – Josephine Swinhoe	–	105	334	–	440	–
Director of people – Brett Terry	–	–	–	–	–	15
Director of services – Claire Watt	161	43	250	59	513	–
Director of strategy and knowledge – Maria Neophytou	–	97	473	118	688	–
Director of technology – Greig Sharman	–	531	3,342	–	3,872	–
Total	**161**	**1,242**	**5,656**	**177**	**7,237**	**92**

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

Procurement policy and modern slavery statement

We are committed to acting ethically and with integrity both internally and in our business relationships, and we expect the same high standards from the organisations we work with. Our ethical values and procurement principles are communicated to our suppliers, and new suppliers are asked to evidence that they share our values. We will never knowingly support or do business with organisations in any way connected with slavery, human trafficking or child labour.

Our procurement process aims to ensure we achieve value for money and that preferred suppliers meet or exceed our requirements in respect of ethical procurement. Suppliers are asked to demonstrate that they embrace diversity, understand the risks within their own supply chain and remunerate their staff fairly.

Our supply chain is predominantly UK-based and is compliant with UK legislation. We take a risk-based approach to purchasing, applying increased levels of scrutiny to high risk supply categories, such as goods sourced from overseas. We focus our scrutiny on the policies, procedures and controls demonstrated by our direct suppliers, recognising that it is not always possible for us to have a close relationship with all parties in a supply chain.

Our relationship with donors and funders

The NSPCC subscribes to the Fundraising Regulator's fundraising promise, which is available to download on our website. And, in addition, we have published our 'promise to you' as follows:

Our promise to you

- We will tell you about the amazing ways you're helping to change children's lives for the better.
- We will follow the highest standards in fundraising.
- We will always keep your personal information safe.
- We will share with you the ways you can keep the children in your life safe.
- We will let you know about new ways that you can help support children.
- We will always give you the power to decide how we contact you.

We receive over 80% of our funding from generous supporters. We raise funds from individuals through one-off donations, regular donations by direct debit, payroll giving, gifts in Wills and gaming products, such as raffle and lottery. We communicate with our supporters through a selection of mailings, telephone calls, email, and SMS.

Throughout 2021/22, we regularly shared with supporters how their donations allowed us to continue to meet the changing needs of children, and enabled the NSPCC to adapt its services and continue its vital work throughout the pandemic. We also shared resources with supporters to help them to support the children in their lives through this period. We have also recruited new donors during 2021/22 through online activity, television advertising, payroll giving, legacy promotion activity, contactless and direct debit payment collections. As a fundraising charity, we incur expenditure in order to raise income. The expenditure on raising funds incurred in 2021/22 not only resulted in income being raised in the year, but will also generate future income, particularly through ongoing regular donations and future legacy gifts, which are our largest sources of income. During 2021/22, we had external agencies fundraising directly with the public on our behalf, including outbound calls to existing supporters.

We strictly adhere to the Fundraising Regulator's code of fundraising practice and all relevant Chartered Institute of Fundraising rulebooks, as well as guidance on fundraising activity including the Treating Donors Fairly guidance. All fundraisers representing us, including external agencies, are required to adhere to these standards and receive rigorous training to ensure they understand the standards we expect when they are speaking to members of the public on our behalf, and to ensure a positive experience for the people they talk to. Above and beyond industry guidance, we also have additional levels of protection built into our contracts and the training and guidance we provide to all fundraisers. Our donors do not receive more than two financial asks in any fundraising interaction. Nobody who appears to be in potentially vulnerable circumstances is asked to commit to giving and those highlighting any form of diminished financial circumstances are offered an opportunity to give at lower value or alternative ways of supporting our fight for every childhood, such as volunteering and campaigning. We also voluntarily subscribe to the following fundraising bodies and uphold their standards:

Body	Standards
Fundraising Regulator	The Fundraising Promise The Code of Fundraising Practice Rulebooks for street fundraising, private site fundraising and door fundraising
Chartered Institute of Fundraising (CIoF)	CIoF Rulebooks Treating Donors Fairly Guidance Compliance and monitoring pilot schemes – we are one of the charities working with the CIoF during the development of a compliance and monitoring framework for the sector.
Direct Marketing Association	The Direct Marketing Code of Practice
Cabinet Office / Department for Culture, Media and Sport	National Exemption Order operational guidance

We have a complaints policy published on our website, which includes reference to inappropriate or improper fundraising methods. We are committed to dealing with all complaints constructively, impartially and effectively and will make every effort to ensure that all complaints receive a complete, accurate and timely response. No complaint is ever disregarded. During this financial year, we received (either directly or through a person acting on our behalf) a total of 413 complaints relating to individual giving and fundraising. We define a complaint as 'any expression of dissatisfaction' and we actively encourage members of the public to share with us their views on our work to resolve problems and to improve our performance.

All agencies we worked with were closely monitored while carrying out fundraising on our behalf. For telephone agencies, we listened to a random selection of calls each week to ensure compliance with regulatory and legislative standards, and that our supporters have been offered a positive experience.

All complaints received are tracked and discussed with our agencies on a weekly basis to ensure anything highlighted that could be improved upon is addressed and developed where needed.



Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

Governance

How we're organised and governed

Good governance is fundamental to our sustained success as a charity. With good governance in place, we are best place to deliver on our mission and achieve our objectives, and fight for every childhood. It enables all our people to use their skills, together with the Society's resources, to best effect. It helps ensure we are compliant with all relevant legislation, constantly reviewing the risks we are facing, ensuring we provide safeguarding standards of the highest quality, and supports a positive culture for all of our people, including our volunteers. We review our charity governance using the Charity Governance Code, and report against the principles contained within the code in this report.

Organisational purpose

We were initially founded as The London Society for the Prevention of Cruelty to Children in 1884. We then became the National Society for the Prevention of Cruelty to Children (NSPCC), incorporated by Royal Charter in 1895. We are also a charity registered with the Charity Commission in England and Wales, the Office of the Scottish Charity Regulator, the Jersey Charity Commissioner and with the relevant authorities in Guernsey.

We are still the only UK children's charity with statutory powers that enable us to take action to safeguard children at risk of abuse.

Working in England, Wales, Scotland, Northern Ireland, and the Channel Islands, our services for children and young people are adapted appropriately in the light of relevant regional and local interests.

Our board of trustees (the board) is clear about the charity's aims and ensures that these are being delivered effectively and sustainably. The board regularly reviews the organisation's charitable purposes and the external environment in which it works to make sure that the charity, and its purposes, stay relevant and valid.

The board agreed the 2021–31 strategy which was launched on 1 April 2021. The board agrees the priorities in the annual hoshin in March every year, together with a three year roadmap. The board monitors progress against and the impact of the strategy on a quarterly basis.

Leadership

Strong and effective leadership helps the NSPCC adopt an appropriate strategy for effectively delivering its aims. It also sets the tone for the charity, including its vision, values and reputation.

The NSPCC is headed by an effective board that provides strategic leadership in line with our aims and values. The board has collective responsibility for everything that we do, including the legal responsibility to ensure the charity is controlled and properly managed. They exercise their powers in accordance with our Royal Charter, other legal requirements and the principles of good governance. They act in the best interests of the organisation and our work to protect children and young people.

Integrity

The board acts with integrity. It adopts values, applies ethical principles to decisions and creates a welcoming and supporting culture which helps achieve its charitable purposes. The board is aware of the significance of the public's confidence and trust in the Society. It reflects ethics and values in everything it does. Trustees undertake their duties with this in mind. Trustees declare any interests they have which might give rise to conflicts with NSPCC business. Trustees also declare any gifts and hospitality they receive from NSPCC partners and contractors. All of our trustees give their time on a voluntary basis; they receive no remuneration or any other benefits. Any out-of-pocket expenses along with other costs paid directly by the charity, which the trustees have incurred in furtherance of their duties, are set out in note 5 to the financial statements.

Decision-making, risk and control

The board makes sure that its decision-making processes are informed, rigorous and timely, and that effective delegation, control and risk-assessment are set up and monitored.

Our board meets six times a year; we also hold an annual board away day, which enables trustees and the executive board to focus on key strategic issues in more depth.

There are certain matters which the board reserves to itself through a written schedule. These include approval of our annual plan and budget, and our overall strategic direction. *The Matters Reserved for the board* statement makes clear the trustee board's responsibilities and where there are clear delegated authorities to act on their behalf. Delegated authorities are discharged through the committees of the trustee board or through the chief executive. The chief executive is accountable to the trustee board for the day to day running of the NSPCC and the execution of the day to day strategy and policies agreed by the board and/or its committees.

Each board committee has defined terms of reference, detailing the delegated authorities where appropriate.

Co-opted members, who are not themselves trustees, serve on some of our committees and we are very grateful for the expertise, skills and experience they bring.



Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

Committees of the board

Board of trustees

Audit and Risk committee	Oversees our systems for quality, performance, risk management and internal controls ensuring that our systems are robust, effective and fit for purpose.
Finance committee	Maintains an overview of the financial aspects of our strategy, and reviews and monitors our policies, processes and standards in order to secure effective financial management.
Income Generation committee	Reviews the NSPCC income generation strategies, their relationship with wider brand positioning and marketing activities, impact on the NSPCC's reputation and, where appropriate, recommends relevant strategies to the board.
Nominations and Governance committee	Ensures that we comply with our Royal Charter and bye-laws, as well as best practice in governance, and reviews the role and membership of the board of trustees and its committees.
Policy committee	Responsible for identifying key issues on which we must have a public policy position and reviews our work with government and other agencies.
Remuneration and People committee	Decides on the appropriate level of remuneration for our chief executive and reviews recommendations for remuneration of the executive board. Further information on executive board and other senior staff remuneration is included earlier in this report.
Service Development committee	Reports to and advises the board on the development and impact of our services for children and young people, ensuring that services meet the needs of children and families, based on local need.
Volunteer Engagement committee	Provides oversight, leadership and critical friendship to the executive in ensuring we create an environment in which volunteers feel valued and able to be their best. It has oversight of a programme of activity whereby senior leaders, including trustees, engage directly with volunteers across the country in a reasonably systematic way.

Risk management and control

The board retains overall responsibility for risk management and discusses and decides the level of risk it is prepared to accept for specific and combined risks. In September 2021, the board defined its risk appetite.

The board regularly reviews the charity's specific significant risks and the cumulative effect of these risks. It makes plans to mitigate and manage these risks appropriately.

The board puts in place and regularly reviews the charity's process for identifying, prioritising, escalating and managing risks and, where applicable, the charity's system of internal controls to manage these risks. The board reviews the effectiveness of the charity's approach to risk at least every year;

The key controls to manage the NSPCC's principal risks and uncertainties are assessed and monitored using the Society's three lines of defence model:

- The first line of defence is formed by managers and staff who are responsible for identifying and managing the relevant risk.
- The second line of defence provides the policies, frameworks, tools, techniques and support to enable risk and compliance to be managed by the first line. It also conducts monitoring to judge how effectively they are doing it.
- The third line of defence is chiefly provided by the internal audit function and the inspection unit. Sitting outside the operational management processes of the first two lines of defence, their main role is to ensure that the first two lines of defence are operating effectively and advise how they could be improved; reporting to the Audit and Risk committee, they provide an assurance that appropriate controls and processes are in place and are operating effectively, and that policies, standards, internal procedures and external regulations are being complied with.

The Society is committed to ongoing review of the internal and external risks facing the organisation, and has an annual review of risk appetite and effectiveness. Key to the effectiveness of the NSPCC's risk management system is the annual review of the Strategic Risk Register by the board of trustees and the reviews of risk by the Audit and Risk committee. Risks are also reviewed at each directorate's quarterly business review with the chief executive. There is an established process for identification of risks, involving senior management leadership teams, risk owners and risk champions in the regular review of the NSPCC's strategic and operational risks.

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

Principal risks and uncertainties

Principal risks and uncertainties

The Strategic Risk Register (SRR) defines those risks which, if they were to occur, could threaten the NSPCC's ability to deliver the strategy.

The Principal risks facing the organisation are as follows:

Risk	
Failure to diversify income streams:	Historically the Society has been largely funded through the generosity of donors regularly giving donations through Direct Debit. However, more and more people are not giving this way. As a result, we have developed an income generation strategy to diversify our income streams. A number of innovative pilot projects are being tested and successful projects will be fully implemented. These include NSPCC character commercialisation, income generation from gaming, brand investment, and plans to grow income from NSPCC Learning. The implementation of the Income Generation Strategy is monitored by the board's Income Generation committee.

Outstanding controls include:

- putting actions in place to reverse the decline in individual supporter income.
- Launching place-based appeals (major appeal run for a specific geography which has all the elements of giving that our usual portfolio has, but condensed into a single focus with a single message).
- development of a commercial income strategy.
- maintaining and increasing funding from individual major donors by improving the fundraising propositions used with this audience, including: creating a new Case for Support for the next NSPCC Strategy.
- Development of Schools Fundraising offer to increase income.
- Development of High Street Presence concepts.

Risk	
Failure to adopt, adapt and innovate digital technologies and ways of working, while avoiding and mitigating against systems failures:	The pandemic demonstrated the need for the Society to invest in technology to be able to help more children and young people. The Society has developed a technical plan which includes an enhanced infrastructure, an operating model with a data strategy that will drive greater outcomes for children and develops deeper and faster insight in support of our work across the Society. Furthermore, the Society has worked to develop strong, protective controls across our technical estate. Work continues to improve cyber defence, particularly in relation to digital transformation and the adoption of cloud technologies to support our data processing requirements, ensuring that the Society's work for children is not disrupted.

Outstanding controls include:

- Enterprise Architecture (EA): creation and ongoing development of a target architecture that guides technical decision making across the Society. Uplifting EA capability and embedding into strategic planning and delivery.
- Data strategy: creation and ongoing development of a data strategy and plan that drives greater outcomes for children and develops deeper and faster insight in support of our work across the Society.
- Technology and data operating model: clarity on structure, leadership, governance, skills, partnerships, tooling in place to support ambitions of the Society.
- Business continuity: strengthening the plans, protocols and awareness of continuity procedures in the event of specified scenarios involving failure of system components and unauthorised access of technical infrastructure associated with a ransomware and / or cyber-security incident.
- Resilience and recoverability: ensuring infrastructure and system components are resilient, with supporting contracts and SLAs, disaster recovery and business continuity plans are in place and periodically tested for all elements of our response to specified scenarios.
- Cloud-native platforms: the adoption of software and solutions that benefit from the inherent security and resilience of a cloud-managed platform. Taking a 'cloud-first' approach to the adoption of future technology solutions and establishing the capabilities to effectively manage a cloud estate.

Risk	
The NSPCC's actions fall short of stakeholder and regulator expectations leading to an erosion in confidence, undermining its work for children.	The NSPCC's reputation is an asset as donors give to the Society because the Society has a positive reputation. The Society continues to embed and strengthen policies and has controls in place which help to ensure that the Society and its people, adhere to best practise, comply with the requirements of regulators and is able to use its credible voice influence government and society. The Society also ensures that the children the Society directly works with are safeguarded at all times, ensuring that staff working in the Society are subject to safeguarding checks and DBS checks as appropriate. The Society has developed and implemented a Child Safe Organisation Framework. All employees undertake mandatory ED&I related training and executive board directors take appropriate steps where this has not been undertaken.

Outstanding controls include:

- The development and implementation of a new safeguarding services practice framework and quality assurance framework and processes that cover all services and align to the new regional operating model and best practice for the sector.
- Further embedding the Data Protection Impact Assessment that was redrafted to ensure compliance with the Children's Code.

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

Board effectiveness

The board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions.

Trustees are appointed on the basis of the skills that they bring. Regular diversity and skills audits are undertaken to ensure that there is an appropriate mix of skills, experience and backgrounds around the Board table. Trustees usually serve an initial term of three years. This can be extended once up to a maximum of six years, and in very exceptional circumstances there may be a further extension, in accordance with the Charity Governance Code. (Trustees elected prior to 2016 were able to serve for three terms.) The Board has plans to reduce it size to 12, however this cannot be achieved without causing instability for some years. Our trustees are recruited through a variety of means, including open advertising. The Society has a trustee recruitment policy in place which was approved during 2019.

Our trustees undergo a comprehensive induction programme and are offered training and development opportunities throughout their trusteeship. The induction typically consists of training in charity trusteeship and safeguarding, as well as induction meetings with the chair, chief executive and directors, as well as visits to Childline bases, service centres and visits to *Speak Out. Stay Safe.* assemblies in schools. Trustees will also have induction meetings with the chairs of the committees on which they will sit.

Trustees have adopted the Charity Governance Code and the Nominations and Governance committee seeks continual improvement in the Society's governance.

During 2021, the board undertook a board evaluation exercise with an external facilitator in accordance with the Charity Governance Code. An evaluation report was produced which contained 14 recommendations. An action plan was produced to implement the recommendations. At the time of writing, 13 of the recommendations have been fully implemented. One recommendation about rebalancing the Board's membership will be achieved over time, as the current trustees retire at the end of their terms of office. This is being monitored by the Nominations and Governance committee.

At the end of each Board meeting, trustees discuss areas that worked well and what more is needed to inform discussion and decision making.

Additionally, the chair meets with each trustee to discuss their effectiveness individually.

Equality, diversity and inclusion

The board has a clear, agreed and effective approach to supporting equality, diversity and inclusion throughout the organisation and its own practice.

In order to be there for every child and young person, the Board recognises the need to consider equality, diversity and inclusion when making decisions. This includes ensuring that the voices of children and young people are considered during the decision making process.

The Board approved the NSPCC EDI Charter in 2020. Since then, the Board has undertaken training including unconscious bias training, and has appointed a lead trustee for Equality, Diversity and Inclusion.

They act as a bridge, joining the organisational efforts and priorities with the board of trustees' governance responsibility, focus and plans.

The Board also recognises that in order to make the best-informed decisions, there is a need for the widest variety of backgrounds and experience around the board table, so have undertaken diversity audits which are used by the chair to inform the trustee recruitment process.

Our employee diversity breakdown at the NSPCC is as captured in the table below. These percentages denote the average proportion of our workforce, per demographic, for the 12 months ending 31 March 2022.

	NSPCC %	People Count benchmark
Female %	81.4%	72.5%
LGBQ+ %	8.7%	9%
Black, Asian and minoritised ethnicities %	12.9%	8.2%
Disability %	7.5%	4.3%
Average Age	41	44.7

We are in the process of building our next NSPCC Equality, Diversity and Inclusion action plan. **All our actions will centre around three main areas of focus:**

- Diversifying our workforce
- Creating an inclusive culture of safety and belonging
- Inclusive leadership

One key input into our action plan is our EDI Charter (which is available to view on our website). In addition, we have also carried out an inclusion survey with all of our volunteers and staff. This too will be a key input into the action plan, along with an independent assessment of our workforce and service user diversity data.

We will publish the action plan in the autumn and will report against our progress to the Board and to our people. We will publish in our next annual report our workforce demographic data, comparing it with the data published in the above table. We feel certain that the action plan will yield positive results in our data set and in our engagement and inclusion survey scores, as we continue our endeavours to attract and recruit a more diverse workforce and create the conditions and culture where every member of the NSPCC family feels they don't just fit, but belong.

Openness and accountability

The public's trust that the Society is delivering public benefit is fundamental to its reputation and success. The Society engaged stakeholders during the development of the 2021-31 strategy. Having set out our ambition for the ten years to 2031, it's important we understand how well we're progressing towards these changes for children, and that we are open about our impact.

The Impact Framework stems from, and is intrinsically linked to the 2021-31 strategy. It is anchored in helping us understand whether the changes for children set out in our strategy are being achieved. The Impact Framework includes wider, deeper research and evaluations, and also the measures we will track and report regularly. Each quarter the board reviews its impact against the strategic priorities and publishes its impact report to staff and volunteers.

The Society has a published complaints process, and complaints are monitored by the Audit and Risk committee on behalf of the board of trustees. The Board reports any serious incidents to the Charity Commission and other regulators as appropriate. A register of interests for trustees and senior staff is maintained and is available on request.

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

Environment and sustainability 2021/22

The NSPCC and the environment

The NSPCC, its volunteers, and employees, care deeply about the environment. Protecting the environment is a big issue of concern for many children, young people, and families across the UK, and our ability to support them depends on a healthy, natural planet.

One of our NSPCC values is 'taking a stand'. we believe that by working together, we can minimise our impact on the environment.

We are already:

- helping our volunteers and employees work more sustainably, through initiatives like:
  - office recycling schemes
  - sourcing of green electricity for our estate
  - providing environmentally friendly pension options
  - reducing the energy use of our buildings
- working with suppliers and partners to source sustainable products and services, and considering environmental criteria through our procurement processes
- establishing our NSPCC Environment and Sustainable Team (NEST) to coordinate action which makes our operations more sustainable.

And over the coming years, we aim to:

- review our financial investments, and invest in companies who are committed to environmentally friendly products and practices
- reduce the carbon footprint of our IT equipment
- develop new environment and sustainability principles
- report on our progress each year through our Annual Environmental Report.

Supporting children

We support children and young people who are anxious about, or impacted by, climate change through our Childline service. We provide online content and counselling sessions to those who need them. We listen to the views of young people on environmental issues through our NSPCC Young People's Board of Change and through feedback from Childline.

Energy and carbon emissions

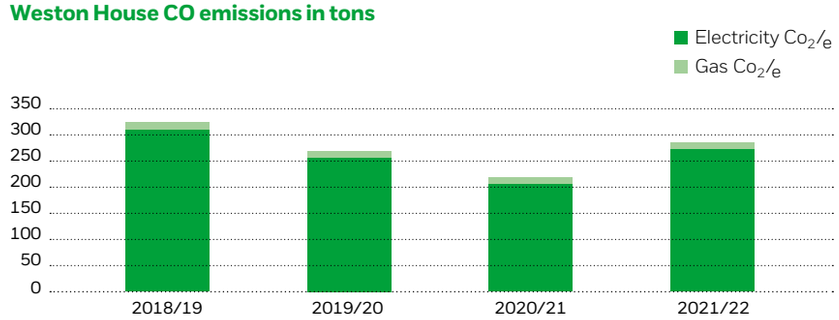
The NSPCC are fully compliant with the Energy Savings Opportunity Scheme (ESOS). The aim of ESOS is to identify opportunities to reduce energy consumption, emissions, and costs accordingly.

Energy contracts supplying our properties were renewed in the autumn of 2021 and all electricity supplied is from Green Energy Sources.

The data within this report relates to Weston House which is our largest site.

Carbon emissions data for 2021/22 shows an increase on the previous two years, 19/20 and 20/21, due to the pandemic and limited operations on site during these two years. In the last year we have been striving to move back to full operations within the property.

Weston House CO emissions in tons



	2018/19	2019/20	2020/21	2021/22
Electricity Co2/e	313	258	209	275
Gas Co2/e	12	12	10	10
Total Co2/e	**325**	**270**	**219**	**286**

Waste management and recycling

At Weston House 70% of waste has been recycled during this period. The data on the following page shows the monthly breakdown of waste collected in Kgs, how the waste is then utilised and then the types of materials recycled over the last year. The last year has seen an increase of 2155kwh of energy being produced from our waste.

Our recycling at Weston House has:

saved 261 trees

saved 33 tonnes of Co2

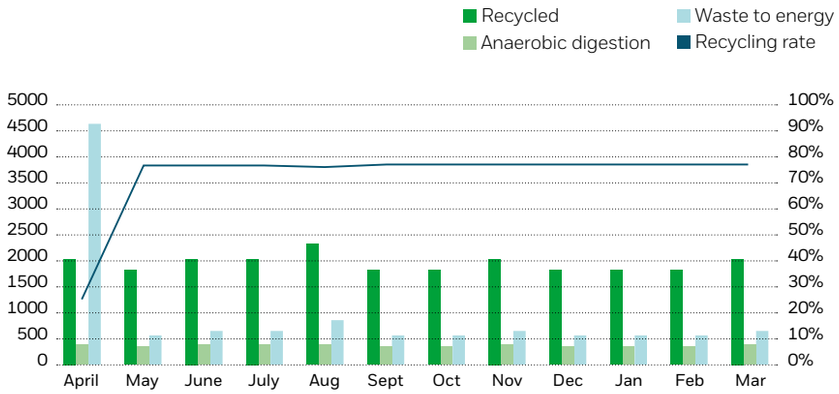
generated 7,594kwh of energy.

External working relationships

Over the last year we have worked on a pro-bono proposal to engage the services of CBRE's Environmental & Sustainability team. The proposal was successful and BREEAM (Building Research Establishment Environmental Assessment Method) audits have been completed for Weston House and the Northwest Regional Office (two of our larger properties). These audits will provide benchmarks for our properties and will assist in developing short-, medium- and long-term action plans to aid us in reducing our carbon footprint.

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

Materials collected (kgs) April 21 to March 22



	Recycled	Anaerobic digestion	Waste to energy	Recycling rate
April	2,025	405	4,675	34%
May	1,800	360	600	78%
June	2,025	405	675	78%
July	2,025	405	675	78%
August	2,325	405	875	76%
September	1,800	360	600	78%
October	1,800	360	600	78%
November	2,025	405	675	78%
December	1,800	360	600	78%
January	1,800	360	600	78%
February	1,800	360	600	78%
March	2,025	405	675	78%
Total	**23,250**	**4,590**	**11,850**	**70%**

Materials recycled (kgs) April 21 to March 22

Mixed recycling	22950kg
General waste	11650kg
Food recycling	4590kg
Junk removal	500kg
Glass	0kg
Cardboard	0kg
Paper	0kg
Coffee grounds	0kg
Weee and toner	0kg
Stationery and textiles	0kg

Public benefit and how our activities deliver it

We have a duty to have due regard to the Charity Commission's public benefit guidance, under section seventeen of the Charities Act 2011. We are confident that we meet those public benefit requirements, having taken Charity Commission guidance into consideration.

Our vision is to end cruelty to children in the UK; although such a vision may take many generations to be fulfilled. We believe cruelty to children is preventable and that through having our strategy in place we can achieve much more: 'Every childhood is worth fighting for'.

We believe we meet the public benefit requirements through the range of activities we undertake, most significantly through Childline, our free confidential helplines and our range of services for children and families. We deliver projects in local communities for children who have experienced or are at risk of abuse as well as those in care, focusing on children who most need help. We also provide advice to adults and professionals who are concerned about children and work with other organisations that come into contact with children to ensure that they protect children, challenging those who do not. We visit schools, providing young people with the knowledge and resilience to keep themselves safe. We campaign to make children safer and improve the child protection system across the UK and Channel Islands.



Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

Trustees' responsibilities statement

The trustees are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 (The Financial Reporting Standard applicable in the UK and Republic of Ireland).

The law applicable to charities in England, Wales and Scotland requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity, and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008, the Charities and Trustee Investment (Scotland) Act 2005, the Charity Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the Royal Charter. 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.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Subsidiaries and related parties
NSPCC Trading Company Limited and Childline are both wholly owned subsidiaries of the NSPCC, and their accounts are consolidated in the accounts presented on pages 75 to 90.

The principle activities of NSPCC Trading Company Limited are organising participation fundraising events on behalf of the NSPCC, a mail order operation and the sale of NSPCC branded goods. The company has seen an increase in income this year, primarily due to increased participation events income, these events having been impacted by the coronavirus pandemic last year. The company had a profitable year and continues to develop its activities to support our work. The profit before tax of £1.0 million (2021 £0.6 million) was donated under Gift Aid to the NSPCC.

Childline continues as a separate legal entity in order to receive legacy income not otherwise receivable by the NSPCC. In the year ending 31 March 2022 it received £1.1 million legacy income (2021 £0.9 million). This is paid by way of grant to the NSPCC towards the operation for the Childline service for which funds were received.

Patrons, trustees, officers and professional advisors

Royal Patron
HRH The Countess of Wessex

President
HRH The Countess of Wessex

Royal Patron of Childline
HRH The Countess of Wessex

President of Childline
Dame Esther Rantzen DBE

Board of trustees

Neil Berkett
- Trustee since 4 October 2018[1]
- Chair since 2 October 2019
- Finance committee (member)
- Nominations and Governance committee (chair)
- Policy committee (member)
- Remuneration committee (chair)

Pippa Gough *MA MSc PGCEA RN RM HV FQNI FRSA*
- Trustee since 4 October 2018
- Vice-chair since 12 December 2019
- Policy committee (chair)
- Nominations and Governance committee (member)
- Remuneration committee (member)

Sarah Ridgway
- Trustee since 4 October 2018
- Vice-chair since 12 December 2019
- Nominations and Governance committee (member)
- Remuneration committee (member)
- Service Development committee (member)
- Volunteer Engagement committee (chair)

James Bailey *Chartered LL.B Chartered FCSI'.*
- Trustee since 2013
- Audit and Risk committee (member)
- Volunteer Engagement committee (member)

Dr Joanna Begent *MBBS*
- Trustee since 2015
- Lead trustee with responsibility for safeguarding
- Policy committee (member)

Elizabeth Brash
- Trustee from 1 October 2015 to 31 May 2021
- Income Generation committee (member)
- Volunteer Engagement committee (member)

Andy Briggs *FIA*
- Trustee since 2016
- Income Generation committee (chair)

Clem Brohier *ACMA CGMA FRSA*
- Trustee since 2016
- Audit and Risk committee (chair)

Professor Tanya Byron *PsychD*
- Trustee since 2016
- Policy committee (member)

Eithne Daly
- Trustee since 1 October 2020
- Service Development committee (member)

Ifeoluwapo (Ife) Grillo
- Trustee since 1 October 2020
- Volunteer Engagement committee (member)

Albert Heaney *CBE*
- Trustee since 7 October 2021
- Policy committee (member)
- Service Development committee (member)

Andrew Kerr *OBE*
- Trustee since 4 October 2018
- Policy committee (member)
- Service Development committee (member)

Tarek Khlat *MBA*
- Trustee since 2015
- Income Generation committee (member)

1. Neil was also previously an NSPCC Trustee from 2010 to 2017

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Derrick Mortimer
- Trustee since 4 October 2018
- Finance committee (member)
- Service Development (chair)

Sheanna Patelmaster
- Trustee since 1 October 2020
- Finance committee (member)
- Service Development committee (member)

Emma Smyth
- Trustee since 7 October 2021
- Volunteer Engagement Committee (member)

Thomas Toumazis MBE
- Trustee since 4 October 2018
- Income Generation committee (member)
- Audit and Risk committee (member)

John Worth FCA
- Trustee since 2016
- Honorary treasurer
- Audit and Risk committee (member)
- Finance committee (chair)
- Remuneration committee (member)

Co-opted members

We thank the following for the support on our committees, recognising the expert advice they give:

Catherine Baxendale FCIPD
- Service Development committee

Angela Cha
- Audit and Risk committee

Mark Corbidge
- Finance committee

Gavin Dein
- Income Generation committee

Steve Hart
- Audit and Risk committee

Estelle Lloyd
- Income Generation committee

Mark Luboff
- Finance committee

Jonathan Middup FCA
- Audit and Risk committee

Professor Helen Minnis
- Policy committee

Hywel Peterson
- Income Generation committee

Andrew Ross
- Income Generation committee

Julian Short
- Income Generation Committee

Paul Snell
- Service Development committee

Francesca Valli
- Income Generation committee

We also thank the trustees of the NSPCC Pension Scheme Limited:

Lynne Stewart-Brindle
Pan Trustees UK LLP (chair)
Alex Camm
Philippa Webster

Senior management (the executive board)

Chief Executive
- Sir Peter Wanless

Director of Communications and Marketing
- David Hamilton

Director of Strategy and Knowledge
- Maria Neophytou

Chief Technology Officer
- Greig Sharman

Director of Income Generation, Fundraising and Engagement
- Jo Swinhoe

Director of Finance
- Paul Taylor

Director of People
- Brett Terry

Director of Services
- Claire Watt

Bankers and professional advisers

Bankers

Barclays Bank Plc
1 Churchill Place
London, E14 5HP

The Co-operative Bank Plc
9 Prescot Street
London, E1 8BE

NatWest Plc
250 Bishopsgate
London, EC2M 4AA

Auditor

Crowe U.K.
55 Ludgate Hill
London, EC4M 7JW

Investment managers

Blackrock
12 Throgmorton Avenue
London, EC2N 2DL

Credit Suisse (UK) Limited
1 Cabot Square
London, E14 4QJ

J.P. Morgan International Bank Ltd.
25 Bank Street, Canary Wharf
London, E14 5JP

Legal advisors

Bates Wells & Braithwaite
10 Queen Street Place
London, EX4R 1BE

Carbon Law Partners
89 Eastgate
Cowbridge, CF71 7AA

Carson McDowell LLP
Murray House, Murray Street
Belfast, BT1 6DN
(who also advise us on a pro-bono basis)

Wilson's Law
4 Lincoln's Inn Fields
London, WC2A 3AA

Withers worldwide
20 Old Bailey
London, EC4M 7AN
(who also advise us on a pro-bono basis)

We would like to thank the following firms for their pro-bono work:

Baker & McKenzie
100 New Bridge Street
London, EC4V 6JA

CMS Cameron McKenna Nabarro Olswang LLP
Cannon Place
78 Cannon Street
London, EC4N 6AF

Devereux Chambers
Devereux Court, Temple
London, WC2R 3JH

DLA Piper
3 Noble Street
London, EC2V 7EE

Doughty Street Chambers
53-54 Doughty Street
London, WC1N 2LS

Gowling WLG
3 Waterhouse Square
142 Holborn
London, EC1N 2SW

Herbert Smith Freehills LLP
Exchange House
Primrose Street
London, EC2A 2EG

Mayer Brown International LLP
201 Bishopsgate
London, EC4V 6JA

Simmons and Simmons
CityPoint, 1 Ropemaker Street
London, EC2Y 9SS

Walker Morris
Kings Court,
12 King Street
Leeds, LS1 2HL

Weil, Gotshal & Manges
110 Fetter Lane
London, EC4A 1AY

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.



Financial review

Summary

This year's annual report tells the story of the first year of our ambitious ten-year strategy.

As we move out of a pandemic that has exacerbated so many of the issues young people face in the 21st century, we'll channel our resources to enable everyone to play their part in keeping children safe. We expect that COVID restrictions will no longer be a substantial consideration, however the difficult economic climate is likely to continue to impact us. We face inflationary costs and an uncertain environment for philanthropy and fundraising.

Our income – the amount of support that we received – increased compared to the prior year. The extra income generated from fundraising events and other face-to-face activity, as well as an increase in corporate donations and legacies, has more than offset decreases in coronavirus support and income from individual giving.

This year, we have received more income from supporters (donations and legacies* and other trading activities), returning closer to pre-pandemic levels, such that this comprised 86.0% of total income received (2021: 82.3%). This continues to illustrate the clear mandate we hold to act on behalf of the public to protect children.

Our expenditure for the year reduced, with the percentage spent on charitable activities directly helping children at 76.9% (2021: 77.2%) of total expenditure. This means that, for every pound we spend, almost 80 pence** goes on charitable activities.

Our total reserves increased significantly during the year to £119.4 million (2021: £80.0 million). During the year, we revised our reserves policy to ensure that it appropriately reflects the more uncertain times that we now face. Our approach to the calculation of our unrestricted free reserves, being those funds that we can access in times of need, is now more cautious and we have increased the range of the number of months' forward expenditure that we seek to cover. Overall, and as reflected by the increase in total reserves, we have improved our resilience and are now even better placed to withstand any sudden shocks to our finances.

Our reserves are largely represented by the amounts that we hold in investments and cash. Our investments have continued to perform well and, since changing our investment approach at the end of 2018, our annualised investment return has been an average of 6.3% against a target of 5.3%. This has been achieved while keeping within our financial risk appetite.

This strong investment performance has allowed us to make a sizeable one-off payment into our pension scheme. This, together with other factors, means that we are on track to fully fund the scheme within the next few years, providing financial security in retirement to those that have worked so hard in support of children.

We would like to thank everyone who stands with us in the fight for every childhood and who continues to support our work.

* Income from supporters included income from donations and legacies (excluding statutory nonperformance related grants) and other trading activities.

**Expenditure on charitable activities is 76.9% (2021: 77.2%) of total expenditure excluding other expenditure. Excluding donated services of £2.8 million (2021: £5.8 million), expenditure on charitable activities would be 78.9% (2021: 81.1%) of total expenditure excluding other expenditure. Donated services are recognised within raising funds (£2.5 million (2021: £5.4 million)) and charitable activities (£0.3 million (2021: £0.4 million)).

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

How we helped children

Our ambition over the next ten years is to work with more children and make the biggest impact we can to stop child abuse and neglect. This year we spent a total of £76.0 million on charitable activities, which was £7.3 million lower than last year (2021: £83.3 million), with the amount spent to directly help children and families remaining close to 80% of expenditure.**

Expenditure on services for children and families reduced by £6.7 million to £29.8 million (2021: £36.5 million), primarily reflecting the savings associated with the implementation of our regional operating model, where we have created a network of regional hubs to deliver our services in a more focused, preventative and impactful way. This means we have taken the difficult decision to close 10 service centres. Although these steps will lead to new roles at the NSPCC, sadly the changes mean that there were redundancies. This is no reflection on the quality or the value that the staff have contributed. You can read more about the delivery of our direct services throughout the annual report.

Expenditure on Childline and our Schools Service reduced by £0.6 million to £20.6 million (2021: £21.2 million). Through 2021/22, Childline has continued to listen and respond to children's and young people's needs for help and support. Our virtual Personal InBox team, which was implemented in response to the challenges in getting volunteers into bases during the height of the pandemic, has become a key asset to the service. Volunteers can work from home, supported by a supervisor to respond to email contacts received through the Personal InBox. Our Childline counselling service delivered almost 205,000 counselling sessions, in line with last year, with the help of over 1,300 volunteer counsellors (2021 over 850 volunteer counsellors) who provided just over 156,000 hours (2021 over 133,000 hours). Delivery of our *Speak out. Stay safe.* programme through school assemblies remained largely virtual through the year, with the continuing challenges of COVID-19 meaning schools haven't been ready to welcome visitors back in. This year, we delivered assemblies to over 3,800 schools (2021 over 1,600 schools) reaching over 890,000 children across the UK, significantly more than last year, when we reached over 370,000 children. You can read more about our Childline service and *Speak out. Stay safe.* on pages 41 and 44.

Expenditure on child protection advice and awareness increased by £0.1 million to £21.4 million (2021: £21.3 million). Last year saw one of the biggest awareness campaigns the NSPCC Helpline service had delivered, in response to concerns that children at risk of harm were hidden from sight due to the pandemic. The NSPCC Helpline has continued to support adults, including parents, professionals and other members of the public, who have concerns about a child. Unfortunately, the challenges of COVID-19 again impacted the service's capacity to respond to as many contacts as we would have hoped. In total, the service has handled nearly 67,000 contacts this year (2021: over 87,000). However, with the easing of restrictions, we were able to return to face-to-face activity with the general public to talk about our work. You can read more about our Helpline on page 21.

Expenditure on child protection consultancy reduced slightly by £0.1 million to £4.2 million (2021: £4.3 million). A major component is NSPCC Learning, where we offer our range of online courses that help organisations and individuals working with children and young people to gain the knowledge and skills they need to keep them safe. In 2021/22, we saw over 1.6 million visitors to the NSPCC Learning website. And, we're well on our way to achieving our vision to be the 'go-to' place for safeguarding information, and for training professionals working or volunteering with children. You can read more about our Knowledge and Information Services on page 35.

Expenditure on raising funds reduced by £1.8 million to £22.8 million (2021: £24.6 million). This includes reduced advertising costs for our awareness and fundraising campaigns, partly offset by a return to face-to-face activities following the easing of pandemic-based restrictions.

Our efforts over the years to streamline all that we do have enabled us to continually reduce support costs, and to reduce this as a percentage of our total expenditure from 7% in 2012 to just 4% in 2019, which has since been maintained. This year, we have maintained the level of expenditure at £4.6 million, 4.4% of total expenditure (2021: £4.6 million, 4.1%). Support costs include expenditure on governance activities of £0.4 million (2021: £0.4 million). Governance costs include the cost of internal audit, legal advice, costs associated with meeting constitutional and statutory requirements and strategic planning.

**Expenditure on charitable activities is 76.9% (2021: 77.2%) of total expenditure excluding other expenditure. Excluding donated services of £2.8 million (2021: £5.8 million), expenditure on charitable activities would be 78.9% (2021: 81.1%) of total expenditure excluding other expenditure. Donated services are recognised within raising funds (£2.5 million (2021: £5.4 million)) and charitable activities (£0.3 million (2021: £0.4 million)).

The support we received

This year our total income increased by £1.8 million to £123.6 million (2021: £121.8 million).

Overall income from donations and legacies increased by £1.1 million to £103.7 million (2021: £102.6 million). Income from individual giving, including regular donations, reduced by £3.0 million to £47.8 million (2021: £50.8 million), continuing the trend of decline in the number of committed regular giving relationships. Despite the economic hardships that many people have faced over the last 12 months, there have been fewer cancellations than last year, reducing by 17,000 to 448,000 (2021: reducing by 24,000 to 465,000). This year, we were able to secure 7,000 new regular donors (compared to 6,000 in 2021), largely due to a return to face-to-face fundraising in the Autumn. Last year saw many donors give additional financial support during the height of the pandemic, in direct response to our Still Here for Children appeal.

Legacy income increased by £8.1 million to £30.5 million (2021: £22.4 million). This year there were 11 gifts over £250,000 (2021: 11), including the significant gift of £8.7 million.

Income from corporates, trusts and major donors increased by £2.5 million to £14.4 million (2021: £11.9 million). This is primarily due to new agreements this year including £3.1 million from People's Postcode Lottery and £1.0 million from Omaze, as well as new income from partnerships with Sky and Direct Line Group. You can read more about these partnerships on page p55-56. This was, in part, offset by a reduction of £3.0 million in donated services, as last year we received media donations from various partners supporting the 100 Unforgettable Days and Still Here for Children campaigns.

Other voluntary income streams increased by £0.3 million in aggregate.

We received £0.7 million in coronavirus related income, a reduction of £6.8 million. Last year, during 2020/21, we received £7.5 million of income as a result of the coronavirus pandemic. This included £3.9 million through the coronavirus job retention scheme, £2.1 million from the Department for Education to support Helpline and Childline and £1.4 million from the Association of British Insurers to support the Helpline domestic abuse project.

Income from trading activities decreased by £0.2 million to £4.3 million (2021: £4.5 million). Income from the sale of goods and other activities decreased by £1.6 million to £2.2 million, primarily due a reduction of £1.3 million from the People's Postcode Lottery, now included within donations and legacies due to a change to lottery arrangement. This is offset by income from fundraising events increasing by £1.4 million to £2.1 million, as many events returned this year after being cancelled, postponed or taking place virtually last year due to the coronavirus pandemic.

Income from charitable activities, received primarily from government and other statutory sources through grants and contracts, increased by £1.0 million to £14.3 million (2021: £13.6 million). Our elearning sales through NSPCC Learning, which was launched in 2019, have continued to grow, with our range of online courses that help organisations and individuals working with children and young people to gain the knowledge and skills they need to keep them safe. We were also able to return to face-to-face training following the easing of pandemic-based restrictions.

Income from supporters (donations and legacies*, and other trading activities) remains above 80% of total income received, which continues to illustrate the clear mandate we hold to act on behalf of the public to protect children. We would like to thank all our supporters for their commitment to the cause and their passion for what we do, which leads them to give generously in so many ways. This support is as vital as it has ever been, and we simply could not reach the children who need us without our supporters standing with us.

*Income from supporters included income from donations and legacies (excluding statutory nonperformance related grants) and other trading activities.

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

Reserves

Total reserves now stand at £119.4 million, an increase of £39.4 million compared to last year. This reflects unrestricted general funds of £80.0 million (2021: £87.3 million), designated funds of £35.6 million (2021: £19.9 million), restricted funds of £2.3 million (2021: £3.4 million) and endowment funds of £1.5 million (2021: £1.5 million).

The £7.3 million reduction in unrestricted general funds reflects net income for 2021/22 of £23.1 million, offset by a transfer of £16.8 million to designated funds, primarily for strategic spend, and £13.6 million transferred to the pension reserve for defined benefit contributions paid during the year.

The £15.7 million increase in designated funds reflects the transfer from unrestricted general funds of £16.8 million, offset by fixed asset property depreciation of £0.8 million and strategic spend of £0.3 million. Designated funds are funds set aside by the trustees out of general funds to cover the value of property fixed assets held, which includes freehold and leasehold properties, or to fund specific future purposes or projects. Designated funds relating to freehold and leasehold properties were £23.0 million, consisting of property fixed assets, with a land value of £2.0 million, investment property value of £0.9 million and depreciating property assets of £16.5 million, and related provision for property dilapidations of £3.6 million. The remaining average depreciation time for these property assets is 29 years. In addition, £12.6 million is held for the furtherance of strategic projects.

The £1.1 million reduction in restricted funds reflects the drawdown of funds in order to support activities specified by the donor when making the gift, or related to the terms of an appeal. Restricted funds at 31 March 2022 represent unspent restricted income of £2.2 million, being £0.9 million remaining from the Association of British Insurers to support the helplines domestic abuse project, £0.3 million received for The Lighthouse and £0.3 million for Harmful Sexual Behaviour as well as £0.3 million with other regional restrictions and £0.4 million restricted to programmes. The remaining balance of £0.1 million relates to capital restricted income, where the asset is yet to be brought in to use.

Endowment funds, being donations where the capital needs to be preserved, have remained at £1.5 million.

On behalf of the trustees, the Finance committee reviewed the reserves policy in light of the pandemic and the increased uncertainty in economic conditions. This resulted in a more cautious policy being adopted, with an amendment to the unrestricted free reserves calculation as well as an increase in the number of months of forward expenses that we should seek to cover. We hold these unrestricted free reserves in case of any sudden decline in income, so that we can honour our commitments to children and young people by ensuring contractual obligations to staff, premises and funding partners can be met with confidence.

Also following the Finance committee's review, the number of forward months' expenditure that we should seek to cover was increased from a range of three to five months to a range of three to six months.

Following the review, our unrestricted free reserves, excluding fixed assets included within general funds, and taking account of the actuarial deficit in the pension scheme and investment volatility, totalled £53.3 million (2021: £49.8 million) and are equivalent to 6.2 months forward expenditure (2021: 5.3 months restated on the same basis).

Investments and cash

Our reserves are largely represented by the amounts that we hold in investments and cash.

The trustees' responsibilities with respect to investments are set out in the Royal Charter and by-laws. These responsibilities are delegated to the Finance committee, which oversees the management of the portfolio.

JP Morgan and Credit Suisse are our investment managers, with each actively managing a mixed portfolio of equities, bonds and cash deposits with the aim of achieving return goals within risk parameters, and applying a set of ethical screens using industry recognised screening tools provided by MSCI ESG (Environmental, Social and Governance) Research and ECPI Research.

At 31 March 2022, total investments and cash totalled £93.9 million (2021: £95.1 million). Fixed asset investments totalled £84.9 million (2021: £86.2 million), of which £26.7 million was held in equities (2021: £25.9 million), £31.3 million was held in fixed income bonds (2021: £32.4 million), £26.0 million was held in bank deposits and money market funds (2021: £27.0 million) and £0.9 million in investment property (2021: £0.9 million).

A total of £60.8 million is held by Credit Suisse and JP Morgan (2021: £71.1 million). This movement is due to £11.4 million being withdrawn to meet the lump sum payment into the defined benefit pension scheme, taking the opportunity to crystallise investment gains made in recent years, partly offset by £0.8 million of net investment income and £0.3 million of investment gains during the year. These investment gains were impacted in the last quarter due to the impact of the Russian-Ukraine conflict on global markets, although the NSPCC has no direct investment in these countries.

The table below shows the performance of our investment managers at 31 March 2022:

Fund manager	Benchmarks used	Fund value 31 March 2022 £'000		Inception	Performance since Inception %	
JP Morgan	51% BBG Capital Sterling Corporate 1-10yrs 49% MSCI AC World in Local	Equities Bonds Deposits	16,493 13,366 991	1 October 2018	Performance Benchmark	27.34 31.73
		Total	**30,850**		**Variance**	**(4.39)**
Credit Suisse	61% Citigroup GBP AAA/AA/A Bonds 31% MSCI World Idx TR Net Hdg into GBP 8% GBP 1 Month Deposit	Equities Bonds Deposits	10,155 17,938 1,862	2 July 2018	Performance Benchmark	18.06 17.88
		Total	**29,955**		**Variance**	**0.18**

The investment managers' performance against their respective benchmarks is monitored closely by the Finance committee. JP Morgan's underperformance versus its benchmark since inception reflects recent bond performance. Although JP Morgan's performance has been below benchmark, it has delivered a strong absolute return overall since inception.

Current investments and cash were £9.0 million (2021: £8.9 million), comprising operational cash held plus overnight money market investments. The overall return on cash investments for the year ending 31 March 2022 was 0.2% (2021: 0.2%). We also earned rental income of £0.1 million (2021: £0.1 million) from our investment property.

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

Pensions

We provide a defined contribution pension scheme available to all staff, operated by Aviva. We also operate a defined benefit scheme. The non-contributory section of this defined benefit scheme was closed to new members on 1 July 2002, and the contributory section was closed to new members on 1 July 2008. The full scheme was closed to future accrual on 31 December 2009; on closure, members of the scheme had the opportunity to join the defined contribution scheme.

The most recent triennial actuarial valuation at 31 March 2021 reported a deficit of £23.3 million, being the valuation used for funding purposes. Based on this valuation, the Society agreed with the pension scheme trustees that it would aim to eliminate the deficit over a period of five years and six months from 31 March 2021 by the payment of annual contributions of £1.8 million. In addition to the annual contributions, it was agreed that a lump sum of £11.4 million would be paid by 31 December 2021. Also, and in accordance with the actuarial valuation, the Society has agreed with the pension scheme trustees that it will pay £0.4 million per annum to meet expenses of the scheme and levies to the Pensions Protection Fund (previously £0.5 million per annum). The Society trustees consider that the pension deficit is recoverable from future cash flows.

The actuarial deficit as at 31 March 2022 has been estimated as £6.7 million (2021: £23.3 million), with the next full actuarial valuation due as at 31 March 2024. This deficit reduction reflects £13.6 million of contributions during the year, together with movement in underlying assumptions, including the rate used for discounting future liabilities.

The basis of calculating a pension surplus and deficit for funding purposes is different to the basis that needs to be adopted to determine an accounting valuation under FRS 102. The FRS 102 valuation as at 31 March 2022 reported assets of £184.9 million with liabilities of £181.8 million, giving a surplus of £3.1 million (2021: a deficit of £32.0 million). As the pension scheme trustees retain full discretion over whether to grant a refund to NSPCC, the surplus has not been recognised, and the pension is shown at £nil value on the balance sheet.

Going concern

When setting the 2022/23 budget, we reviewed our income expectations in light of historic returns and future scenario modelling. We have considered our risks and opportunities, to ensure that our income targets are realistic, and have aligned our planned services and activities with our expected future short term income. Extensive work has gone into assessing how we return to more normal fundraising activity following the impact of the COVID-19 pandemic, and the potential consequences of upward trends in inflation on our financial position. The budget reflects the expectation that COVID restrictions will no longer be a substantial consideration, but that inflationary pressure may increase compared to previous years.

Despite management's view that the 2022/23 budget represents a realistic, risk adjusted, view of our expected outcome for the year, we acknowledge that our operating environment continues to reflect some uncertainty. Sensitivity analysis has been prepared to model the impact that unexpected changes in income might have on our overall position and viability. Two scenarios have been considered; firstly, the impact of a worsening of economic and political climate, with higher inflation and reductions in donor contribution and, secondly, the impact of damage from an adverse reputational event.

We have assessed projected future income, expenditure and cash flows over the period to 31 March 2023, including additional downside scenarios, and analysed the strength of the Society's reserves, liquid assets and its ability to withstand a short-term material fall in income. In conclusion, the trustees have agreed that there is a reasonable expectation that the Society and its subsidiaries have adequate resources to continue their activities for the foreseeable future. Therefore, we have continued to adopt the going concern basis in preparing the financial statements.



Neil Berkett
Chair, 27 July 2022

Independent auditor's report

to the trustees of the National Society for the Prevention of Cruelty to Children (NSPCC)

Report on the audit of the financial statement

Opinion

We have audited the financial statements of NSPCC ('the charity') and its subsidiaries ('the group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet and Charity Balance Sheet, Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

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

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information contained within the annual report. 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.

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 this gives rise to a material misstatement in the financial

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statements themselves. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient and proper accounting records have not been kept by the parent charity; or
- the financial statements are not in agreement with the accounting records and returns; 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, the trustees 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 and the parent charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011, and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity and the group for fraud. The laws and regulations we considered in this context for the UK operations included General Data Protection Regulation, Fundraising regulations, Child Welfare legislation and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of legacy income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, legal counsel and the Audit & Risk committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe U.K. LLP

Crowe U.K. LLP
Statutory Auditor
London
28 July 2022

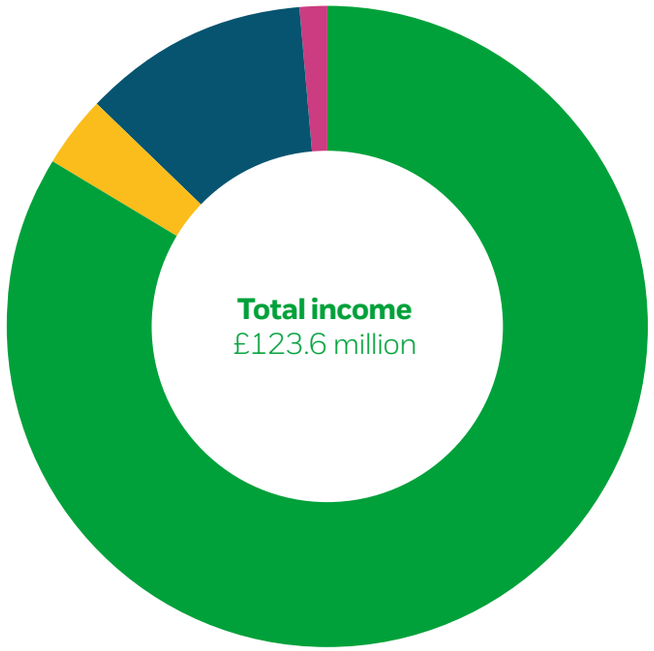
Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

The support we received

Donations and legacies
£103.7 million (83.9%)

Voluntary donations made by our supporters on a regular or one-off basis, including grants which do not have performance-conditions attached.

(£102.6 million in 2021)



Income from carrying out our charitable work
£14.3 million (11.6%)

Income which we receive in the course of carrying out our charitable work. For example income received from service level agreements with local authorities; government grants; and income received from provision of training and education in child protection to professional groups.

(£13.3 million in 2021)

Other trading activities
£4.3 million (3.5%)

Activities undertaken for the purpose of raising funds to support our charitable work. For example dinners and balls, auctions, challenge events, sale of Christmas cards and allowing commercial organisations to use our name and logo in their marketing activity.

(£4.5 million in 2021)

Investment income
£1.3 million (1.2%)

Income received from our bank accounts and investment holdings.

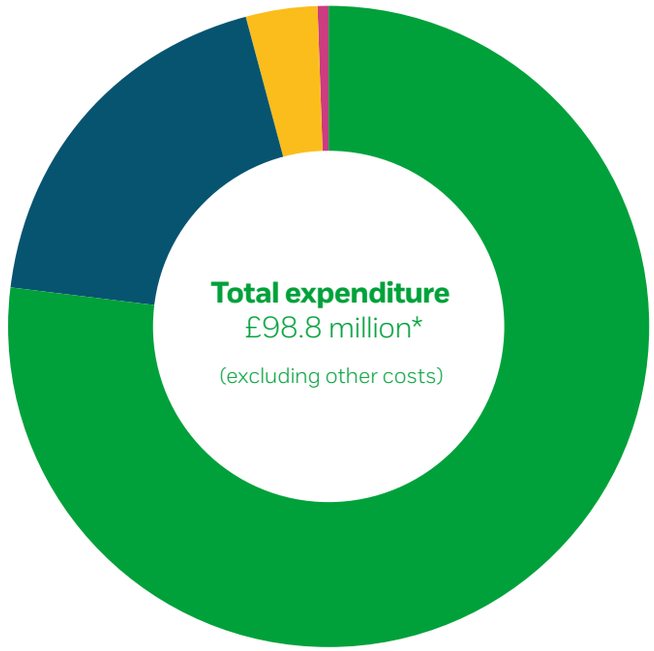
(£1.4 million in 2021)

How we helped protect children

Charitable expenditure
£76.0 million (76.9%)

The cost of undertaking direct charitable activities which are defined under the following headings: (£83.3 million in 2021)

- Services for children and families £29.8 million *(£36.5 million in 2021)*
- Childline and the Schools service £20.6 million *(£21.2 million in 2021)*
- Child protection advice and awareness £21.4 million *(£21.3 million in 2021)*
- Child protection consultancy £4.2 million *(£4.3 million in 2021)*



Raising donations and legacies
£18.9 million (19.1%)

The cost of receiving voluntary donations, attracting new supporters and ongoing supporter care.

(£21.7 million in 2021)

Other trading activities
£3.6 million (3.6%)

The cost of fundraising events, attracting support for our weekly lottery and other trading activities to raise funds to support our work.

(£2.6 million in 2021)

Investment management costs
£0.3 million (0.3%)

The cost of managing our investments.

(£0.3 million in 2021)

Other*
£5.0 million

Costs outside business as usual activities, such as restructuring and impairments.

(£4.6 million in 2021)

**Total expenditure was £103.9 million (£112.5 million in 2021) including other expenditure of £5.0 million (£4.6 million in 2021). These costs have been excluded from the figures presented above as they are outside business as usual activities.*

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NSPCC consolidated statement of financial activities
for the year ended 31 March 2022

	Notes	Unrestricted funds £'000	Restricted & endowment funds [i] £'000	Year ended 31 March 2022 £'000	Year ended 31 March 2021 £'000
Income from:					
Donations and legacies	3	89,909	13,796	103,705	102,581
Charitable activities	4	5,924	8,390	14,314	13,323
Other trading activities	3	2,601	1,679	4,280	4,490
Investments	3	1,306	4	1,310	1,427
Total income		**99,740**	**23,869**	**123,609**	**121,821**
Expenditure on:					
Raising donations and legacies	5	18,637	260	18,897	21,727
Other trading activities	5	3,544	14	3,558	2,598
Investment management costs	5	337	6	343	325
Raising funds		**22,518**	**280**	**22,798**	**24,650**
Net income available for charitable application		**77,222**	**23,589**	**100,811**	**97,171**
Expenditure on:					
Services for children and families		20,088	9,758	29,846	36,468
Childline and the Schools Service		8,486	12,137	20,623	21,172
Child protection advice and awareness		19,270	2,127	21,397	21,339
Child protection consultancy		3,525	648	4,173	4,306
Charitable activities	**5**	**51,369**	**24,670**	**76,039**	**83,285**
Other	5	5,024	–	5,024	4,568
Total expenditure		**78,911**	**24,950**	**103,861**	**112,503**
Net income before investment gains		**20,829**	**(1,081)**	**19,748**	**9,318**
Net gains on investments	13	263	4	267	10,701
Net income		**21,092**	**(1,077)**	**20,015**	**20,019**
Transfer between funds	21	**32**	**(32)**	**–**	**–**
Other recognised gains/(losses):					
Actuarial gains/(losses) on defined benefit pension scheme	19	19,352	–	19,352	(20,239)
Net movement in funds		**40,476**	**(1,109)**	**39,367**	**(220)**
Reconciliation of funds:					
Total funds brought forward		75,128	4,906	80,034	80,254
Total funds carried forward		**115,604**	**3,797**	**119,401**	**80,034**

[i] The net gains on investments shown under Restricted & endowment funds are attributable to permanent endowment investments and along with the allocation of investment management fees are the only movements on the Permanent endowment fund. All other income and expenditure relates to restricted funds. Details of the Permanent endowment fund are given within notes 21 and 22.

There were no other recognised gains and losses other than those listed above and the net income for the year. All income relates to continuing operations.

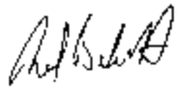
The Consolidated Statement of Financial Activities with fund comparatives is detailed within note 2.

NSPCC and consolidated balance sheets
as at 31 March 2022

		Group		Charity	
	Notes	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Fixed assets					
Tangible assets	11	19,494	20,107	19,494	20,107
Intangible assets	11	1,693	2,430	1,693	2,430
Investments	13	84,928	86,215	84,928	86,215
Total fixed assets		**106,115**	**108,752**	**106,115**	**108,752**
Current assets					
Debtors	14	20,195	10,809	20,115	10,910
Investments	15	8,750	8,450	8,750	8,450
Cash at bank and in hand	15	292	471	207	208
Total current assets		**29,237**	**19,730**	**29,072**	**19,568**
Creditors – amounts falling due within one year	16	(12,215)	(12,201)	(12,080)	(12,069)
Net current assets		**17,022**	**7,529**	**16,992**	**7,499**
Total assets less current liabilities		**123,137**	**116,281**	**123,107**	**116,251**
Provisions for liabilities	17	(3,736)	(4,219)	(3,736)	(4,219)
Net assets excluding pension scheme liability		**119,401**	**112,062**	**119,371**	**112,032**
Defined benefit pension scheme liability	19	–	(32,028)	–	(32,028)
Total net assets		**119,401**	**80,034**	**119,371**	**80,004**
Total funds					
Endowment funds	21	1,530	1,532	1,530	1,532
Restricted income funds	21	2,267	3,374	2,267	3,374
Unrestricted funds:					
Designated funds	21	35,599	19,868	35,599	19,868
General funds	21	80,005	87,288	79,975	87,258
Unrestricted funds excluding pension liability		**115,604**	**107,156**	**115,574**	**107,126**
Pension reserve	21	–	(32,028)	–	(32,028)
Total unrestricted funds		**115,604**	**75,128**	**115,574**	**75,098**
Total funds		**119,401**	**80,034**	**119,371**	**80,004**

The accompanying notes form part of these accounts.

Approved by the board of Trustees on 27 July 2022 and signed on its behalf by



Neil Berkett
Chair



John Worth
Treasurer

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

Consolidated cash flow statement
for the year ended 31 March 2022

	Notes	2022 £'000	2021 £'000
Cash flows provided from operating activities:			
Net cash (used)/provided by operating activities	a	(1,010)	10,159
Cash flows from investing activities:			
Dividends and interest from investments		1,310	1,427
Purchase of tangible and intangible fixed assets		(1,733)	(1,421)
Proceeds from sale of investments		40,025	46,105
Purchase of investments		(38,471)	(60,208)
Net cash used in investing activities		**1,131**	**(14,097)**
Change in cash and cash equivalents in the reporting period		121	(3,938)
Cash and cash equivalents at the beginning of the reporting period	b	8,921	12,859
Cash and cash equivalents at the end of the reporting period	**b**	**9,042**	**8,921**

Notes to the cash flow statement

	2022 £'000	2021 £'000
a. Reconciliation of net income to net cash flow from operating activities		
Net income	20,015	20,019
Adjustments for:		
Depreciation and amortisation charges	2,955	3,371
Impairments	128	2,438
Gains on investments	(267)	(10,701)
Dividends and interest from investments	(1,310)	(1,427)
(Increase) in debtors	(9,386)	(1,110)
Increase/(decrease) in creditors	14	(751)
(Decrease)/increase in other provisions	(483)	82
Difference between pension contributions paid and charges made	(12,676)	(1,762)
Net cash (used)/provided by operating activities	**(1,010)**	**10,159**
b. Analysis of cash and cash equivalents		
Cash at bank and in hand	292	471
Current investments	8,750	8,450
Total cash and cash equivalents	**9,042**	**8,921**

Notes to the consolidated accounts
for the year ended 31 March 2022

1. Accounting policies

1.1 Basis of accounting
The NSPCC is a public benefit entity. The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 issued in October 2019. The accounts are prepared under the historical cost convention as modified for the revaluation of investments.

After making enquiries, the trustees have a reasonable expectation that the charity and its subsidiaries have adequate resources to continue their activities for the foreseeable future. When setting the 2022/23 budget, we reviewed our income expectations in light of historic returns and income modelling. We have considered our risks and opportunities, to ensure that our income targets are realistic, and have aligned our planned services and activities with our expected future short term income. Extensive work has gone into ensuring we have a view on how we expect to emerge from the COVID-19 pandemic and return to more normal fundraising activity, and the potential consequences of upward trends in inflation on our financial position. The budget reflects the expectation that COVID restrictions will no longer be a substantial consideration, but that inflationary pressure may increase compared to previous years. Having assessed projected future income, expenditure and cash flows over the period to 31 March 2024, including additional downside scenarios and analysed the strength of the charity's reserves, liquid assets and its ability to withstand a short-term material fall in income we have concluded that there is a reasonable expectation that the charity and its subsidiaries have adequate resources to continue their activities for the foreseeable future.

1.2 Consolidated accounts
The results of NSPCC Trading Company Limited (the "Trading Company") and Childline, which are wholly-owned subsidiaries, have been consolidated on a line-by-line basis in the Statement of Financial Activities (SOFA) and Balance Sheet. A summary of the results of the parent charity are given within note 10.

Where Childline is used to describe part of charitable income or expenditure by activity, this does not refer to the results of the statutory entity. Childline the entity exists to receive legacy income otherwise not receivable by the NSPCC. Childline the charitable activity provides support and advice to ensure that every child is listened to and NSPCC Pension Scheme Limited, a wholly owned subsidiary, has not been consolidated as it is a dormant entity with no assets or liabilities. The company acts solely as a corporate trustee of the NSPCC Pension Scheme and does not trade on its own behalf.

1.3 Principal accounting estimates and judgements
In the application of the Charity's accounting policies, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources.

The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from those estimates and the estimates, along with their underlying assumptions, are continually reviewed. The estimates and underlying assumptions are reviewed on an ongoing 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 both current and future periods.

The following critical judgements have been made in the process of applying the Charity's accounting policies and that has the most significant effect on the amounts recognised in the financial statements:

- Legacy income recognition: Income from residuary legacies are recognised when there is entitlement and the income is measurable and probable as detailed within accounting policy 1.5. Legacy income recognised in the year is shown in note 3, and legacies not recognised in the year are detailed in note 23.

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- Expenditure allocations: Expenditure is apportioned where it relates to more than one cost category as detailed within accounting policy 1.6.

  The following are the key sources of estimation uncertainty:

- Actuarial assumptions: See detailed disclosure within note 19.

- Property impairments: See detailed disclosure within note 11.

1.4 Financial instruments
Financial assets and financial liabilities are recognised when the Society becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, with the exception of fixed asset investments, as detailed within accounting policy 1.9. Trade and other debtors are recognised at the settlement amount due after any discount offered and net of the bad debt provision. Prepayments are valued at the amount prepaid net of any trade discounts due. Creditors and provisions are recognised where the charity 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.

1.5 Income
All income is accounted for in the SOFA when the Charity is legally entitled to the income, it is probable that the income will be received, and the amount can be quantified with reasonable accuracy.

For pecuniary legacies the recognition point is normally when notification of the grant of probate is received, and residuary legacies are normally recognised when draft estate accounts are available or other suitable information which allows the legacy to be measured with reasonable accuracy. Income is not recognised for legacies which remain subject to a life interest.

Income received from fundraising activities organised by volunteer groups operating under the Charity's control is in many cases received net of related expenditure. An estimate of the expenditure has been calculated according to payments made out of the branch bank accounts and returns sent from the volunteer groups. Income and expenditure have been increased by this amount. The trustees have concluded that this is a reasonable estimate to use given the cost and administrative effort involved to account for the actual gross branch income.

Gifts in kind and donated services have been included at the lower of their value to the Society and their estimated open market value. No amount has been included for services donated by volunteers.

All grants and contractual payments are included on a receivable basis. Contract income is recognised as performance obligations are satisfied. Grant income with performance related conditions received in advance of delivering specified goods and services, or income with a time restriction placed on it by the donor, is deferred until the donor stipulated criteria are met. Income is also deferred if it is probable it could become refundable. Income from contracted services and performance related grants generated through the delivery of goods and services furthering the objects of the Charity is included under income from charitable activities. This policy applies to both non-government and government grants, including coronavirus job retention scheme.

1.6 Expenditure
Expenditure is accounted for on an accruals basis and allocated to the appropriate heading in the accounts.

Charitable activities expenditure enables the Society to meet its charitable aims and objectives. Expenditure on raising funds includes expenditure incurred in raising donations and legacies, other trading activities and investment management costs. These costs are regarded as necessary to generate funds that are needed to finance charitable activities.

Expenditure is apportioned where it relates to more than one cost category, such as communication with the public around child protection advice and awareness with the parallel purpose of encouraging potential donors to contribute funds to the Society. The method of apportionment uses the most appropriate basis in each case. Marketing activities with the dual purpose of generating funds and informing the public about child protection are allocated based on content. An analysis of the split between directly attributable costs and allocated costs incurred for fundraising activities and child protection advice and awareness is detailed within note 6.

Support costs are those costs which enable raising funds and charitable activities to be undertaken. These costs include finance, human resources, information systems, communications, property management, legal costs, and governance costs. All support costs are apportioned on the basis of full time equivalent staff numbers, except costs relating to information systems which are apportioned based on the number of computers and laptops in use.

Redundancy costs are recognised when there is a legal or constructive obligation. Employment related costs and redundancy costs are detailed within note 8.

Any irrecoverable VAT is included as part of the cost to which it relates. The amount suffered in the year is detailed within note 5.

1.7 Fund accounting
General funds – these are funds given freely to the organisation that can be applied at the discretion of the trustees in accordance with the Society's charitable objects.

Designated funds – these are funds set aside by the trustees out of general funds, to cover the value of property fixed assets and investment property held, or to fund specific future purposes or projects.

Restricted funds – these are funds received for undertaking an activity specified by the donor when making the gift, or may result from the terms of an appeal for funds.

Endowment funds – these are funds where the assets must be held permanently by the Society, principally in the form of investments. Endowment funds are not shown separately on the SOFA on the basis of materiality but are detailed within note 21. Income received from endowments is added to the appropriate fund in accordance with any restriction placed upon it. Any capital gains or losses arising on the investments form part of the fund.

Further explanation of the nature and purpose of each fund is detailed within note 21.

1.8 Tangible and intangible fixed assets
Tangible and intangible fixed assets are stated at cost. Depreciation and amortisation is calculated to write off the cost of fixed assets by equal annual instalments over their expected useful lives as follows:

Freehold property – 50 years

Leasehold property – the shorter of the lease term or 50 years

Furniture, fittings and equipment – 2 - 5 years

Intangible assets – 2 - 5 years

No depreciation is provided on freehold land.

Tangible and intangible fixed assets costing less than £2,000 are not capitalised, and are written off in the year of purchase.

Impairment reviews on fixed assets are conducted on an annual basis and if found to have a carrying value materially higher than its recoverable amount, it is written down accordingly. As part of the impairment review, an assessment is performed to record properties at the lower of net book value and recoverable amount. Fair value is estimated through property valuations which are conducted triennially by an independent valuer. The valuation, which conforms to International Valuation Standards, was arrived at by reference to market evidence of transaction prices for similar properties.

1.9 Investments
Other than investments in subsidiaries, which are stated at cost, and donated shares as in the paragraph below, investments are stated at fair value (market value) through the SOFA.

Investment properties are held by the Society to earn rentals or for capital appreciation, or both rather than for use by the entity. Investment properties are initially recognised at cost which includes purchase cost and any directly attributable expenditure. They are subsequently held at fair value with the fair value assessment being conducted triennially by an independent valuer. The valuation, which conforms to International Valuation Standards, was arrived at by reference to market evidence of transaction prices for similar properties.

No depreciation is provided on the investment properties and changes in fair value are recognised in the SOFA.

Rental income from operating leases is recognised as income from investments in the SOFA on a straight-line basis over the term of the lease.

Donated shares that come with a requirement that they be held for a fixed period or are infrequently traded are included in the balance sheet at the lower of market value if available and a value assessed by the trustees. This value is reviewed by the trustees at each balance sheet date.

Investment income is recognised gross of costs when it the Charity is entitled to it, it is probable that it will be received, and it can be reliably measured. Realised and unrealised gains and losses are combined in the appropriate section in the SOFA.

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

1. Accounting policies (continued)

1.10 Pension costs

The NSPCC defined benefit scheme is closed to new entrants and to further accrual. The assets of the scheme are held separately from those in the group, in a separate trustee administered fund. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the balance sheet. Whilst the scheme includes a provision to allow the Society to claim a refund after the payment of all outstanding benefits, the scheme trustees retain full discretion over whether to grant such a refund and may instead apply any balance of assets to augment members' benefits. As such, the Society does not recognise an asset in respect of potential future refunds. Full actuarial valuations are obtained triennially.

The amounts charged in expenditure are gains and losses on settlements and curtailments. These are included as part of staff costs together with losses and gains due to benefit changes which are recognised immediately if the benefits have vested. The net amount of interest cost and the discount rate applied to the assets are included within other expenditure. Actuarial gains and losses are recognised immediately under Other recognised gains and losses.

Costs incurred in relation to the defined contribution scheme are included in staff pension costs. Costs recognised are equivalent to the contributions in the year and are recognised on an accruals basis and any unsettled amounts are included in other creditors.

1.11 Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

1.12 Tax

The NSPCC as a registered charity is exempt from tax under Chapter 3 of Part 11 to the Corporation Tax Act 2010 or Section 256 of the Taxation for Chargeable Gains Act 1992, to the extent surpluses are applied to its charitable purposes.

No corporation tax charge has arisen in the Charity's subsidiaries since all their profits are gifted to the NSPCC.

1.13 Cash flow

The Society meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemption in relation to presentation of a cash flow statement in respect of its separate financial statements, which are presented alongside the consolidated financial statements.

2. Consolidated statement of financial activities with fund comparatives

	Unrestricted funds £'000	Restricted & endowment funds £'000	Year ended 31 March 2022 £'000	Unrestricted funds £'000	Restricted & endowment funds £'000	Year ended 31 March 2021 £'000
Income from:						
Donations and legacies	89,909	13,796	103,705	83,984	18,597	102,581
Charitable activities	5,924	8,390	14,314	5,207	8,116	13,323
Other trading activities	2,601	1,679	4,280	4,083	407	4,490
Investments	1,306	4	1,310	1,421	6	1,427
Total income	**99,740**	**23,869**	**123,609**	**94,695**	**27,126**	**121,821**
Expenditure on:						
Raising donations and legacies	18,637	260	18,897	21,552	175	21,727
Other trading activities	3,544	14	3,558	2,588	10	2,598
Investment management costs	337	6	343	319	6	325
Raising funds	**22,518**	**280**	**22,798**	**24,459**	**191**	**24,650**
Net income available for charitable application	**77,222**	**23,589**	**100,811**	**70,236**	**26,935**	**97,171**
Expenditure on:						
Services for children and families	20,088	9,758	29,846	27,005	9,463	36,468
Childline and the Schools Service	8,486	12,137	20,623	12,136	9,036	21,172
Child protection advice & awareness	19,270	2,127	21,397	18,603	2,736	21,339
Child protection consultancy	3,525	648	4,173	3,625	681	4,306
Charitable activities	**51,369**	**24,670**	**76,039**	**61,369**	**21,916**	**83,285**
Other	5,024	–	5,024	3,465	1,103	4,568
Total expenditure	**78,911**	**24,950**	**103,861**	**89,293**	**23,210**	**112,503**
Net income before investment gains	**20,829**	**(1,081)**	**19,748**	**5,401**	**3,917**	**9,318**
Net gains on investments	263	4	267	10,508	193	10,701
Net income	**21,092**	**(1,077)**	**20,015**	**15,910**	**4,109**	**20,019**
Transfer between funds	**32**	**(32)**	**–**	**3,889**	**(3,889)**	**–**
Other recognised gains/(losses):						
Actuarial gains/(losses) on defined benefit pension scheme	19,352	–	19,352	(20,239)	–	(20,239)
Net movement in funds	**40,476**	**(1,109)**	**39,367**	**(441)**	**221**	**(220)**
Reconciliation of funds:						
Total funds brought forward	75,128	4,906	80,034	70,562	9,692	80,254
Total funds carried forward	**115,604**	**3,797**	**119,401**	**70,122**	**9,912**	**80,034**

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

3. Analysis of income from raised funds

	2022 £'000	2021 £'000
Donations and legacies:		
Individual giving including regular donations	47,767	50,750
Legacies	30,546	22,390
Regional and community fundraising	9,135	8,878
Corporates, trusts and major donors	14,367	11,853
Coronavirus job retention scheme	665	3,889
Other coronavirus support	–	3,620
Schools fundraising	755	267
Other donations and gifts	470	934
Total	**103,705**	**102,581**
Other trading activities:		
Fundraising events	2,065	658
Sale of goods and other activities*	2,215	3,832
Total	**4,280**	**4,490**
Investments:		
Dividends	314	286
Interest	881	996
Rents from investment property	115	145
Total	**1,310**	**1,427**

*Other activities include sponsorship, promotions, training, sundry sales, lotteries and rental income, none of which are individually material.

Donated goods and services amounted to £2,769,000 (2021 £5,752,000), of which £2,169,000 (2021 £5,154,000) has been recognised within Corporates, trusts and major donors, £446,000 (2021 £173,000) within Regional and community fundraising and £154,000 (2021 £425,000) within Other donations and gifts. In 2021 Corporates, trusts and major donors included donated media of £2,874,000 for the One Unforgettable Day campaign, and £1,594,000 for the Still Here for Children campaign.

Donations and legacies includes £nil (2021 £259,000) income received for a capital purpose recognised within Other donations and gifts.

Income from donations and legacies includes £6,814,000 from non-performance related grants (2021 £10,741,000), of which £1,763,000 are government grants (2021 £6,895,000). In 2021 this included £7,509,000 received as additional coronavirus support, of which £6,127,000 are government grants: £3,889,000 from the HMRC for the coronavirus job retention scheme (£665,000 received in 2022); £2,100,000 from the Department of Education to support the helpline and Childline; and £138,000 from the Scottish government, and £1,382,000 non-government grant from Association of British Insurers to support the helpline. In 2022, £3,125,000 was received from People's Postcode Lottery, recognised within Corporates, trusts and major donors, previously included within Sale of goods and other activities (see Lottery Income below). There were no unfulfilled conditions or other contingencies relating to government grant income recognised in the year. None of the income received from government grants has been used to fund political campaigning.

Although required to disclose the aggregate donated by trustees the Society recognises that all of our trustees give their time on a voluntary basis and make valuable nonfinancial contributions. Total trustee donations of £354,000 (2021 £105,000) have been received in the year, of which £337,000 (2021 £64,000) was restricted. Included in fundraising events is £18,000 (2021 £2,000) income reflecting trustee support for other trading activities (such as the purchase of tickets). Included within Corporates, trusts and major donors is £1,000 (2021 £nil) reflecting gifts in kind from trustees.

3. Analysis of income from raised funds (continued)

Lottery income

The NSPCC runs its own lottery, with proceeds reported gross of prize monies and other expenditure. The income is recognised within Sale of goods and other activities above.

In 2021 the NSPCC also received the proceeds of lotteries held by People's Postcode Lottery ("PPL"). The NSPCC had no ability to alter the price of tickets, determine the prizes or reduce the management fee. As such, PPL was treated as acting as the principal, and therefore only the net proceeds due to the NSPCC were recognised within Sale of goods and other activities above. The net proceeds received from PPL were analysed as follows:

	2022 £'000	2021 £'000
Ticket value	–	4,164
Prize fund	–	(1,665)
Third party administration fee	–	(1,167)
Net lottery income received by the NSPCC	**–**	**1,332**

4. Analysis of income from charitable activities

Income raised by the following child protection activities:

	Statutory funding		Non-Statutory funding			
	Contracts and fees £'000	Performance related grants £'000	Contracts and fees £'000	Performance related grants £'000	Total 2022 £'000	Total 2021 £'000
Services for children and families	1,827	4,324	427	–	6,578	7,449
Childline and the Schools Service	–	1,964	11	9	1,984	1,975
Child protection advice and awareness	8	991	179	41	1,219	422
Child protection consultancy	305	650	3,578	–	4,533	3,477
Total	**2,140**	**7,929**	**4,195**	**50**	**14,314**	**13,323**

Statutory funding includes income received from government, government agencies and similar bodies whether local, national or international.

Income from charitable activities includes £7,979,000 from performance related grants (2021 £7,880,000), of which £7,929,000 are government grants (2021 £7,870,000). There were no unfulfilled conditions or other contingencies relating to government grant income recognised in the year. Other forms of government assistance include income from statutory contracts and fees of £2,140,000 (2021 £2,306,000). None of the income received from government grants has been used to fund political campaigning.

Statutory contracts and fees include donated services and facilities under service level agreements (SLAs) of £10,000 (2021 £19,000) in respect of premises and other facilities which have been recognised as gifts in kind.

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

5. Analysis of total expenditure

	Notes	Direct Costs £'000	Support Costs £'000	Total 2022 £'000	Total 2021 £'000
Expenditure on raising funds:					
Expenditure on raising donations and legacies:					
Individual giving including regular donations		4,933	162	5,095	4,962
Legacies		1,930	58	1,988	1,708
Regional and community fundraising		5,177	235	5,412	5,337
Corporates, trusts and major donors		5,608	184	5,792	8,712
Schools fundraising		527	27	554	921
Other donations and gifts		53	3	56	87
Total		**18,228**	**669**	**18,897**	**21,727**
Expenditure on other trading activities:					
Fundraising events		1,946	77	2,023	1,284
Sale of goods and other activities		1,506	29	1,535	1,314
Total		**3,452**	**106**	**3,558**	**2,598**
Investment management costs		343	–	343	325
Total expenditure on raising funds	**6**	**22,023**	**775**	**22,798**	**24,650**
Expenditure on charitable activities:					
Services for children and families		28,425	1,421	29,846	36,468
Childline and the Schools Service		19,461	1,162	20,623	21,172
Child protection advice and awareness	6	20,385	1,012	21,397	21,339
Child protection consultancy		3,974	199	4,173	4,306
Total expenditure on charitable activities		**72,245**	**3,794**	**76,039**	**83,285**
Other expenditure:					
Dilapidations		(75)	–	(75)	760
Restructuring		4,022	–	4,022	621
Impairments		128	–	128	2,438
Defined benefit pension costs (see note 19)		949	–	949	749
Total other expenditure		**5,024**	**–**	**5,024**	**4,568**
Total expenditure		**99,292**	**4,569**	**103,861**	**112,503**

Included in total expenditure is irrecoverable Value Added Tax of £3,406,000 (2021 £3,514,000).

Included in total expenditure are grant payments of £2,785,000 (2021 £2,845,000) which are grants to Blackpool council for delivery of services for the Big Lottery funded 'Better Start' programme.

The Society undertakes annual property impairment reviews, comparing the properties' net book value to value in use. Properties identified with a net book value in excess of value in use are written down to the higher of market value or value in use. An independent valuation was carried out as at 31 March 2021 and as a result impairments were put through against six of our properties, totalling £2,438,000.

During the year the Society completed a full review of the potential liability to dilapidations at the end of the leases on occupied buildings. The provision is calculated based on average historic landlord claims received. The movement on the provision reflects both changes in the average landlord claims and changes in properties occupied by the Society.

The restructuring costs relate primarily to the cost of redundancies (see note 8).

5. Analysis of total expenditure (continued)

The activities underlying the costs above under each heading are:

Services for children and families – work with children, young people, families and communities throughout Great Britain, Northern Ireland and the Channel Islands to provide preventive, therapeutic and assessment services across the United Kingdom. The services work in partnership with local authorities and Local Safeguarding Children Boards, health services and other statutory and voluntary agencies; and children and young people's participation activities.

Childline and the Schools Service – work to provide accessible support and advice to ensure that every child is listened to and protected. Childline includes a free 24-hour helpline (telephone, online and automated text services) for children and young people to access advice and support from trained counsellors; and work with primary schools to educate children about how to protect themselves.

Child protection advice and awareness – work in partnership with adults across the UK, empowering them to take action on behalf of children. This includes the NSPCC helpline (telephone and online services) providing advice and support to adults; the Child Trafficking Advice Centre (CTAC); the provision of comprehensive and expert information services; public campaigning and government lobbying; and activities to raise awareness and influence behaviour within adult audiences.

Child protection consultancy – work with organisations, networks and professionals that come into contact with children, challenging them to ensure that children are protected from harm. This includes the provision of training and consultancy services; use of the NSPCC's authorised person status; work in partnership with other bodies; and representation on boards and committees where the NSPCC can influence change.

Expenditure on raising donations and legacies – promoting the awareness of the NSPCC and its work to create the income flow needed to support our activities.

Expenditure on other trading activities – investing in products and organising events to create the income flow needed to support our activities.

Total expenditure is stated after charging:	2022 £'000	2021 £'000
Operating lease rentals:		
Land and buildings	1,081	1,344
Other	82	78
Fees payable to the Charity's auditor for:		
Statutory audit of the Charity and Group accounts	100	112
Statutory audit of the Charity's subsidiaries' accounts	7	8
Total audit fees	**107**	**120**
Other assurance services	7	12
Total non-audit fees	**7**	**12**
Charges on owned assets:		
Depreciation and amortisation	2,955	3,371
Impairment	128	2,438
Trustees' expenses:		
Trustees' travel, subsistence and other expenses	–	–

Our trustees are based all over the United Kingdom and give their time on a voluntary basis; the trustees are not entitled to and did not receive any remuneration or other benefits during the year (2021 £nil).

Total trustee expenses of under £500 (2021 under £500) were incurred in the year, in respect of two trustees (2021 two). In addition the Society paid indemnity insurance in respect of the trustees of £13,000 (2021 £8,000).

The trustee expenses disclosed above were incurred solely in furtherance of their duties. Trustee expenses include travel, subsistence and other incidental expenses reclaimed or paid directly by the charity.

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

6. Child protection advice and awareness

As part of its mission to end cruelty to children, and in accordance with its Royal Charter, the NSPCC undertakes a broad range of publicity and educational work aimed at influencing adults. It aims to work in partnership with adults across the UK, empowering them to take action on behalf of children. Expenditure of this nature:

- makes the public aware of the incidence and effects of child abuse and everyone's shared responsibility to act to stop it;
- provides comprehensive and expert advice and information on child protection to professionals and other relevant parties;
- provides advice, guidance and support to adults who are concerned about the welfare of a child or young person, enabling them to take appropriate action; and
- informs the public and fellow professionals about the NSPCC's own action to protect children and young people through its services for them and their families.

Communication with the public through child protection advice and awareness has a parallel purpose of encouraging potential donors to contribute funds to achieve the mission of the NSPCC.

	2022		2021	
	Raising funds £'000	Child protection advice and awareness £'000	Raising funds £'000	Child protection advice and awareness £'000
Charged directly	9,882	10,101	12,917	9,679
Allocated costs	12,141	10,284	11,006	10,728
Direct costs allocated	**22,023**	**20,385**	**23,923**	**20,407**
Support costs allocated	775	1,012	727	932
Total	**22,798**	**21,397**	**24,650**	**21,339**

Expenditure incurred each year is, where possible, charged directly to raising awareness or raising funds. Where there is more than one purpose, costs are shared between the activities in proportion to the work undertaken. For example, marketing materials are evaluated by content.

7. Allocation of support costs

Type of cost	Raising funds £'000	Charitable activities £'000	Total 2022 £'000	Total 2021 £'000
Central management and administration	497	2,488	2,985	3,280
Premises, infrastructure and communications	209	966	1,175	897
Governance	69	340	409	438
Total support costs allocated	**775**	**3,794**	**4,569**	**4,615**

Central management and administration costs includes the relevant proportion of human resources, legal services and risk management, and central finance including procurement and transaction processing.

Premises, infrastructure and communications are costs which enable the buildings and NSPCC facilities to operate effectively, this includes provision of information system services and internal and external communications.

Governance cost are costs associated with the governance arrangements of the NSPCC, including internal and external audit costs, legal advice for trustees and costs associated with constitutional and statutory requirements.

Support costs are allocated on the basis of relevant full time equivalent staff numbers. Information Systems support costs are allocated on the basis of personal and laptop computers in use.

8. Employees

Total staff costs recognised in the year	2022 £'000	2021 £'000
Wages and salaries	50,077	54,934
Social security costs	4,975	5,644
Pension costs	6,661	6,950
Other forms of employee benefits	431	581
Total	**62,144**	**68,109**

Redundancy costs of £4,099,000 have been paid (2021 £964,000). The amount expensed in the accounts, not included in the above table, is £4,084,000 (2021 £865,000), of which £115,000 is provided for (2021 £130,000).

Included within pension costs of £6,661,000 (2021 £6,950,000) are costs relating to the defined contribution scheme of £5,712,000 (2021 £6,201,000) and costs relating to the defined benefit scheme of £949,000 (2021 £749,000). Pension costs in relation to the defined benefit pension scheme are detailed within note 19.

Other forms of employee benefits include life assurance and car allowances, where applicable.

The average number of employees on the payroll for the year was 1,689 (2021 1,896). The average number of employees, calculated on a full time equivalent basis for the year was 1,476 (2021 1,647). The NSPCC operates a family-friendly policy including part-time work and job-sharing. The above numbers include staff responsible for the management and support of the volunteers.

The average number of employees, calculated on a full-time equivalent basis, analysed by function was:

	2022 Number	2021 Number
Activities to end cruelty to children	1,147	1,318
Raising funds	207	205
Support and governance	122	124
Total	**1,476**	**1,647**

The number of employees whose total employee benefits (excluding employer pension and national insurance costs) for the reporting period amounted to over £60,000 was as follows:	2022 Number	2021 Number
£170,001 - £180,000	1	1
£140,001 - £150,000	–	1
£130,001 - £140,000	1	1
£110,001 - £120,000	4	1
£100,001 - £110,000	2	1
£90,001 - £100,000	–	3
£80,001 - £90,000	6	5
£70,001 - £80,000	15	22
£60,001 - £70,000	25	16
Total	**54**	**51**

The table above does not include termination benefits paid in the year. If these were included, 16 additional employees would be included in banding £60,001-£70,000 (2021 two), five in banding £70,001-£80,000 (2021 two), six in banding £80,001-£90,000 (2021 three) and four in banding £90,000-£100,000 (2021 none). In 2021 one in banding £140,001-£150,000. In addition, in 2021 one employee would move from banding £60,001-£70,000 to banding £80,001-£90,000, three from banding £70,001-£80,000 to bandings £100,001-£110,000, £110,001-£120,000 and £150,001-£160,000, and two from banding £80,001-£90,000 to bandings £100,001-£110,000 and £120,000-£130,000.

Key management personnel (Executive board) – Group and Charity	2022 £'000	2021 £'000
Total employee benefits* received by the Executive board for their services during the year	1,185	1,247

*Employee benefits are all forms of consideration paid by a charity in exchange for the service rendered by employees and include all remuneration, salary, employer's pension and national insurance contributions and any termination payments made.

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.

9. Contribution from volunteers

We are very grateful to our large and hugely supportive volunteer base. Some work tirelessly to raise funds for our work, whilst others work directly with children, young people and families through our services such as being a trained volunteer counsellor for our Childline service or delivering our schools service.

- Our Childline service delivers 24/7 support to children throughout the year. Our Childline counselling service delivered almost 205,000 counselling sessions (2021 almost 205,000 sessions) with the help of over 1,300 volunteer counsellors (2021 over 850 volunteer counsellors) providing just over 156,000 hours (2021 over 133,000 hours).
- Our *Speak out. Stay safe.* service delivers assemblies and workshops in primary schools to equip pupils with the knowledge and resilience to protect themselves from abuse, and the confidence to seek help. This year, assemblies continued to be delivered virtually due to the coronavirus pandemic, however as a result of easing restrictions we were able to deliver face to face assemblies where possible. This year we delivered assemblies to over 3,800 schools (2021 delivered virtual assemblies to over 1,600 schools) reaching over 890,000 children across the UK (2021 reaching over 370,000 children).
- Supporting our fundraising team, there are a number of Special Events committees, Volunteer and Business Boards, each focussing on NSPCC activities they feel particularly passionate about, and where their skills and expertise can be best utilised. Our board and committee members use their expertise and contacts from their own fields of business, employing a range of fundraising techniques, from corporate introductions to charity event creation, securing major gifts and legacies, and raising awareness. In the year, the boards and committees supported our fundraising team in generating income of £3,473,000 (2021 £4,825,000).
- We have 150 branches and over 460 districts (2021 152 branches and over 500 districts) raising funds around the UK, with around 2,900 members (2021 around 4,700 members) who raised over £1,300,000 (2021 over £1,300,000) in the year through organising local community fundraising events. We also have nearly 900 other community fundraising volunteers (2021 none), who support local community fundraising events and collections.
- In addition there are approximately 56 volunteers (2021 approximately 64 volunteers) working in our service centres across the country in a range of roles, primarily providing support through our young witness service in Northern Ireland.

Given the absence of a reliable measurement basis, donated services from our volunteers are not included within the financial statements. This is in line with the requirements of Charities SORP (FRS 102).

10. Subsidiary companies and their activities

The Charity has three wholly-owned subsidiaries. Information and financial data on Childline and NSPCC Trading Company Limited are detailed below. The NSPCC Pension Scheme Limited acts solely as a corporate trustee of the NSPCC Pension Scheme, does not trade on its own behalf and has no assets or liabilities.

NSPCC Trading Company Limited
NSPCC Trading Company Limited (NSPCC Trading) is incorporated in the UK (Company registration number 00890446). The main activities consist of corporate sponsorships, fundraising events, sale of goods – including Christmas cards, and income from promotional activities.

A summary of the trading company results are below. The information is taken from the audited accounts for the company and therefore includes transactions undertaken with the NSPCC.

Profit and loss account	**NSPCC Trading 2022 £'000**	**NSPCC Trading 2021 £'000**
Revenue	1,520	898
Cost of sales	(97)	(103)
Gross profit	**1,423**	**795**
Net operating costs	(382)	(217)
Operating profit	**1,041**	**578**
Amount gift aided to NSPCC	(1,041)	(578)
Retained profit for the year	**–**	**–**
Assets, liabilities and funds:		
Assets	875	992
Liabilities	(845)	(962)
Total funds including 100 ordinary shares of £1 each	**30**	**30**

NSPCC Trading runs fundraising events that benefit the NSPCC. As such the NSPCC has been charged a management fee to cover these costs plus a commission totalling £1,022,000 (2021 £790,000). Revenue includes £30,000 in commission for fundraising events (2021 £23,000). In addition NSPCC Trading pays the NSPCC £10,000 for the use of the NSPCC logo (2021 £10,000) and £621,000 in staff and building costs (2021 £623,000).

Profits from NSPCC Trading are gift aided to the NSPCC at the value of the taxable profits.

Childline
Childline is a charitable company limited by guarantee, registered in England and Wales and incorporated in the UK (company registration number 2622689, charity registration number 1003758). Childline the entity exists to receive legacy income otherwise not receivable by the NSPCC. These funds are paid by way of a grant to the NSPCC.

A summary of Childline results are below. The information is taken from the audited accounts for the charity and therefore includes transactions undertaken with the NSPCC.

	Childline 2022 £'000	**Childline 2021 £'000**
Total income	1,122	926
Total expenditure	(1,122)	(926)
Net expenditure	**–**	**–**
Reconciliation of funds:		
Total funds brought forward	–	–
Funds balance carried forward	**–**	**–**
Assets, liabilities and funds:		
Assets	143	16
Liabilities	(143)	(16)
Total funds	**–**	**–**

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10. Subsidiary companies and their activities (continued)

NSPCC results (excluding subsidiaries)
A summary of the results of the parent charity are below.

	NSPCC excluding subsidiaries 2022 £'000	NSPCC excluding subsidiaries 2021 £'000
Total income	122,148	120,744
Total expenditure	(102,400)	(111,426)
Net gains/(losses) on investments	267	10,701
Net income	**20,015**	**20,019**
Actuarial (losses)/gains on defined benefit pension scheme	19,352	(20,239)
Net movement in funds	**39,367**	**(220)**
Reconciliation of funds:		
Total funds brought forward	80,004	80,224
Funds balance carried forward	**119,371**	**80,004**

Total income for the NSPCC excluding subsidiaries, includes the gift aid donation from the NSPCC Trading Company Limited of £1,041,000 (2021 £578,000) and the grant from Childline of £1,122,000 (2021 £926,000).

11. Tangible and intangible fixed assets

Group and Charity	Freehold property £'000	Leasehold property £'000	Furniture, fittings, and equipment £'000	Total Tangible assets £'000	Total Intangible assets £'000	Total Fixed assets £'000
Cost						
1 April 2021	27,918	13,552	7,814	49,284	9 ,922	59,206
Additions	295	107	518	920	813	1,733
Disposals	–	(2,441)	(1,077)	(3,518)	(317)	(3,835)
31 March 2022	**28,213**	**11,218**	**7,255**	**46,686**	**10,418**	**57,104**
Depreciation and amortisation						
1 April 2021	11,403	11,099	6,675	29,177	7,492	36,669
Depreciation and amortisation	405	317	683	1,405	1,550	2,955
Impairment	–	115	13	128	–	128
Disposals	–	(2,441)	(1,077)	(3,518)	(317)	(3,835)
31 March 2022	**11,808**	**9,090**	**6,294**	**27,192**	**8,725**	**35,917**
Net book value						
31 March 2022	**16,405**	**2,128**	**961**	**19,494**	**1,693**	**21,187**
31 March 2021	16,515	2,453	1,139	20,107	2,430	22,537

Intangible assets represent the cost of software development and other computer software.

The Society undertakes annual property impairment reviews, comparing the properties' net book value to value in use. Properties identified with a net book value in excess of value in use are written down to the higher of market value or value in use.

Depreciation and amortisation is recognised as an expense in the SOFA. The expense is charged or apportioned to the relevant SOFA headings reflecting the assets use.

12. Capital commitments

There were capital commitments of £137,000 at 31 March 2022 (2021 £346,000).

13. Investments

Group and Charity	Equities £'000	Bonds £'000	Bank deposits £'000	Investment properties £'000	Total 2022 £'000	Total 2021 £'000
Market value at 1 April	25,937	32,400	26,978	900	86,215	61,411
Purchases at cost	6,112	7,756	24,603	–	38,471	60,208
Disposals at carrying value	(7,784)	(7,008)	(25,233)	–	(40,025)	(46,105)
Realised gain on investment	108	(196)	344	–	256	3,810
Unrealised gain/(loss) on investment	2,291	(1,648)	(632)	–	11	6,891
Value at 31 March	**26,664**	**31,304**	**26,060**	**900**	**84,928**	**86,215**
Historical cost as at 31 March	20,563	32,875	26,059	837	80,334	80,564

Within the financial year pooled funds have been reinvested into direct holdings held by Credit Suisse and JP Morgan. Bank deposits also include £23,208,000 of deposits held directly (2021 £14,192,000). Investments are accounted for as detailed within accounting policy 1.9.

With reference to FRS 102 properties that are held to generate rental income are included within investments properties. The space is leased to an NHS trust, however as their activities are not in line with NSPCC charitable objectives, this element of the property is classified as an investment property. The property has been revalued on the basis of an independent valuation was carried out as at 31 March 2021, with no change to the valuation. The lease was renewed in the year, agreed on comparable terms to the previous lease, which came to an end in August 2021.

Future minimum lease payments for rent receivable under non-cancellable operating leases on investment properties are:

Group and Charity	Total 2022 £'000	Total 2021 £'000
Less than 1 year	81	27
Between 1 and 5 years	68	–
Total	**149**	**27**

14. Debtors

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Trade debtors	895	749	834	625
Amounts owed by group undertakings	–	–	711	829
Prepayments	2,768	2,543	2,117	2,005
Accrued income	13,876	4,388	13,869	4,388
Other debtors	2,656	3,129	2,584	3,063
Total	**20,195**	**10,809**	**20,115**	**10,910**

Amounts owed to by group undertakings are non-interest bearing and repayable on demand.

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15. Current investments and cash at bank and in hand

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Current investments	8,750	8,450	8,750	8,450
Cash at bank and in hand	292	471	207	208
Total	**9,042**	**8,921**	**8,957**	**8,658**

Current investments represents monies invested through the NSPCC's bankers in short-term money market instruments, and available for return on demand.

16. Creditors: amounts falling due within one year

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Trade creditors	1,395	1,140	1,359	1,133
Accruals	6,281	6,231	6,255	6,173
Deferred income (see note 18)	1,756	1,433	1,683	1,366
Taxation and social security	1,218	1,412	1,218	1,412
Grants payable	943	1,159	943	1,159
Other creditors	622	826	622	826
Total	**12,215**	**12,201**	**12,080**	**12,069**

17. Provisions for liabilities

Group and Charity	Dilapidations on leasehold properties £'000	Restructuring £'000	Other £'000	Total £'000
Carrying amount at 1 April 2021	3,984	186	49	4,219
Additions and remeasurement	122	59	–	181
Amounts utilised against the provision	(337)	(130)	–	(467)
Unused amounts reversed	(197)	–	–	(197)
Carrying amount at 31 March 2022	**3,572**	**115**	**49**	**3,736**
Commitments are likely to be met:				
Within one year	2,859	115	49	3,023
After one year and less than five years	713	–	–	713
Total	**3,572**	**115**	**49**	**3,736**

The provision for dilapidations on leasehold properties relates to the estimated future cost of landlord claims at the end of the lease. The provision is calculated based on average historic landlord claims received. During the year the Society completed a full review of the potential liability. The movement on the provision reflects both changes in the average landlord claims and changes in properties occupied by the Society.

The provision for restructuring relates to the cost of redundancies and onerous contracts.

No discounting has been applied to any of the provisions as the effect of this would be immaterial.

18. Deferred income

	1 April 2021 £'000	Deferred £'000	Released £'000	31 March 2022 £'000
Statutory sources	291	186	(291)	186
Other non-statutory sources	334	637	(334)	637
Income from fundraising activities	741	860	(741)	860
Total for the Charity	**1,366**	**1,683**	**(1,366)**	**1,683**
Income from fundraising activities	67	73	(67)	73
Total for the Group	**1,433**	**1,756**	**(1,433)**	**1,756**

The main reasons for deferrals are as follows:

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Performance related grant conditions not met	385	138	385	138
Potentially refundable income received for future events	892	807	819	740
Other deferrals	479	488	479	488
Total	**1,756**	**1,433**	**1,683**	**1,366**

19. NSPCC Pension Schemes

The NSPCC operates both a defined contribution and a defined benefit pension scheme which require contributions to be made to separately administered funds for the benefit of the employees. Further details of these schemes are provided below.

NSPCC defined contribution Pension Scheme

The pension costs for the year in relation to the defined contribution pension scheme were £5,712,000 (2021 £6,201,000). As at 31 March 2022, £438,000 was outstanding and included in creditors (2021 £634,000). Expenditure is allocated to the appropriate heading in the accounts on the basis of full time equivalent staff numbers.

NSPCC defined benefit Pension Scheme

The Society operates a defined benefit scheme in the UK. This is a separate trustee administered fund holding the pension scheme assets to meet long term pension liabilities. A full actuarial valuation was carried out at 31 March 2021 and this has been updated to 31 March 2022 by a qualified actuary, independent of the scheme's sponsoring employer. The present value of the defined benefit obligation, the related current service cost and past service cost were measured using the projected unit credit method. The major assumptions used by the actuary are shown below.

This most recent triennial actuarial valuation showed a deficit of £23,300,000. Based on this valuation the Society has agreed with the trustees that it will aim to eliminate the deficit over a period of five years and six months from 31 March 2021 by the payment of annual contributions (payable monthly) of £1,800,000. In addition to the annual contributions it was agreed that a lump sum of £11,400,000 would be paid by 31 December 2021. In addition and in accordance with the actuarial valuation, the Society has agreed with the trustees that it will pay £425,000 per annum (payable monthly) to meet expenses of the scheme and levies to the Pensions Protection Fund (previously £475,000 per annum).

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19. NSPCC Pension Schemes (continued)

Present values of defined benefit obligation, fair value of assets and defined benefit asset:

Group and Charity	31 March 2022 £'000	31 March 2021 £'000
Fair value of plan assets	184,887	176,804
Present value of defined benefit obligation	(181,813)	(208,832)
Surplus/(deficit) in plan	**3,074**	**(32,028)**
Unrecognised surplus	(3,074)	–
Defined benefit liability to be recognised	**–**	**(32,028)**

Reconciliation of opening and closing balances of the defined benefit obligation:

	31 March 2022 £'000	31 March 2021 £'000
Defined benefit obligation at start of period	208,832	177,652
Expenses	453	436
Interest expense	4,008	4,357
Actuarial (gains)/losses	(24,415)	33,584
Benefits paid and expenses	(7,065)	(7,197)
Defined benefit obligation at end of period	**181,813**	**208,832**

Expenses include £106,000 Pension Protection Fund levy (2021 £117,000) and £15,000 pension regulator fee (2021 £14,000).

Reconciliation of opening and closing balances of the fair value of plan assets:

	31 March 2022 £'000	31 March 2021 £'000
Fair value of plan assets at start of period	176,804	164,101
Interest income	3,512	4,044
Actuarial (losses)/gains	(1,989)	13,345
Contributions by the Society	13,625	2,511
Benefits paid and expenses	(7,065)	(7,197)
Fair value of plan assets at end of period	**184,887**	**176,804**

The actual return on the plan assets over the period ended 31 March 2022 was a gain of £1,523,000 (2021 £17,389,000).

Defined benefit costs recognised in the Statement of Financial Activities

	31 March 2022 £'000	31 March 2021 £'000
Expenses	453	436
Net interest cost	496	313
Defined benefit costs recognised in expenditure	**949**	**749**
Actuarial (losses)/gains on assets	(1,989)	13,345
Actuarial gains/(losses) on liabilities	24,415	(33,584)
Changes in asset ceiling (excluding interest income)	(3,074)	–
Actuarial gains/(losses) on defined benefit pension scheme	**19,352**	**(20,239)**

19. NSPCC Pension Schemes (continued)

Assets:

	2022 £'000	2021 £'000
Equity instruments	25,365	24,551
Property	12,475	10,053
Cash and cash equivalents	6,913	9,730
Other	140,134	132,470
Total assets	**184,887**	**176,804**

None of the fair values of the assets shown above include any direct investments in the Society's own financial instruments or any property occupied by, or other assets used by, the Society.

Assumptions:

	2022 £'000	2021 £'000
Discount rate	2.80% pa	1.95% pa
Inflation (pre and post 2030)	3.70% pa	3.30% pa
Inflation (CPI Pre 2030)	2.70% pa	2.30% pa
Inflation (CPI Post 2030)	3.60% pa	3.20% pa
Allowance for revaluation of deferred pensions of CPI or 5% pa if less (Pre 2030)	2.70% pa	2.30% pa
Allowance for revaluation of deferred pensions of CPI or 5% pa if less (Post 2030)	3.60% pa	3.20% pa
Allowance for revaluation of deferred pensions of CPI or 2.5% pa if less (Pre 2030)	2.50% pa	2.30% pa
Allowance for revaluation of deferred pensions of CPI or 2.5% pa if less (Post 2030)	2.50% pa	2.50% pa
Allowance for pension in payment increases of RPI or 5% pa if less (pre and post 2030)	3.40% pa	3.20% pa

The mortality assumptions adopted at 31 March 2021 imply the following life expectancies:

	Life expectancy at age 65 (Years)
Male retiring in 2022	21.5
Female retiring in 2022	23.8
Male retiring in 2042	22.5
Female retiring in 2042	25.0

20. Operating lease commitments

Total of future minimum lease payments for the Group and Charity under non-cancellable operating leases for each of the following periods:

Group and Charity	Land and buildings 2022 £'000	Other 2022 £'000	Land and buildings 2021 £'000	Other 2021 £'000
Not later than one year	628	15	838	17
Later than one year and not later than five years	319	14	513	27
Total	**947**	**29**	**1,351**	**44**

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21. Endowment, restricted and designated funds

Permanent endowment funds Charity	Balance 1 April 2020 £'000	Income £'000	Expenditure £'000	Gains / (losses) £'000	Transfers £'000	Balance 31 March 2021 £'000	Income £'000	Expenditure £'000	Gains / (losses) £'000	Transfers £'000	Balance 31 March 2022 £'000
Permanent endowment fund	1,316	–	(6)	193	–	1,503	–	(6)	4	–	1,501
N Knatchbull endowment fund	10	–	–	–	–	10	–	–	–	–	10
M Glaister fund	10	–	–	–	–	10	–	–	–	–	10
A Sykes fund	9	–	–	–	–	9	–	–	–	–	9
Total permanent endowment funds	**1,345**	**–**	**(6)**	**193**	**–**	**1,532**	**–**	**(6)**	**4**	**–**	**1,530**
Restricted funds **Charity**											
Childline restricted funds received by NSPCC including funding received from the Child's Voice Appeal for the helpline development project	415	6,719	(6,853)	–	–	281	10,292	(10,489)	–	(8)	76
Activities to end cruelty to children funded by other restricted donations	1,470	6,469	(5,154)	–	–	2,785	5,660	(6,523)	–	54	1,976
Capital Projects, including Acquisition of Buildings	–	247	–	–	(99)	148	–	–	–	(78)	70
Details are given below in respect of restricted funds where separate disclosure is required by the funder:											
Childline and NSPCC helpline funded by the Department for Education	–	2,000	(2,000)	–	–	–	2,641	(2,641)	–	–	–
NSPCC helpline coronavirus support funding from the Department for Education	–	1,790	(1,790)	–	–	–	–	–	–	–	–
Childline coronavirus support funding from the Department for Education	–	310	(310)	–	–	–	–	–	–	–	–
Childline Foyle helpline in Londonderry funded by the Department of Education Northern Ireland	–	266	(266)	–	–	–	266	(266)	–	–	–
Childline counselling staff salaries in Northern Ireland funded by the Department of Health, Social Services & Public Safety (DSSHPS) of Northern Ireland	–	58	(58)	–	–	–	47	(47)	–	–	–
'A Better Start' project in Blackpool funded by the Big Lottery Fund	–	4,571	(4,571)	–	–	–	4,194	(4,194)	–	–	–
Childline's anti-bullying work in Scotland funded by the Scottish Government	–	83	(83)	–	–	–	83	(83)	–	–	–
Funding for a volunteer co-ordinator in Scotland from the Scottish Government	–	32	(32)	–	–	–	32	(32)	–	–	–
Childline in Wales funded by the Welsh Government 'Children and Families Organisation' (CFOG)	–	90	(90)	–	–	–	90	(90)	–	–	–
Northern Ireland Young Witness Support Service funded by the Department of Justice Northern Ireland	23	414	(416)	–	–	21	457	(465)	–	–	13
Funding for the virtual delivery of In Ctrl in Wales from Wales Council for Voluntary Action	–	56	(48)	–	–	8	40	(48)	–	–	–
Community Potential in Plymouth funded by the National Lottery Community Fund	–	132	(1)	–	–	131	67	(66)	–	–	132
Support for victims and survivors of child sexual abuse funded by the Home Office	55	–	(55)	–	–	–	–	–	–	–	–
Total restricted funds	**1,963**	**23,237**	**(21,727)**	**–**	**(99)**	**3,374**	**23,869**	**(24,944)**	**–**	**(32)**	**2,267**
Total restricted and endowment funds	**3,308**	**23,237**	**(21,733)**	**193**	**(99)**	**4,906**	**23,869**	**(24,950)**	**4**	**(32)**	**3,797**
Designated funds **Charity**											
Freehold and leasehold properties	23,395	–	(3,529)	–	2	19,868	–	(838)	–	3,974	23,004
Strategic spend	–	–	–	–	–	–	–	(260)	–	12,855	12,595
Total designated funds	**23,395**	**–**	**(3,529)**	**–**	**2**	**19,868**	**–**	**(1,098)**	**–**	**16,829**	**35,599**

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21. Endowment, restricted and designated funds (continued)

Other unrestricted funds											
Charity											
General funds	67,072	96,760	(84,668)	10,508	(2,414)	87,258	97,098	(74,222)	263	(30,422)	79,975
Total general funds for the Charity	**67,072**	**96,760**	**(84,668)**	**10,508**	**(2,414)**	**87,258**	**97,098**	**(74,222)**	**263**	**(30,422)**	**79,975**
Subsidiary companies											
NSPCC Trading Company Limited	30	898	(898)	–	–	30	1,520	(1,520)	–	–	30
Childline	–	926	(926)	–	–	–	1,122	(1,122)	–	–	–
Total general funds for the Group	**67,102**	**98,584**	**(86,492)**	**10,508**	**(2,414)**	**87,288**	**99,740**	**(76,864)**	**263**	**(30,422)**	**80,005**
Pension reserve	(13,551)	–	(749)	(20,239)	2,511	(32,028)	–	(949)	19,352	13,625	–
Total funds for the Group	**80,254**	**121,821**	**(112,503)**	**(9,538)**	**–**	**80,034**	**123,609**	**(103,861)**	**19,619**	**–**	**119,401**

Income within general funds for the charity excludes the gift aid donation of £1,041,000 (2021 £578,000) from NSPCC Trading Company Limited and the grant of £1,122,000 from Childline (2021 £926,000).

The transfers from general funds are £13,625,000 for payments in relation to pensions (2021 £2,511,000), £3,974,000 to designated funds in relation to property, covering additions and dilapidations (2021 £2,000 additions), and £12,855,000 to designated funds for strategic projects (2021 £nil).

22. Analysis of group net assets between funds

Fund balances are represented by:

	Unrestricted				2022	Unrestricted				2021
	General £'000	Designated £'000	Restricted £'000	Endowment £'000	Total funds £'000	General £'000	Designated £'000	Restricted £'000	Endowment £'000	Total funds £'000
Tangible and intangible fixed assets	2,655	18,532	–	–	21,187	3,525	18,968	44	–	22,537
Investments	70,697	12,701	–	1,530	84,928	83,783	900	–	1,532	86,215
Current assets and liabilities	10,389	4,366	2,267	–	17,022	4,199	–	3,330	–	7,529
Provisions	(3,736)	–	–	–	(3,736)	(4,219)	–	–	–	(4,219)
Total net assets excluding pension reserve	**80,005**	**35,599**	**2,267**	**1,530**	**119,401**	**87,288**	**19,868**	**3,374**	**1,532**	**112,062**
Pension reserve	–	–	–	–	–	(32,028)	–	–	–	(32,028)
Total net assets	**80,005**	**35,599**	**2,267**	**1,530**	**119,401**	**55,260**	**19,868**	**3,374**	**1,532**	**80,034**

Within the year a review of restricted funds received for capital purposes has been conducted, which has resulted in tangible & intangible fixed assets previously held within restricted funds being reclassified to general and designated funds. The updated 2021 balance of £44,000 represents restricted intangible assets not yet live, compared to the previously disclosed figure of £4,673,000 relating to freehold and leasehold property and £377,000 relating to intangible assets.

23. Legacies

The NSPCC has been notified of 776 legacies (2021: 760 legacies) which have not been included within the financial statements as they do not yet meet the income recognition criteria, including legacies that are under dispute. This includes 66 pecuniary legacies which have an average value of £3,275 (2021: 93 cases with an average value of £4,878). Pecuniary legacies are only recognised once notification of probate is received. The remaining 710 are residuary legacies, which have an average value of £41,706 (2021: 667 cases with an average value of £45,993). Residuary legacies are normally recognised once draft accounts are received or other information which allow them to be measured with reasonable accuracy. Included within the above figures are 14 pecuniary legacies (2021: 12) and 128 residuary legacies (2021: 132) which are not recognised because they are subject to a life interest.

The NSPCC has waived the rights to two legacy entitlement totalling £4,250 (2021: one, totalling £500) related to claims made by family of the deceased on the basis that the claims reflected the deceased's wishes.

24. Related party transactions

Related party transactions with and between wholly-owned subsidiaries are detailed as follows. Further details on subsidiaries and their activities are provided in note 10.

	2022 £'000	2021 £'000
Management charge (payable by NSPCC to NSPCC Trading)	1,022	790
Logo licence fee (payable by NSPCC Trading to NSPCC)	10	10
Staff and building costs (payable by NSPCC Trading to NSPCC)	621	623
Profits distributable under Gift Aid (payable by NSPCC Trading to NSPCC)	1,041	578
Profits distributable under Gift Aid (payable by Childline to NSPCC)	1,122	926

Related party transactions with NSPCC Pension Scheme are disclosed in note 19. Related party transactions with the trustees are detailed within in notes 3 and 5. There were no transactions with other related parties in the year.

Registered charity England and Wales 216401, Jersey 384 and Scotland SC037717.



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NSPCC

Together, we can stop child abuse and neglect – by working with people and communities to prevent it, transforming the online world to make it safer for children, and making sure every child has a place to turn for support when they need it.

We campaign for change. We work with schools to help children understand what abuse is and support them to speak out. Childline is here, whenever young people need us. And the NSPCC Helpline is ready to respond to adults with any worry about a child. We develop services in local communities to stop abuse before it starts and help children recover, so it doesn't shape their future

And, above all, we work together – because everyone has a part to play in keeping children safe. Every pound you raise, every petition you sign, every minute of your time, will make a difference.

Together, we can change children's lives.

nspcc.org.uk

EVERY CHILDHOOD IS WORTH FIGHTING FOR

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THE NATIONAL SOCIETY FOR THE PREVENTION OF CRUELTY TO CHILDREN

England & Wales - Charity number 216401

Accounts

NSPCC

Annual Report and Accounts 20/21



EVERY CHILDHOOD IS WORTH FIGHTING FOR

Protecting children today, preventing abuse tomorrow

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Welcome

From our Chair



Neil Berkett
Chair of trustees

In my introduction to the annual report last year, I wrote of three priorities I had highlighted as the incoming chair of the board of trustees. I said that I wanted to ensure that children and young people really are at the heart of everything we do and every decision we make; that we become an organisation that attracts cherishes and celebrates volunteering; and that we sharpen focus, and concentrate our efforts where we can have the greatest positive impact, because the resources at our direct disposal are modest relative to the problem we seek to solve. In the pages of this year's report, I hope you will find evidence of progress against all three of these priorities. Our focus through a quite remarkable year has been first and foremost to ensure that the many and varying needs of children and young people have been recognised and prioritised through the pandemic. We have had to adapt our own services and work hard to ensure that governments and the public across the UK and Channel Islands have been there for children.

Our volunteers have been quite amazing in adapting their own roles, many of which had to stop temporarily with the onset of lockdowns, and have provided support to other parts of the organisation to keep our vital services running. You will read within this report the work of our volunteer engagement programme to improve communication, recognition and recruitment, and our new intranet for volunteers will be going live shortly after publication of this report.

The pandemic demanded that we focus on where we could achieve impact in the short term. It is our new strategy however, that I believe enables us to bring the focus to our work that will help us to achieve the best we can for children over the next ten years.

This annual report marks the final year of a five-year strategy, in which we have helped make over 6.6 million children safer over five years. Throughout this report, you will be able to read how we have done this.

We now embark on a ten-year period in which our services will focus on three impact goals, which we believe will make the biggest difference for children:

1. **Everyone plays their part to prevent child abuse.** We'll work together to make it easier for everyone to play their part and create a social safety net that prevents child abuse and neglect.
2. **Every child is safe online.** Together, we'll transform the online world, so it's safe for every child to go online.
3. **Children feel safe, listened to and supported.** More children will be able to speak out, so they feel safe, listened to and understood so abuse doesn't shape their future.

Everyone has a role to play and we want to inspire many more people to play their part in preventing child abuse and neglect. We will work with people and communities across the UK and Channel Islands to achieve change in these three areas, together.

We will strive to be nationally significant and locally relevant, and look at where we are uniquely placed to do, enable, influence or celebrate the efforts of others in our shared endeavour to keep every child safe.

I'm immensely proud to be the chair of the board of trustees of an organisation with the opportunity to lead the way in making a difference to children's lives. I also feel the responsibility that we all carry to bring people with us to bring about better outcomes for young people. This is about all of us working together to prevent child abuse and neglect, and we couldn't do this without you.

Thank you.

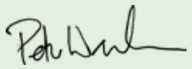




Welcome

From our Chief Executive





Peter Wanless
Chief Executive

The last year has been a year like no other for children. Before the coronavirus pandemic we knew that the levels of need and risk factors surrounding child abuse were rising. And we know that the impact of COVID-19 will exacerbate the situation. This generation of children is now facing a unique and worrying set of challenges — facing unfamiliar school environments, fractured relationships, increased family pressures, less access to their support networks, and a weakening of safeguarding measures.

When the pandemic hit, we quickly introduced three principles to steer us through it to enable us to still be here for children:

1. **To be the very best we could for children and young people.**
2. **To be as good and effective and supportive as we could to one another and to ourselves.**
3. **To secure the long-term finances of our organisation.**

While the pandemic has been immensely challenging, it's also helped us learn valuable lessons. Our services and practitioners quickly adapted so they could still be there for children – embracing technology and different ways of working.

Some of these adaptations widen accessibility and increase engagement with certain children and families. These have revealed new ways that we can do our very best for children, now and in the future.

Our frontline staff prioritised supporting families' immediate needs – such as signposting to financial support, making and delivering food parcels, and providing home learning and play resources. We adapted our services by offering flexible direct support – sometimes a blend of virtual and in-person – to meet the needs of each child, parent or carer and family we work with.

The pandemic placed us in a position where we needed to be innovative to ensure we could continue delivering our Childline service effectively. We've been able to deliver the personal inbox service to children and young people remotely via virtual shifts outside our counselling rooms for the first time. And our first virtual base has gone from strength to strength. On our first week, we had 13 volunteers. Fast forward a few months and thanks to the dedication and exceptional work of everyone setting up and running the base, we now have over 150 new volunteers who have completed training and given shifts, with nearly another 250 new volunteers going through our onboarding process.

In the year before the pandemic, our *Speak out. Stay safe.* programme visited more than 7,000 schools and spoke to over 1.6 million children. We had to quickly suspend delivery of this as the first lockdown arrived, and have subsequently worked hard to build a virtual offer for primary schools. We delivered the new *Speak out. Stay safe.* online programme to over 1,500 schools in the last autumn term alone, and reached over 350,000 children. We look forward to returning to schools this autumn, when we will be offering a new mix of in school and virtual activity.

Our NSPCC helpline saw an initial drop in demand in late March 2020 and concerns about hidden children resulted in a campaign funded by the Department for Education and an additional campaign supported by Calpol. The campaigns were successful in raising awareness and contacts handled by our helpline soared by 48 per cent compared to the period prior to the pandemic. The increases in demand have been maintained throughout the rest of the year, with an overall year on year increase in contacts to the helpline of 23 per cent.

We've seen that adults spending more time with their children are noticing concerns and seeking advice and support. And the pandemic has also served as a reminder of how resourceful, resilient and brave children can be — and how much we can learn from them.

Hello...

From our Young People's Board for Change



Elan and Gracie

The NSPCC Young People's Board for Change is a team of 15 young people aged 13–16 from across the UK with a range of life experience who steer, advise and influence our work.

Elan and Gracie, two young people from the board, share what being a member means to them, how they've found the experience so far, and how they will be making change happen over the next two years.

You can't possibly imagine the excitement when I found out I got a place on the Young People's Board for Change... it was swiftly followed by nervous anticipation of meeting the other members for the very first time.

We met for the first time online to get to know one another and find out what we'll be doing over the next two years. It didn't take long to get to know each other (thanks to team building games involving excessive amounts of creativity, laughter and sellotape!) and find our common goal: wanting to make a difference.

The last year has been frustrating for young people, you can feel like you're not being listened to or taken seriously. The Young People's Board for Change offers us opportunities to find out what matters to other young people and make change with the support of the NSPCC behind us.



While we all really enjoyed getting to meet each other for the first time, it was also time for us to get down to business. We had a brilliant two-day meeting where we learned more about our role, had the chance to meet loads of people that work across NSPCC, and found out lots about how important young people's voices are in different areas of the NSPCC.

We were introduced to their work and got the chance to share what matters most to us. As a group, we voted on what we want to work on over the next few months:

- Creating a new secondary school resource to help young people create healthy relationships.
- Work with our safeguarding team to look at how we explain to young people how we keep them safe and how young people can raise worries if they have concerns about their friends.
- Looking at NSPCC information for young people: how can it be improved and shared so young people always have the support they need?

These three projects elicited a fierce response of support, including some engaging debates about why they matter so much. As young people, we all felt really connected to these projects because we could see how they could affect our lives directly, and how they could improve our communities.

Allowing young people to be part of these projects right at the beginning is not only a great honour, but also helps us shape them so they will have an impact on young people. We, as young people, are so directly connected to these issues, with direct experience of how these things are affecting our generation and ways in which we can strive to make it better.



Joining the Young People's Board for Change has been incredibly eye-opening, considering how much we've already learnt about the NSPCC, campaigns, media, team-building and how to make a difference. But there's still so much to learn and do over the course of the upcoming two years (a thrilling prospect!).

We are excited to work towards the goal of involving young people's voices at the heart of the charity. Everything so far has only added fuel to the fiery passion of the Young People's Board for Change - we are unstoppable!

Elan and Gracie from the Young People's Board for Change

Participation

The NSPCC believes that the involvement of children and young people should be routed in ethical, high-quality, meaningful participation that is based on what we know works well and from what children and young people tell us. This is a crucial part of ensuring a culture of continuous learning. The involvement of young people in shaping and informing our work is an essential part of how the organisation operates.

Informing strategy and governance

In May 2020, the NSPCC Board of Trustees agreed to recruit two trustees with specific responsibility for promoting the voice and views of children and young people directly at Board level. We received over 160 applications for these posts and our new trustees joined the Board in October.

The new NSPCC trustees are working with our Young People's Board for Change and act as the link for the wider board of trustees.

The Young People's Board for Change received over 300 applications from children and young people with 25 young people being invited to virtual interviews. 15 young people were selected who have a breadth of life experiences. Six of the group live in the devolved nations and the other 9 represent different regions of England. Members are passionate about a range of issues including: anti-bullying, climate change, racial discrimination, LGBTQ+ rights and online safety.

Young people throughout their time on the Board will be supported to develop confidence, learn new skills such as presenting ideas, speaking in and to groups, campaigning, negotiation and public speaking and will receive a formal recognition for their time commitment through a skills qualification.

Young people who did not gain a place on the Board were given details of other ways they could support our work, and we have engaged some young people where their specific experiences could help strengthen our work.

Children and young people have played a central part in developing our strategy 2021+. Their involvement has helped us to better understand their experiences and expectations. They have provided input into the language we used, ideas we proposed, and what they think success of our strategy would look like. Children have also taken part in recruitment panels, shared their views and ideas on new technology, and supported children and young people to share their views on accessing our services during the COVID-19 pandemic.

What we do

Everything we do protects children today and prevents abuse tomorrow so we can make child abuse a thing of the past.

Working with schools

We engage with the entire school community, children, teachers and parents and carers to ensure that every child in the UK is better protected.

Therapeutic services

We help children to recover from abuse and get their lives back on track.

National helplines

We run Childline for any child to turn to for confidential support, and our helpline for adults concerned about a child.

Campaigning for change

We stand up for children and demand that laws and rules need to change to protect them.

Support for families

We equip parents and carers with the knowledge, skills and support they need to protect their children from abuse.

Sharing our research and evidence

We strive to find the best ways to protect children and prevent abuse, and share knowledge and training with people who work with children.



But every day, more children need our help and all our vital work is only possible because of our supporters. As an independent charity we receive around 90 per cent of our funding from supporters and rely on them to make sure we can reach the children who need us.

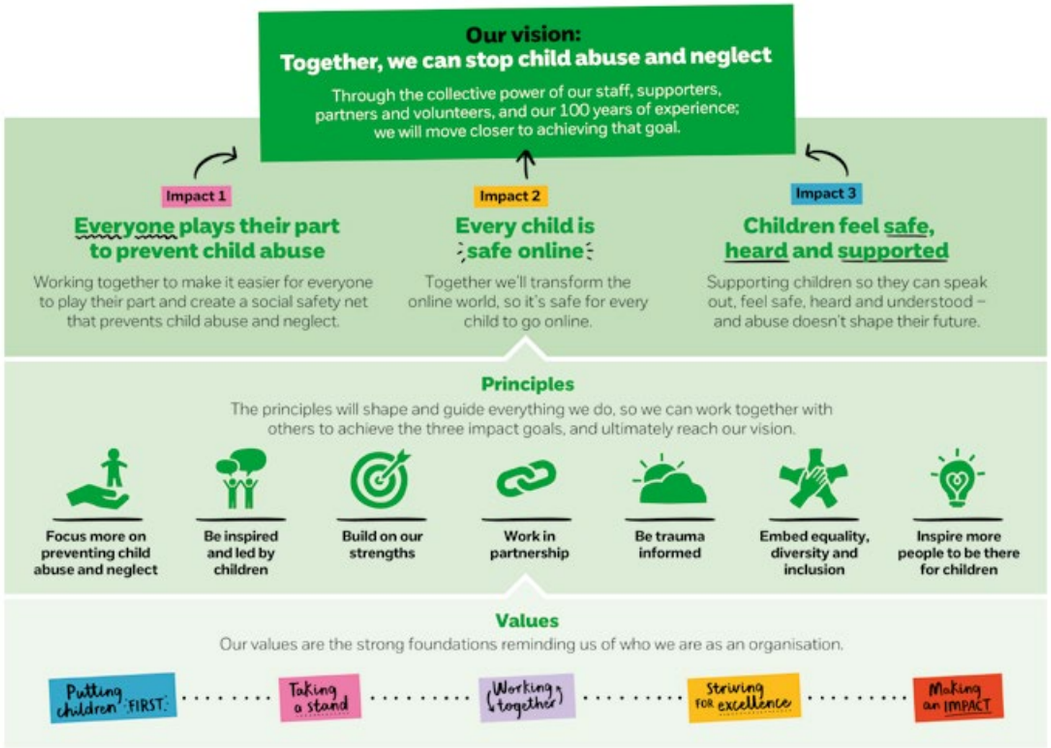
Together we can, and we will, fight for every childhood.

Our new strategy 2021–2031

Together, we can stop child abuse and neglect. This is our vision. And through the collective power of our staff, supporters, partners and volunteers, and our 100 years of experience; we will move closer to achieving that vision.

We didn't decide on this strategy alone. We engaged with a range of people — children, staff, volunteers, external stakeholders and more. It was the most robust and inclusive consultation we have done in recent years. We listened, we learned, and we took that on board when planning our approach for 2021 onwards.

Alongside this work, we considered the latest child protection research, what we know about the needs and experiences of children across the UK, and what support others are better placed to provide. We looked to ourselves too — weighing up what our strengths are as an organisation and where we can add the most value in making a difference for children.



To effectively deliver our strategy, we have drawn out seven principles that will shape and guide everything we do for children and young people.

Focus more on preventing child abuse and neglect

Prevention is in our name; it's at the heart of what we do. We'll continue to prevent abuse and neglect from happening in the first place, and concentrate on stopping it faster once it's started.

Be inspired and led by children

We'll involve children and young people in our work and decision-making through meaningful participation. We'll continue to listen to them, learn from them, and be inspired by them.

Build on our strengths

We're drawing on over 100 years of experience. We'll do the things we do well — that others can't, won't or don't do. We'll do more to be present in communities, understand their needs and work with them to shape what we do.

Work in partnership

We'll work together with everyone — from schools to local authorities and corporate partners — to reach more children and prevent child abuse and neglect. And, by working together with communities, we'll strive to be nationally significant and locally relevant — balancing our responsibility as a national charity with responding to local need.

Be trauma informed

All of our work with children will be underpinned by an understanding of trauma. We'll help others with this too — developing a shared awareness of trauma and making sure all children get the response and support they need.

Embed equality, diversity and inclusion

We believe every childhood is worth fighting for. Together, we'll remove real and perceived barriers to inclusion and diversity. Because recognising, embracing and valuing differences leads to improvements for all.

Inspire more people to be there for children

We'll inspire more people to be there for children, to keep children safe and make the biggest difference to children's lives, together.

Our strategy 2016 – 2021

In 2016, we set ourselves a goal to make 5 million children safer in 5 years. We're proud to report that we've helped make over 6.6 million children safer in 5 years.

1.

Prevent child abuse in families facing adversity.



The outcomes we targeted for children are:

- more families facing domestic abuse, parental substance misuse or parental mental health problems get early help from the NSPCC to prevent child abuse and neglect
- more families facing adversity receive NSPCC-evaluated services to prevent child abuse and neglect
- systems change in the prevention of child abuse and neglect in families facing adversity
- people who work with children in families facing adversity are more confident in preventing child abuse and neglect.

2.

Prevent child sexual abuse.



The outcomes we targeted for children are that:

- more support is available to prevent harmful sexual behaviours and sexual offending
- there's increased evidence of 'what works' in preventing child sexual abuse
- people who work with children are more confident in preventing child sexual abuse
- there's increased public belief that child sexual abuse can be prevented.

3.

Help children speak out and adults take action about abuse.



The outcomes we targeted for children are that:

- we deliver more Childline counselling sessions
- we answer more NSPCC helpline contacts
- more children understand about abuse and know who to turn to for help
- there's increased confidence in identifying risks and responding to abuse and neglect among parents and people who work with children.

4.

Help abused children get back on track.

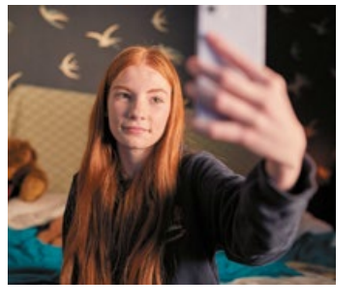


The outcomes we targeted for children are that:

- more help is available for children who have been abused or neglected to get back on track
- improvements are made to the justice system so it better meets the needs of children who have been abused or neglected
- there is an increased evidence base of 'what works' in getting children back on track after abuse or neglect.

5.

Make children safe from abuse online.



The outcomes we targeted for children are that:

- more communications providers demonstrate best practice in relation to child safety online
- more children know how to keep themselves safe online
- more adults know how to keep children safe online.

Achievements and performance against targets

In 2016, we set ourselves a goal to make 5 million children safer in 5 years. **We're proud to report that we've helped make over 6.6 million children safer in 5 years.** And we helped make over 1.5 million children safer in 2020/21 alone.



For our 2016-21 strategy, we set outcomes that stated the changes we wanted to see for children. Each outcome had one or more measures, to help us understand whether that change was happening. We had set our targets for these measures for 2020/21 before COVID-19 reached the UK. Early in the year, we revised them based on our knowledge and response at that stage. However, few thought at the time that come the end of the year, we would still be directly experiencing the effects of the pandemic.

Despite all the challenges, we were still here for children. In 2020/21, we met or exceeded revised targets for 62 per cent of our outcome measures and were close to target for a further 5 per cent. This was in line with the previous year.

Key points about our performance over the year in our services to better help children are:

More children and adults understood about abuse and neglect and knew who to turn to for help.

- We met rising demand for the NSPCC helpline. We answered 84,914 helpline contacts which resulted in advice or referral, plus another 2,420 low-level advice contacts, which was 31 per cent higher than the revised target of 66,500. Significant awareness raising campaigns in May and June 2020 increased demand for the year. We launched five new commissioned helplines, including a helpline for children and adults to report abuse in education in response to testimonies on the website, Everyone's Invited.
- We adapted Childline in the face of initially-reduced volunteer shifts. In the first lockdown in 2020, volunteers dropped to 50 per cent of usual levels. Launch of the remote Childline team enabled more volunteers to play their part. We delivered 204,638 Childline counselling sessions in 2020/21, which was 13 per cent below the revised target of 236,300.
- We pivoted *Speak out. Stay safe.* for online delivery. Due to school closures, we were unable to deliver our *Speak out. Stay safe.* programme in the usual way. We developed an online offer for primary schools, and reached 1,609 schools, including ten schools for children with special educational needs and disabilities, and 72 schools we had never worked with before. During the autumn term when schools were open, 370,395 children attended the online offer in their school. This was 61 per cent fewer than the 945,952 revised target, set when we expected schools to be open for much more of the year.

More children and families had help from the NSPCC to prevent child abuse and neglect.

- We adapted the delivery of our direct services for children and families by offering flexible support to meet their needs. Altogether, 4,698 children and adults were referred and assigned to one of our therapeutic services, 9 per cent more than the revised target of 4,317. Some of our services were easier to adapt than others: for example, *Pregnancy in Mind* was well-suited for virtual delivery, whereas some of our sexual abuse services proved more difficult to adapt due to their complexity.
- We responded to local needs in our services centres and Together for Childhood sites, where strong relationships enabled staff to work alongside partners to share information, distribute resources to families, adapt planned activities, and respond to the needs of the local community with new offers and some remotely-delivered services. In 2020/21 Together for Childhood activities were attended 11,863 times, 12 per cent more than the revised target of 5,237 attendances.

We increased the evidence base of what works in preventing child abuse, and improvements were made to better meet the needs of children who have experienced abuse or neglect.

- We published 31 NSPCC research publications with evidence of what works to prevent sexual abuse or to help children get back on track after abuse or neglect, 138 per cent higher than our revised target of 13. These included a helplines insight briefing on the impact of COVID-19 on online abuse, and an evaluation of the implementation of our *InCtrl* service, a group work programme which works with children and young people to prevent sexual abuse online, the findings of which were reflected on in an NSPCC Learning podcast about creating safer online experiences for children and young people.
- We campaigned for change for children. We worked with the Department for Education to keep school closures flexible for vulnerable children. Other examples included our influence on legislation for equal protection in Scotland, the Welsh Government's guidance for schools on harmful sexual behaviour, and the *Close the Loophole* win when the UK Government announced they will expand the laws around 'positions of trust' to include sports coaches and faith leaders. The UK Government response to the online harms white paper drew heavily on the NSPCC and Herbert Smith Freehills' proposal.



Parents and people who work or volunteer with children identified risks and responded to abuse and neglect, including keeping children safe online.

- We helped others to better safeguard children. NSPCC elearning was accessed more this year than ever. The 63,829 elearning licenses sold were 2 per cent below our revised target of 65,000 but 35 per cent more than the previous year.
- We delivered online workshops about *PANTS*, *Look, Say, Sing, Play* and online safety to 4,515 community groups and parents, which was 12 per cent higher than the revised target of 4,018. This was significantly higher than expected due to two deliveries to large audiences that on their own reached more than 3,000 people.
- This year, training and safeguarding tools relating to online safety were accessed 14,855 times, which was 270 per cent higher than the revised target of 4, 018. This was partly due to our *Keeping children safe online* elearning, which sold 8,667 licenses, more than 200 per cent over our target of 2,895. We also launched a new course this year, *Managing safer online communities*. With young people spending much more time at home this year, concern around their increased time online is likely to have caused growth in this measure.





Goal 1

Prevent child abuse in families facing adversity

The COVID-19 Pandemic presented new challenges for safeguarding children. Normally, most children and young people are seen by a number of different adults every day including teachers, neighbours and grandparents. However, the lockdowns, school closures and restrictions meant that they were spending more time at home, without any regular contact with other adults. For children experiencing abuse, this meant that there were fewer opportunities for adults to spot the signs and report concerns, resulting in a delay in support being offered and accessed. Spending prolonged periods at home as well as financial pressures and other worries that the pandemic created for many, also meant that some families needed extra help and support.

Domestic abuse, substance misuse and mental health problems are known risk factors for child abuse and neglect and the pandemic has seen a large increase in reports of this nature. However, we know that with the right support, abuse can be prevented. This is why we have worked so hard to adapt our services to ensure the support is still there in the pandemic for those who need it.

In response to the first lockdown in March 2020 our open cases fell significantly as the country adapted to life in a pandemic. Many cases closed because of capacity and also preference of the service users, as well as partner agencies not referring to us. During June, we saw the number of open cases start to rise again as virtual delivery was embedded. Safe and well checks were established and buildings were starting to reopen, so face-to-face delivery could resume and partner agencies were in a position to refer to us. At the end of March 2021, we had 1,452 open cases compared with 1,236 at the end of March 2020.



Initially, NSPCC frontline staff prioritised supporting families' immediate needs – such as signposting to financial support, making and delivering food parcels and providing home learning and play resources. We focused on how we could maintain service delivery. Service centre teams were able to successfully adapt many of our services to virtual or online delivery. The virtual delivery of some services has been so successful that virtual delivery will continue post pandemic.

In total, we provided a service to 4,698 children, young people and adults. This slightly exceeded our revised pandemic target of 4,317 (the original target was 6,300). Of the 4,698 children, young people and adults we worked with, 2,360 completed the work with us. The revised target for work completed was 2,941 cases so we have achieved 80 per cent of this target. (Some cases end without being completed for a number of reasons: they may change to another service or agency that is more appropriate, the child or family may disengage for some reason or we may have a practitioner who leaves or goes off sick and the child doesn't want to continue with somebody else.)

Our direct services are primarily targeted in two areas of support:

1. **Prevention of abuse in the early years.**
2. **Prevention and recovery of sexual abuse.**

The early years services reached 1,201 children, young people and adults, exceeding our revised target of 994. Of these, 1,035 completed their work with us which again, exceeds our revised target of 628.

Together for Childhood

Working with outside partners has helped us respond to the needs of the local communities throughout the pandemic. The existing relationships in the four *Together for Childhood* areas of Grimsby, Plymouth, Govan and Stoke-on-Trent enabled staff to work alongside partners to share information, distribute resources to families and respond to the needs of the local community with new offers.



One parent/ carer commented:

> "I cannot thank (staff member) enough for everything she has done for me and my family. Even with COVID-19 going on, (staff member) was still able to provide amazing support over the phone and I really wouldn't have been able to get through any of it without her"

Young people said:

> "You've been brilliant through all that has been going on and have made a real difference."
>
> "You're the only one helping me."

All of our *Together for Childhood* sites focused on supporting children and families with their most immediate needs as an initial response to the pandemic. This has been achieved through supplying food packages for those in need, along with guidance and support for helping young people with their education and even providing IT equipment and stationery.

One parent shared that they had played the same board game for several weeks and it no longer engaged their children. As a response to this, our site in Govan set up a toy library that now supports over 50 families. The library has been recognised as a vital resource to Govan families and we are now in the process of transitioning the toy library over to a local not-for-profit social enterprise, Make Do and Grow, who are focused on supporting families with children aged 3-12, developing creativity and encouraging re-use and recycle.

Another project, which is at the Plymouth *Together for Childhood* site, is The Young Voices project. It's funded by The Samworth Foundation and works with 24 students at a local secondary school to help them design and develop a campaign to share across their school. The focus of the campaign was on establishing and communicating what healthy relationships should look like, and creatively tackling peer to peer abuse. While the campaign had to adapt in response to the pandemic and was delivered virtually, the young people wrote and produced a rap. Plans to share the rap in school assemblies were hindered, but their flexible approach meant a webinar was created and shared across the school, reaching all pupils in years 8-11.

> "It was just like a place I could go to if I had any problems"
>
> "I like that you welcomed me and you haven't discriminated against me because of my disability which I'm quite glad about because I've had that quite a few times"
>
> *(Young people in Plymouth)*

> "You know sometimes children don't necessarily want to go and speak to a teacher about some of their issues and actually, the level to which they need to speak to somebody, it might not warrant a conversation with a teacher, they might just need to sound it out with another young person to know that there's another young person that's there to listen to them, which is going to be really good I think really good." *(Teacher)*

At our Liverpool site, young people from Alder Hey Youth Forum were encouraged to create video diaries to document living through a pandemic. These showed the impact of lockdown and school closures, through pictures that were then made into a virtual exhibition and launched online.

The photo diaries project in the Plymouth *Together for Childhood* site encouraged those involved to document key important moments in their relationships with others - helping to show what people really value in their relationships as part of a wider healthy relationships campaign that was delayed due to the pandemic.

Blackpool Better Start

Our Blackpool *Better Start* site introduced the Dad's Chat, a virtual clinic streamed over Facebook, where dads can discuss a wide range of issues with professionals such as mental health and wellbeing during lockdown.

In January, HENRY - an infant feeding service, that offers parents a range of workshops to support them with feeding their infants, was launched in Blackpool. The service is currently being delivered virtually through online group sessions. They have also set up a one-to-one telephone helpline available to all new parents in Blackpool, offering support following the birth of their child and signposting to infant feeding groups. It is hoped this will promote increased and sustained breastfeeding, and more responsive and safer bottle feeding.

> "HENRY is a much-needed listening ear and reassurance there is no question or worry too small. It's a one-stop-shop so referrals can be made for additional help if needed. As a new mum, especially with other children around, it can be hard finding the confidence and time to make lots of different phone calls trying to find answers or book appointments. It's comforting to know someone can lighten that load." *(Service user)*



Look Say Sing Play

Look, Say, Sing Play (LSSP) is our national and local early years campaign. We share ideas with parents via email for easy, fun ways to fit more interaction in to their daily routines with their little ones – right from birth. During their earliest years, a child's brain makes one million neural connections every single second and positive and supportive experiences with parents and other adults are important in their brain development. We launched nationally in June 2020 when the UK was still in lockdown and the campaign was well received by parents. Since then, we've seen more than 64,000 people across the UK and Channel Islands sign up for free, weekly *Look, Say, Sing, Play* tips.

While some of our face-to-face local work is on hold, much of this campaign is still able to progress remotely. Weekly tips are available via email and professionals and parents can access webinars as well as a range of NSPCC Learning materials. We've also created a new short series of YouTube films where parents can watch other families having fun and learning with our brain-building tips.

We've even launched new local campaigns remotely in both York and Walsall, demonstrating the agility of the campaign to adapt and evolve in this challenging year. York and Walsall local authorities have also outlined plans to integrate *LSSP* in early years and neglect activities respectively, showing the legacy that local campaigns can have.

LSSP was launched in Walsall in July 2019. This year, the messages have been adopted by a number of professionals across the borough, including health visiting, midwifery and early years. The campaign has now been included in their Neglect Strategy, ensuring that vital brain building messages are imbedded into their business as usual activities going forward.

In York, *LSSP* launched in October 2020 and has been firmly embedded across the city as part of their early years strategy, with midwifery, health visiting, early years and social care colleagues promoting the campaign at various points during the parenting journey.

Next, we will be focussing on evaluation, working closely with the research and evidence team to access the successes



so far, and assess where we can develop further nationally and locally. We will also be running another survey with all the parents who are on the journey, or have completed it – to get their opinions on the campaign, and see how it has affected their understanding and behaviours.

As we plan for 2021/22 we will also be looking at how and where we can reach new audiences of parents with the campaign, through both our national and local *LSSP* campaign offer. We've had brilliant feedback from parents who reached the end of the email journey.

> "I feel so grateful I signed up to receive your advice. Every tip sent to my email was really useful and joyful. Even when I was doing some of them, its felt like a confirmation I was doing the right thing. (Although English is not my first language I was able to understand everything)."



Fight for a Fair Start

Up to 1 in 5 mums and 1 in 10 dads experience mental health problems during pregnancy and after birth. But getting the right support at the right time isn't guaranteed. It's vital that parents and their babies get the help they need. Even if mums and dads get support for their own mental health, additional support may be required to look after their babies' developmental needs.



Up to **1 in 5 mums and 1 in 10 dads** experience mental health problems during pregnancy and after birth.

The pandemic has put even more pressure on families so we have continued our *Fight for a Fair Start* campaign, with the support of Jo Malone London. This policy influencing campaign aims to ensure that perinatal health support is available for every parent, wherever they are.

Some notable developments this year have included the announcement of new specialist community services in Northern Ireland and the announcement of an interim mother and baby unit in Wales. We've also submitted a letter to Matt Hancock, the Secretary of State for Health and Social Care, signed by over 2,000 supporters asking him to ensure that parents and babies are not forgotten about in the restructure of Public Health England.

Scale up

We believe that we can achieve better outcomes for many more children if we work in partnership to put more evidence into practice. That's why we help other organisations to adopt, implement and deliver evidence-based services locally. We grow services from initial ideas, all the way to delivering them at our service centres, testing them at every stage to ensure we have a strong evidence base. Then, once we have learned what works, we help other organisations to deliver the programme. This includes training, consultancy, resources and implementation support.

In 2020/21, we reached over 23,000 children and adults, and 3,000 professionals were trained through NSPCC tested services that have been scaled up to other organisations. This has been significant, as scale up work was paused for much of the year due to lockdown restrictions. However, it was able to resume in the autumn by adapting the training to virtual delivery.

The *Baby Steps* programme places a specific focus on supporting parental mental health and couple relationships and nurturing relationships between parents and babies. Pre-pandemic, it was delivered face-to-face by midwives, health visitors and family support workers. It combined group sessions with home visits, however the introduction of lockdown restrictions saw us working with and supporting our delivery partners to adapt the delivery of *Baby Steps* to a virtual model. To ensure parents could continue to access the support they needed, we used technology including a private YouTube channel to share materials and resources, along with video calls and group messaging services to promote group social support among families. These swift adaptions ensured that *Baby Steps* continued to support over 3,000 adults and children over the year. The virtual delivery meant that, even while she was in labour, one of the mums on the programme was still able to join the session:

"They all logged on for a session and suddenly realised that one of the mums was sat in a hospital bed and everyone was like 'oh, you are in a hospital bed' and she said 'I know I'm in labour'." (Virtual *Baby Steps* evaluation)

Baby Steps also received recognition by Public Health England as a good practice, evidence-based approach to reduce outcome inequality for Black and Asian women and their babies.

Our *Graded Care Profile 2 (GCP2)* provides multi-agency practitioners with a way of assessing whether a child is experiencing or at risk of neglect. We believe we can reach many more children who are being neglected, or are at risk of being neglected, if we work together and share our knowledge of what works.

That's why we've been supporting partner organisations to implement and embed *GCP2* in their local communities. A further nine local authorities have been licensed and trained to implement *GCP2* this year, meaning that nearly 40 per cent of all UK and Channel Islands authorities have now been licensed to use this tool. There are now 86 local authorities across the UK and Channel Islands who are licensed to use this tool, and together they reached almost 20,000 children and adults so far this year. We are continuing to work closely with these sites to ensure successful and sustainable implementation, as well as increasing reach to children by introducing this to more partners.



Domestic abuse

Since the introduction of lockdown measures, the number of contacts to the helpline from people concerned about children living in homes with domestic abuse rose by 35 per cent. These figures are backed up by the experiences of our frontline staff who work with children who are living with domestic abuse at home.

Around 1 in 5 children in the UK have been exposed to domestic abuse. Children never just 'witness' domestic abuse - it always has an impact on them. Exposure to domestic abuse in childhood is child abuse and living with it can affect a child's development, health, behaviour and wellbeing. The pandemic and 'stay at home' measures put more children at risk of being exposed to domestic abuse, while being cut off from support networks like school. This meant they had fewer opportunities to speak up about what was going on at home.

We work to influence the government to enact laws that protect children and support families facing domestic abuse and other key issues that children face. This has never been as important as it has this year.





Domestic Abuse Bill – Policy and public affairs

June 2020 saw a breakthrough in England when the Home Office announced they would amend the Domestic Abuse Bill to ensure children were included in the definition of victims of domestic abuse in the new law. This followed us working in coalition with other children's and women's sector organisations to lobby ministers, officials and parliamentarians to recognise the devastating impact domestic abuse can have on children. To help secure this important change, we produced briefings analysing the numbers and types of contacts related to domestic abuse received by the NSPCC Helpline and Childline, and an analysis of serious case reviews where domestic abuse featured. The combination of compelling evidence of the impact on children and young people, high-profile media work and joint campaigning with other organisations led to this landmark change to the law.

We've campaigned to ensure **children now have the same protection as adults.**

We have seen positive results in other parts of the UK too. Children were already recognised as victims in Welsh legislation but despite this, services for child victims remain patchy and underfunded. Together with partners we detailed our concerns to the Welsh Parliament and the Equality Committee demanded that the Welsh government agree a sustainable funding model going forward.

In Northern Ireland, the Domestic Abuse and Civil Proceedings Bill created a new domestic abuse offence to criminalise patterns of coercive, controlling behaviour in partner or family relationships. Because of our work to influence elected members and officials - including in partnership with other children's charities - we secured changes including enhanced sentencing in cases involving children, a recognition of the impact that living in a home where domestic abuse takes place has on children and increased[1] legal protections for all children from non-physical ill-treatment by anyone with parental responsibility for them.



The Acts in England, Wales and Northern Ireland will come into force in 2021.

Equal protection – Policy and public affairs

Until recently, across the UK and Channel Islands, parents and carers who physically assaulted their children could defend their actions by arguing the physical force was 'reasonable' punishment or chastisement for their actions. This went against the overwhelming evidence that physical punishment can be harmful to children and carries a serious risk of escalation into abuse.

In Scotland in November 2020, after years of campaigning alongside families and organisations, new legislation to give children equal protection from assault came in to force. This legal change means that children now have the same protection from assault as adults after the archaic defence was removed from the law. The change makes clear that physical punishment should no longer be part of childhood in Scotland. Our work with partner organisations to secure this landmark change was recognised when we jointly won the "Cracking Campaign" award at the Scottish Charity Awards.

The legalisation made Scotland the first nation in mainland UK to achieve equal protection. With new laws in Wales due to come into force in March 2022, and Jersey passing similar legislation back in December 2019, we now look for governments in England and Northern Ireland to follow and ensure the defence is consigned to history, and all children are better protected.

1. Domestic Abuse and Civil Proceedings Act (Northern Ireland), 2021 https://www.legislation.gov.uk/nia/2021/2/enacted

Goal 2

Prevent child sexual abuse

We believe that sexual abuse can be prevented, and we are working to equip more people, both professionals and parents and carers, with the knowledge and skills they need to prevent it happening in the first place.

Harmful Sexual Behaviour Service

Our prevention of sexual abuse services reached 736 children, young people and adults, achieving 84 per cent of the 877 target. Of the 736 children, young people and adults we worked with, 272 completed their work with us, which was 54 per cent of the target of 500. This lower than expected figure is mainly attributed to cases where children or families didn't want to receive the service virtually, so either cases were closed before the work was complete or they opted to wait until face-to-face could resume, meaning they stayed open and incomplete into 2021/22. We did use safe and well sessions to keep in touch with people in the interim, but didn't deliver the service.

Our service has reached **190 children, young people** and **adults** against a target of 138.

The *Harmful Sexual Behaviour (HSB)* service has reached 190 children, young people and adults against a target of 138 (138 per cent). While the prevention of sexual abuse services has not been as easy to adapt to a virtual delivery, practitioners have maintained contact. Where relationships were already established pre-COVID-19, we found the transition to virtual methods has been easier, whilst newer relationships took longer than normal to develop. Being flexible, collaborative and responding to meet the individual needs of children and families meant they were still able to continue until more suitable delivery was allowed.

As part of the prevention of sexual abuse, the existing *InCtrl* service was adapted in response to the pandemic. This enabled its continued delivery and contributed to our reach with the young people and adults through the adapted service. *InCtrl* is a group programme that works with children and young people to prevent sexual abuse online. The service can be delivered on a one-to-one basis where the child's needs or context suggest this is most appropriate. *InCtrl* also works with parents and carers so that they know what their child is being offered. They are given information and help to support them, and provided with opportunities to share their own concerns.





PANTS

Talk PANTS is our flagship behaviour change campaign. It enables parents and carers to have a simple conversation to help keep their child safe from sexual abuse, with the help of our friendly dinosaur Pantosaurus. We launched the campaign back in 2013, and since then over 1.5 million parents have had at least one conversation with their children, more than 8 million people have viewed our Pantosaurus film, and our annual campaigns have a reach of over 10 million.



Over **1.5 million parents** have had at least one conversation with their children

Following our Summer 2020 campaign, our YouGov pre-and-post surveys found that:

- 111,374 additional parents had a conversation about Talk PANTS after seeing our campaign.
- Three in five parents of four-to-eight-year-olds now recall Talk PANTS, and a third have had the conversation.
- There are signs of longer term attitudinal change; there is increasing agreement over time that child sexual abuse in the UK and Channel Islands can be prevented, one of our wider marketing objectives for the campaign.

We have also set up a brand new short journey of emails for Talk PANTS, to give parents tips and resources to help make the conversation easier. Since this launched in July, we've had more than 6,400 sign ups.

Matalan

Our longstanding partner Matalan took their support for the Talk PANTS campaign a step further by producing a Pantosaurus plush toy to raise awareness of the campaign, provide a tool for parents to have conversations and raise money for the NSPCC. Pantosaurus even featured in their Christmas TV advert!





Close the Loophole campaign

In 2017, we began campaigning to Close the Loophole in the law to make it illegal for adults to engage in sexual activity with any 16 or 17-year-olds in their care. We wanted to ensure that the law relating to positions of trust, which applies to teachers, care workers and youth justice workers, was extended to include other adults who hold a position of power over a young person.

Closing this loophole will make it **illegal for sports coaches and faith leaders to engage in sexual activity with 16- and 17-year-olds** in their care – a huge breakthrough for improving the safety of all children.

In 2019, following pressure from NSPCC, the Ministry of Justice committed to reviewing the law for England and Wales. In 2020, when the results of the review had still not been announced, we co-ordinated an open letter to the Ministry of Justice from Hannah*, a swimmer who had been abused by her coach, Jeff*. Over 4,400 supporters joined her calls for change. We also received support from the network council of safeguarding leads, 60 national sporting bodies including UK Athletics, British Cycling, the Rugby Football Union and the Lawn Tennis Association, and 20 cross-party MPs including Sarah Champion, Tracey Crouch and Baroness Grey-Thompson.

Following our relentless campaigning, in March 2021, the Ministry of Justice finally announced that the law relating to positions of trust will be extended to include sports coaches and faith leaders in England and Wales. Closing this loophole will make it illegal for sports coaches and faith leaders to engage in sexual activity with 16- and 17-year-olds in their care – a huge breakthrough for improving the safety of all children and young people.

We have also been pushing for change to the law in Northern Ireland. After the Department for Justice indicated in November 2020 they would amend the law – but not immediately – we made a powerful case for urgent and comprehensive change, to elected members, officials and Ministers. In March 2021, the Northern Ireland Justice Minister issued a statement saying comprehensive and wide-reaching changes (going beyond just sports coaches and faith leaders) would be made in new legislation in 2021 and that this would be done by consulting and working in partnership with the NSPCC.

*Names have been changed to protect identities



Goal 3

Help children speak out and adults take action about abuse

At the NSPCC, we help children and adults to recognise and speak out about all types of abuse and support and encourage adults to take action to protect children. We know from research that some children do attempt to disclose abuse but they are often not 'heard' or those concerns are not acted upon. We have to ensure that we are there for children and empower people to do something if they have a concern about a child. In this extraordinary year the NSPCC have done some extraordinary work.

NSPCC Helpline

In March 2020, when schools were closed because of the pandemic, one of the concerns we had was that children at risk of harm were now hidden out of sight. We rely on adults in schools and communities to be there for children and to contact the NSPCC helpline if they are worried about a child. In response to these concerns, we worked to secure funding from the Department for Education to deliver a huge awareness campaign, the biggest one that the service has delivered in many years.

In May 2020, the volume of **contacts handled by the service was up by 48 per cent** compared to those before national restrictions were imposed.

For four weeks in May 2020 the campaign delivered awareness raising activity across TV, radio, press and social media. In addition, our corporate partners Calpol ran a TV and video on demand advertising campaign during May to promote awareness of the helpline, raising approximately £100,000. These campaigns saw immediate results with significant increases in the volume of contacts to the service. In May 2020, the volume of contacts handled by the service was up by 48 per cent compared to those before national restrictions were imposed. Beyond the campaign, the awareness levels remained high, with an overall year on year 23 per cent increase in the number of contacts to the helpline. In order to overcome the capacity challenges as a result of staff having to isolate or shield, the service adapted its operation in a number of ways with many staff working from home. Our systems were adapted to allow non-voice contacts to be handled remotely and additional capacity was resourced from across the organisation to handle some of our low risk contacts. Our call back service was also a vital tool to ensure the highest risk contacts from adults were prioritised while ensuring others seeking advice also got a response.

The top concerns have remained in line with those in 2019/20, but what the service saw was an increase in the proportion of contacts about some of

these concerns. The top concerns reported to our helpline in 2020/21 were:

- adult health and behaviour (including worries about parental alcohol and substance misuse, domestic abuse and parental mental health), which increased 42 per cent to more than 20,400 contacts
- neglect, which increased 15 per cent to more than 12,600 contacts
- physical abuse, which increased 18 per cent to more than 12,600 contacts
- emotional abuse, which increased 40 per cent to more than 11,600 contacts.



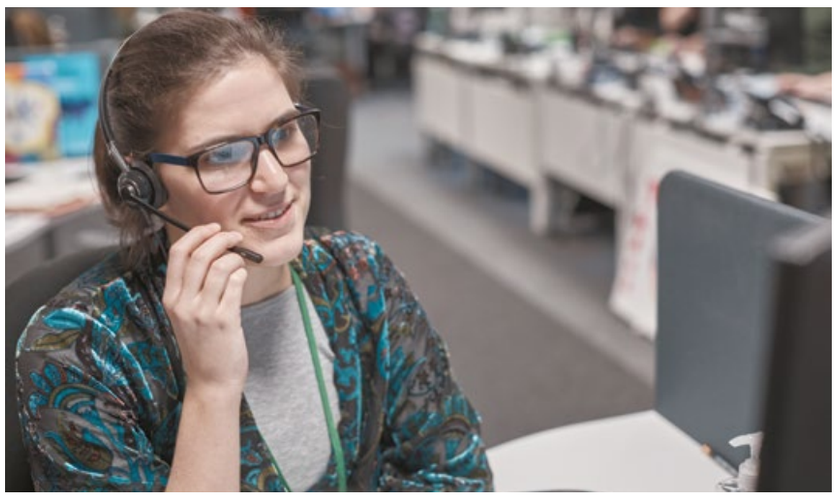
Our helpline practitioners handled almost **85,000 contacts** which resulted in advice or referral, 23 per cent more than in 2019/20 (69,000).

In total, our helpline practitioners handled almost 85,000 contacts which resulted in advice or referral, 23 per cent more than in 2019/20 (69,000). Almost 40,000 contacts resulted in a referral to an external agency such as children's services or police with the remaining 45,000 receiving advice. We estimate that over 48,000 children were referenced in referrals made this year.

Throughout the year the service has continued to work in partnership with other organisations. In particular, we joined forces with the Royal Voluntary Service (RVS) to provide support to NHS Responder volunteers who are out in the community providing services to those isolating as a result of the COVID-19 pandemic. There were many aspects to the partnership; providing volunteers with access to free elearning to help them spot the signs of abuse and neglect *(It's Your Call)* and as an advice and referral mechanism for RVS in response to any safeguarding concerns that volunteers raise.

During the first national lockdown we launched a partnership with Deliveroo, this included making online training available for all Deliveroo riders to make them aware of the signs of neglect and how to take action. This partnership was born following one Deliveroo rider contacting the helpline to report concerns they had while delivering to a home. This contact highlighted the unique opportunity this sector has to help protect children and young people from harm. The partnership saw a very positive response from the Deliveroo workforce with thousands signing up to complete the online training within hours of launch. They also promoted the helpline on their iconic delivery bags.

The helpline secured a further three years of accreditation under the Helplines Standard, having been accredited now since 2013. The accreditation demonstrates that the helpline delivers a service that is consistent, relevant to the needs of its stakeholder and effective in its objectives.



Childline

With lockdown measures and school closures across much of the UK and Channel Islands, the year started with a challenge for Childline. Childline is predominantly delivered by volunteers, who through our 12 bases provide support to children and young people via telephone, chat messaging and email. The COVID-19 pandemic resulted in many of these volunteers having to step back from their usual levels of commitment. Overnight we saw a drop of almost 50 per cent on previous levels of volunteer counselling hours. The service responded and adapted quickly by replacing our switchboard with a set of automated options and reducing operating hours to ensure capacity was most effectively utilised.

In spite of the challenges, the service remained here for children and young people every day. And the support and advice available through the Childline website became an even more important resource for children and young people.

In response to the Coronavirus pandemic and resulting restrictions with schools closed, Childline launched emergency activity to raise awareness of the service and the support available which includes a range of online tools such as our message boards, mood journal, coronavirus content and the Calm Zone. We ran paid social media campaigns across Facebook and Instagram, Snapchat and YouTube to raise awareness of the service.

One of the biggest concerns for Childline was the potential drop in awareness amongst children and young people of what the service had to offer, even under the extreme conditions that they were facing.

But the period saw a huge growth in the use of these tools and resources. Message board submissions for 2020/21 totalled over 58,000, a 64 per cent increase on the previous year and more than double those seen in February 2020. The Calm Zone, which was a new area of the site launched in December 2019 containing a range of tools to help children and young people feel calmer with meditation, mindfulness, breathing exercises and yoga amongst other things, also saw increases in use. The week that schools were closed saw a 60 per cent week on week increase in pageviews of our range of tools and advice for children to feel calmer. Schools and other services promoted the site on our behalf, helping to raise awareness, and levels remained high throughout April, May and June and saw further peaks of activity later in the year.

With young people having more limited privacy to call Childline or use the chat function, they turned to other online tools, such as the website and our email service, which is quick and easy to access for those young people with a Childline account. The service adapted well to these changing patterns. At its peak (in June 2020 and January 2021) levels exceeded 6,000 submissions of new posts or replies to existing threads on our message boards. Levels would normally be closer to 3,000 in a month. It was clear that this was working well for children and young people to support each other during this period of uncertainty.

The increased use of our email service and the availability of Childline and other NSPCC staff working from home led to the pilot of a remote service. These home workers, under supervision, were able to reply to the emails received by the service, releasing capacity in the bases to answer more of the voice calls and messages that were coming in. The pilot proved very successful and led to the development of a new virtual base, which launched officially in October 2020 and has gone from strength to strength. By 31 March 2021, there were over 200 active virtual volunteers who had provided over 3,000 hours to the service.

While demand to the live channels did see a decline as a result of the pandemic, the nature of what those who did speak to Childline were worried about did not change. What the service did see, however, was an increase in the proportions of contacts relating to mental/emotional health. This has been the biggest concern for children and young people using the service for some years now, accounting in 2019/20 for 31 per cent of the counselling sessions delivered and growing to 37 per cent of all counselling sessions in 2020/21.

Nobody is Normal campaign



This campaign ran for four weeks and was part funded by the Department for Education (£50,000). Childline receives thousands of contacts every year from young people who feel like they don't fit in, and who don't feel 'normal'. This can be the result of bullying or abuse, or just that they simply don't feel comfortable in their own skin. This campaign was developed with the help of young people and featured an animation of a young boy dealing with anxiety while desperately trying to appear 'normal', backed by Radiohead's hit song 'Creep'. It highlighted to young people that feeling like you don't fit in is a shared experience, they are not alone and that Childline is there for them and won't judge them. Radiohead even donated 'Creep' free of charge, which would usually cost around £200,000, because they loved the campaign concept so much.

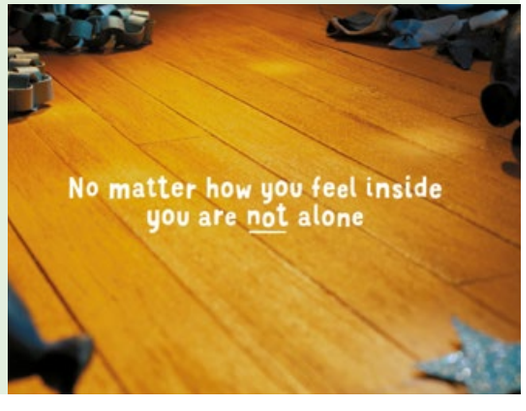
The campaign had 169 pieces of national, regional and broadcast press coverage. Across social media we saw over 1,500 posts from users (including Holly Willoughby and Manchester United) sharing the campaign's animation and messaging. Many schools and youth organisations (such as Young Minds) were among these, evidencing the relatability of the campaign.

We received very positive feedback from children and young people, including that the messaging made them feel less alone, and they really engaged with the animation. The Childline Brand Tracker tool informed us that 15 per cent of 13-18-year-olds recalled seeing the Nobody is Normal campaign, 65 per cent said they felt more positively about Childline and 46 per cent would be more likely to use the service after seeing the video.









Childline received £150,000 additional marketing funding from the Department for Education in 2020 to focus activity on groups of vulnerable young people during the pandemic, under four key areas:

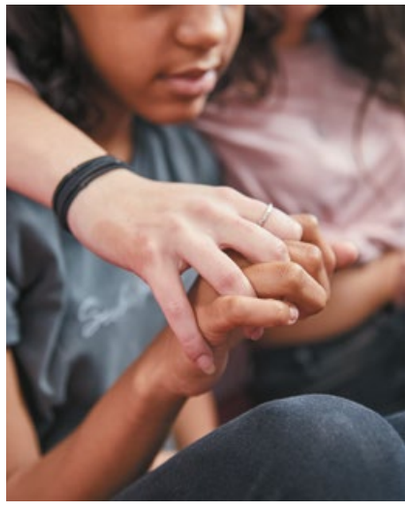
Mental health

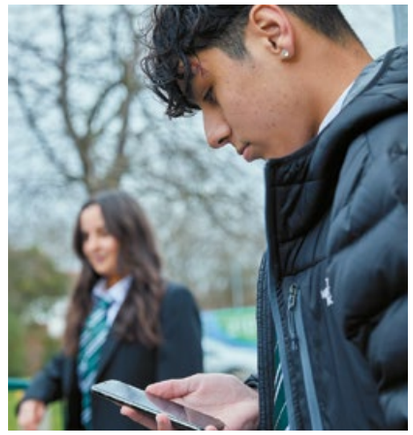
Tough to Talk is a Childline campaign about male mental health and suicidal feelings. It was repurposed and relaunched to raise awareness around how hard it can be to reach out, especially for boys. The response to this campaign was really positive, reaching 1.9 million young people. As a result, we saw an increase in boys' likelihood to contact the service in the latest Childline Brand tracker results.

Our *Tough to Talk Childline* campaign was really positive, reaching **1.9 million young people**

LGBTQ+

We produced adverts with videos featuring a mix of LGBTQ+ influencers talking about their unique and different coming out stories and experiences. Across paid social media, these were viewed and shared over 2.2 million times, more than seven times our planned figure. And we saw a 12 per cent increase in LGBTQ+ young peoples' likelihood to contact Childline. We also launched a successful partnership with PinkNews.





Black and Asian minoritised ethnicities (BAME)

Activity included rerunning our previous discrimination campaign *Understand Me*, which showed young people that being judged, stereotyped or racially bullied is never OK, and that Childline is here to support anyone experiencing discrimination.

We revisited a partnership with online music channel and media company Share. Build. Teach. Vibes (SBTV), which involved reposting four collaboration tracks/videos covering topics such as xenophobia, racism, Islamophobia, neglect and feeling invisible. They generated over 500,000 views and a new track created with Don Strapzy for SBTV was also very successful, generating over 4,000 comments on YouTube.

This combined activity contributed to a 6 per cent increase in BAME young peoples' likelihood to contact Childline (from Brand tracker) compared with the previous year.

Emotional abuse

This continues to be a prevalent issue for young people, as the social and economic impact of the coronavirus pandemic heaps more pressure on families. With counselling sessions steadily rising, and family relationships having a big impact on young people, particularly during lockdown, Childline wanted to raise awareness of emotional abuse, to help young people recognise the signs and know that Childline is there to support them. With this aim, we launched marketing across TikTok, Facebook, Instagram, and Snapchat which ran from 8 February 2021 until 22 March 2021.

We want to say a special thank you to everyone in the Childline Team...

Dear Childline Team,

We are from **anonymised** Secondary School in year 11 and we are writing on behalf of everyone here to thank you for what you have done during lockdown to support children who are in need during this difficult time.

At the start of lockdown, everyone found it hard to adjust to life in a pandemic and Childline was always there to help. Education, for many students, was put on hold and year 11 and 13 began to worry as their exams were approaching. Some students struggled with the stress of exams and suffered with things like ADHD and anxiety even when we are not in a global pandemic. Knowing that Childline is 'online, on the phone, anytime', made our mental stability a lot steadier and manageable.

We cannot even imagine how difficult it is to live with a lifechanging mental issue and for you to have gone through this pandemic whilst listening to other people's stories, must really take a toll on your own mental health. And for that, we thank you for doing what you do.

Childline is not just about mental health issues, but about helping people when they feel unsafe and uncomfortable at home, for example, the people who have not got a stable relationship with others in the same household. To those who have gone through this, Childline were the community that listened to their issues and help them resolve the problems that separate them from their loved ones.

Besides helping through lockdown, you do so much more to help such as: giving support at night, helping deaf people, supporting children from other countries, and always keeping it completely confidential. We think what you do is incredible! So again, we say thank you to all the staff at Childline.

We hope this has made your day a little brighter and that you are coping during this tough time. Keep up the good work. We all appreciate you!

Influence and lobbying

The lockdown restrictions placed additional stresses on many families. This was reflected in the contacts that the NSPCC helpline responded to and the counselling sessions provided by Childline. To highlight what some children were experiencing, we published a series of thematic insight briefings from the helplines, drawing on what children, young people and adults were telling us about: domestic abuse; physical abuse; online abuse; sexual abuse; schools; and d/Deaf and disabled children. These insight briefings were used as part of our evidence to the UK's parliaments to call for improved safeguards from harm for children and young people.

Speak out. Stay safe.

Our Schools Service team have had to be creative this year to ensure that primary aged children continue to receive key messages about abuse and neglect in order to be able to speak out and stay safe.



When the UK and Channel Islands first went into lockdown, we knew from contacts to Childline just how difficult and uncertain children were finding the situation. With schools closed, we were unable to deliver our face-to-face *Speak out. Stay safe.* (SOSS) programme, which helps children speak out about their worries. To ensure children weren't missing vital messages about seeking support if they need it, we launched a virtual assembly for parents and carers to watch with their children at home. This premiered on Friday 5 June 2020, and featured an introduction from Ant and Dec, a cameo from David Walliams, a SOSS presentation by one of our area coordinators and a Q&A with Vicky Ford MP, Minister for Children and Families, featuring questions from children.

By midday on launch day, we had 31,000 video views and 2,500 new followers for the NSPCC Facebook account. After one week, we reached 73,000 combined views of the assembly across YouTube and Facebook, gained 88 new channel subscribers on YouTube, and saw 905 visits to Childline Kids (compared with 327 visits the previous week).

We launched a **virtual assembly** for parents and carers to watch with their children at home.

Following the success of our first virtual assembly, and the continued obstacles to restoring our face-to-face service, we decided to develop a suite of SOSS online resources specifically for schools. The new online assemblies (one for 5-7-year-olds, and one for 7-11-year-olds) feature interactive pause points where teachers can have discussions with their class, and cover topics like children's rights, speaking out and how to get help. They also explain the different types of abuse and have a section on coronavirus and the worries and concerns that children might be experiencing. Schools who register via NSPCC Learning also gain access to supporting materials, which complement the online assemblies and help reinforce our essential safeguarding messages with children. Schools Service staff are available to support schools remotely with planning and delivering the session. Versions were also developed in British Sign Language and the Welsh language to maximise accessibility.

By the end of the autumn term, 2,101 schools had registered for the online programme (against an ambitious target of 2,000 registrations), with a form submission rate of 18.4 per cent. For schools that registered and gained access to our resources page, there was a combined total of 21,033 unique downloads for our assemblies and supporting resources.

Despite our hopes for a return of the face-to-face SOSS service in January 2021, the new year began with a third national lockdown, and schools once again being closed. Our online programme for schools isn't suitable for remote learning, as the kind of topics covered are best discussed with a teacher present, who can respond to difficult questions and disclosures. So, instead of continuing to promote these new resources to schools, we produced another virtual assembly to support parents and carers. Ant and Dec and David Walliams kindly offered their support again, and we added a few elements to our tried and tested assembly: clear steps on how children can approach a trusted adult and a closer look at the Childline website resources. We also created new website content to accompany the assembly, so that parents and carers who felt they wanted to explore our messages further could choose one of our fun, at-home activities to do with their children: leap pads, OK and not OK, rock painting and wellbeing box.

Within 24 hours, we had reached 33,000 video views, 6,280 post engagements and 1,000 comments on the Facebook post. By 5 March, through paid promotion across Facebook and YouTube, we had reached over 350,000 combined views, smashing our very ambitious target of 300,000 views.

Teachers said:

"I think it was great that you linked this assembly to the current time and what has passed and told the children it was natural for them to feel uncertain and anxious and that many had these feelings too, which reassured them."

"A lot of the children were feeling quite anxious when they returned to school in September. The assembly encouraged them to talk about their feelings about leaving their homes and the threat of coronavirus."

Child Protection in Sport Unit (CPSU)

Our CPSU works directly with sports organisations to improve their safeguarding and child protection practices to ensure that all children and young people are safe while participating in sport and activity. 2020/21 saw a greater focus on safeguarding in sport, starting from the release of 'Athlete A' and following concerns raised around gymnastics

The CPSU ensures that **all children and young people are safe** while participating in sport and activity

in the UK, to the publications of the Sheldon Report looking into sexual abuse in football. The CPSU has continued to operate throughout 2020/21 and with a lot of sport and activity stopped as a result of the pandemic, many parents and children have reflected on things happening in clubs and raised concerns with the unit or directly with their clubs.

CPSU played a fundamental part in the NSPCC's role in response to the concerns raised in gymnastics. The unit supported both the British Athletes Commission and British Gymnastics with ongoing advice and guidance and links to statutory agencies whilst the NSPCC helpline handled 359 contacts about this issue, referring 185 on to British Athletes Commission for review.

For those sports organisations that moved their activity online, CPSU supported the sector with guidance to ensure high standards of safeguarding were maintained through this new model of delivery. Our virtual delivery of the Safe Events training, which now includes a module on virtual events has been oversubscribed since the summer. The service has delivered this one-day training session six times to 66 individuals from across all sports sectors this year.

As the NSPCC moves to be a more trauma informed organisation, the CPSU created a podcast about the importance of listening to people with lived experience and to empower people to make changes in their own organisations based on those experiences. The feedback has been incredible and the person that shared her story with us for the podcast said CPSU 'has raised the bar in how people should expect to be worked with and empowered'. The CPSU developed and shared supportive guidance on the NSPCC website to go alongside the podcast and further survivors are now reaching out to work with CPSU and offer support. Find the podcast at: *thecpsu.org.uk/resource-library/podcasts/ep8-learning-from-lived-experience-of-childhood-sexual-abuse/*

Parents in Sport Week is an annual campaign that the CSPU run. Now in its fifth year, the aim was to highlight the important role parents play in youth sport – from helping to keep children safe, to encouraging them to take part and stay active. The 2020/21 theme was 'Let's talk about keeping children safe in sport' to raise awareness among parents of the types of things clubs should have in place to keep children safe and how parents can get help with any concerns. We asked sports parents to make the Sports Parents Promise – a three-point pledge to their children to listen to them about concerns, check clubs are safe to enjoy, and encourage their children to take part in a positive way. We hope this will help parents to understand how their contribution to their child's sport makes it a safer place for all children.





Training, Consultancy and the Support Team

Due to the pandemic, all face-to-face training events for professionals working with children were cancelled with effect from 17 March 2020. In response to this, the service ran a pilot of the National Training Programme on the Zoom platform. Following the success of the pilot, the Virtual National Training Programme was launched fully for all courses. This transition to virtual delivery has enabled the Training Service to deliver a range of safeguarding training to 1,735 delegates in 2020/21 across the UK, levels on par with 2019/20 despite no delivery in April and May 2020. Delivery generated income of over £708,000 for the NSPCC and ensured professionals working with children and families could continue to develop skills and knowledge in order to better safeguard children and young people. Feedback on the new model of delivery was positive with learning outcomes being met and many delegates confirming that they felt more comfortable in the virtual environment and more confident to engage with the training and share their thoughts, feelings, anxieties and praise in a safe space.



Delivery generated income of over **£708,000 for the NSPCC** and ensured professionals working with children and families could continue to develop skills and knowledge.

We implemented a COVID-19 discount policy for elearning which was very well received. We have raised awareness of the free *It's Your Call* training to a number of different sectors, which has opened doors to discuss the whole portfolio of NSPCC Learning products and services.

Learning and Development

NSPCC Learning is the most comprehensive resource on child protection and safeguarding in the UK and Channel Islands. It's played an important role in supporting anyone working or volunteering with children, or coming into contact with children in the course of their work and helping them through the safeguarding challenges they've faced during the Coronavirus pandemic.

There have been almost two million recorded visitors to the NSPCC Learning website this year, viewing nearly six million pages. At the start of the year, in response to the emerging situation, we created a COVID-19 hub so that anyone visiting the website could quickly find the information, guidance and resources that they needed. To support professionals who were struggling to keep on top of the huge amount of guidance being published by government departments, we produced and kept up-to-date briefings for schools, early years staff and social workers that put all the very latest government guidance about safeguarding children across the UK and Channel Islands into one place.

We created 35 pages of guidance and support directly related to the pandemic in 2020/21. Our coronavirus pages have been viewed over 230,000 times over the year with the most popular content by far being about safeguarding and remote teaching. Our weekly and monthly current awareness emails continued throughout, with over 100,000 subscribers regularly receiving at least one of our newsletters. Professionals increasingly turned to social media for the very latest information; NSPCC Learning Twitter now has around 11,800 followers, an increase of almost 2,200 followers over the year. As well as increasing our written content, we continued to grow the NSPCC Learning podcast series, publishing 13 new episodes in which NSPCC and external experts discussed topics like how the NSPCC have adapted our direct services in response to the COVID-19 pandemic. The podcast had over 19,000 listens in 2020/21. We also launched our expert insights interviews with two series of videos on safeguarding information for tutors, and on safeguarding and children's wellbeing.

As a consequence of lockdown restrictions, our library was closed to visitors but we were still able to provide a remote library and information service, responding to almost 4,000 requests for information and guidance on safeguarding and child protection from people working or volunteering with children, as well as NSPCC staff.

The online learning course portfolio continues to grow and in 2020/21 we launched five new courses, including two new introductory courses for primary and secondary schools, a course on how to safely manage online communities, a safeguarding awareness course for bus and taxi drivers, and our first translation of a course – for chaperones in the entertainment industry – into the Welsh language. Customer satisfaction remained exceptionally high, with 98 per cent of our elearning customers saying that they would recommend our courses. We now have around 8,000 active users (people who buy or take a course) every month and throughout 2020/21 there were almost 47,000 course completions, which was a 31 per cent increase on the previous year. Income from the sale of online courses also increased in 2020/21, possibly because more people turned to elearning to meet their training needs during the COVID-19 pandemic. In 2020/21, we sold over 63,800 online course licences, which was a 35 per cent increase on last year. Income raised from the sale of elearning exceeded £1.6m, which was also a 35 per cent increase on last year.

Improving the look and navigation of the NSPCC Learning website is ongoing. Phase three of this project went live in April 2021 delivering new page templates incorporating our refreshed brand identity and various search, user experience and accessibility enhancements. Our project to revamp our online self-assessment tools was successful and two new tools were launched in May 2021: the self-assessment checklist for schools and the self-assessment checklist for the voluntary and community sector.

How Safe are our children? conference

Our annual *How Safe are our children?* conference brings together hundreds of safeguarding professionals each year to collaborate, debate and discuss the latest trends and challenges facing young people. The event, initially scheduled for June 2020, was unable to go ahead as planned as a result of the pandemic, and was eventually hosted online in March 2021. As it was, we saw record delegate numbers at the two-day gathering, with almost 750 professionals coming together to reflect on a unique and challenging year for children.



We saw record delegate numbers at the two-day gathering, with almost **750 professionals coming together**

The event was opened by our chief executive, Sir Peter Wanless, and followed by a keynote from Chief Social Worker, Isabelle Trowler. Over the course of the two days, we provided a platform for young people, safeguarding colleagues in health, social care, education, policy, the criminal justice system, research and from across the charity sector, as well as parents reflecting on their own lived experiences. We closed the conference with an emotive interview with a survivor of sexual abuse and former NSPCC Trustee, David Tait, sharing his own story a year on from the release of the biopic, *Sulphur and White*.



Goal 4

Help abused children get back on track

Abuse and neglect can derail a child's development, affecting everything from their physical growth to their cognitive and emotional development. Without help, the damage can last long into adult life, affecting relationships, learning and wellbeing. Child abuse is higher on the political and public agenda than it has been for some time, yet many children who have been abused cannot access the most basic support. Through our campaigning, and by providing more effective services, we work to change that.

Our services that support children to recover following abuse reached 2,761 children, young people and adults against a target of 1,515, achieving 82 per cent over target. Of the 2,761 children, young people and adults we worked with 1,053 completed their work with us, 87 per cent of the target of 1,215.

Letting the Future In

Letting the Future In is our therapeutic service for children who have been sexually abused. Despite many challenges in delivering this service virtually, we worked with 544 children, young people and adults this year, against a target of 466. The nature of this service meant it was not easily adaptable for virtual delivery. Instead, practitioners focussed on maintaining contact with existing service users through 'safe and well' checks and maintaining or building those new relationships ready for face-to-face delivery. Once we could deliver face-to-face work again, from July /August 2020, we were able to continue with the model. When service centres reopened in July 2020, we saw a significant increase in the number of referrals to the service, as both referrers and children/ young people had preferred to wait for face-to-face to commence.



Domestic Abuse, Recovering Together (DART)

DART is our group work programme that aims to improve outcomes for mothers and their children following domestic abuse. It was one of the very first programmes we supported partner organisations in delivering in their local areas and we are currently providing support for 30 organisations delivering it. This year we undertook an evaluation to understand more about



how effective the service is when delivered by our partners. Some of the findings of that evaluation are:

- DART delivery sites were equally as successful as the NSPCC at helping families achieve positive outcomes following domestic abuse.
- Families who took part in DART with our partner organisations benefited from the programme to a similar extent to families who originally attended DART with the NSPCC.
- They showed significantly greater improvements in most outcomes than mothers and children who received no intervention during the same period.
- Mothers had significantly greater self-esteem and felt more supported in their role as a parent.
- Children's emotional and behavioural difficulties had reduced, and there were improvements in the mother-child relationship.

"I feel I and my daughter have learned a lot coming here and we've become closer and understand each other more."

A mother attending the DART service

Over 2020/21, we have seen an increasing demand for DART. Following the positive evaluation results, we have re-launched the service and will identify partners to deliver the programme.



The Lighthouse



Getting the right support when a child has been abused is critical. But after sexual abuse, children and their families often struggle to navigate health and social care, therapeutic services, police and the criminal justice process by themselves.

Although the majority of services moved to virtual delivery during the early stages of the pandemic, **The Lighthouse has remained open** throughout for face-to-face health assessments

The Lighthouse launched in October 2018 and is the first centre in the UK and Channel Islands to bring multiple agencies together under one roof to provide a child-friendly, multidisciplinary service for victims and survivors of child sexual abuse and exploitation. Based in Camden, it serves the London boroughs of Barnet, Camden, Enfield, Haringey and Islington.

The Lighthouse provides services by NSPCC, University College London Hospitals and The Tavistock and Portman NHS Foundation Trusts, The Brandon Centre, Camden Council, The Metropolitan Police Service, Respond, and Solace Women's Aid.

Although the majority of services moved to virtual delivery during the early stages of the pandemic, *The Lighthouse* has remained open throughout for children to access face-to-face health assessments and undertake their video recorded evidence when it was not in the child's interests to delay these. Assessments and therapeutic work have been adapted to minimise travel for families and practitioners and reduce the number of professionals they are in contact with. This means some of the multi-disciplinary team are physically present while others attend the initial assessment via video.

The development of support for siblings of children who have disclosed abuse, by the Morgan Stanley funded team, has been received very positively by families who are reporting that they are much more comfortable talking about the impact of the sexual abuse as a family.

There has been a significant increase in the level of self-harm, suicidal thoughts and anxiety among the children referred. This has understandably lengthened the amount of time that cases are open, given the multiple vulnerabilities and complex needs of the children and young people.

Learning from this pilot project has led to a restructure of the senior management roles and decision-making forums with the aim of further improving partnership working. The partnership has also contributed to the development of a range of options for both sustainability of *The Lighthouse* and the London wide delivery of sexual abuse services. Funding options are currently being explored by The Mayor's Office for Policing and Crime and NHS England and the outcome is expected by the end of June 2022. The current funding that was due to end in September 2021 has been extended to March 2022.





Goal 5

Make children safe from abuse online

As most of the world moved onto online delivery platforms this year due to the pandemic it has been even more important that we continue to promote online safety to children, parents and professionals. The NSPCC is leading the way in how to tackle online abuse itself and to find the best ways prevent it.

Keeping children safe through the pandemic with O2

Since 2015, O2 has raised an astonishing £5 million for young people. Over 900,000 children were made safer online by their parents taking action as a result of our NSPCC/O2 partnership resources.

This year we are proudly celebrating five years of working together with the tech specialists who have helped us make the online world a safer place for children to play, explore, learn and connect.

Together with O2, **we have built resources and tools to support parents** and make sure children can grow up using the internet safely.

The internet has changed and grown drastically, with websites, apps and games becoming smarter and more accessible. Children are going online from a younger age and they love discovering new technology to have fun with. But they're also more exposed to the dangers that growing up in the digital age brings, such as online abuse and grooming.

That's why our partnership with O2 is so important. Together, we have built resources and tools to support parents and make sure children can grow up using the internet safely.

When the pandemic hit in March 2020 and lockdown ensued, we knew children would be spending more time online than ever before. Young people were likely to be feeling isolated and anxious due to the lockdown and social distance measures, so many were using social media to interact with friends and family who they were unable to see in person. A survey of 2,000 young people aged 11-17 found that 4 per cent had sent, received, or been asked to send sexual messages to an adult, and 9 per cent had sent, received or been asked to send sexual messages to another young person. The survey also told us that children who felt lonely, unhappy, were extroverted and who rely on social media were even more likely to have sent, received or been asked to send sexual messages. The pandemic has brewed the perfect storm for abusers to exploit the existing weaknesses of social media platforms, so our calls for a robust Online Safety Bill to protect young people are more important than ever before.

Standing united and remaining resilient as partners has been even more crucial to ensure parents and children could still access their tools and resources.
At the height of lockdown, we offered free online safety webinars for parents, developed in partnership with O2, providing support at a time of crisis; in

2020 more than 6,500 people attended a webinar, demonstrating what an important resource they have been. These workshops have grown from introducing parental controls and privacy settings, to educating parents and providing guidance on online harms such as live streaming, grooming and sexting.

We also created top tips[2] for parents and carers during the lockdowns, which were hosted on the Net Aware website; this gave them quick and easy guidance at a difficult time. In May 2020, Net Aware was signposted by the UK Government as a trusted resource to help parents and carers protect their children online, from home. We were delighted to see Net Aware so highly regarded when parents needed support; this was a real testament to the trust placed in our online safety resources.

Local campaigns

The local campaigns team continued to deliver on national campaigns at a local level as well as local bespoke campaigns during the last year. It was fortunate that the Local Campaigns team had planned to start offering virtual online safety workshops for parents and carers prior to the pandemic. This meant they could quickly move their face-to-face sessions with parents to an online offer. During 2020, they were able to reach over 4,500 parents and carers with their virtual online safety offer.

2. https://www.net-aware.org.uk/tips-and-advice

Wild West Web

Until 2017, it wasn't illegal for an adult to send a child a sexual message. 50,000 people signed our Flaw in the Law petition calling on the UK Government to make online grooming a crime. The UK Government listened and changed the law. Since then, our monitoring of the number of police reports of crimes under the new law show that social media platforms still need better safety measures in place to stop groomers; over 1,200 offences of sexual communication with a child were recorded in England and Wales in the first three months of lockdown alone.

Our six tests have helped to shape the UK Government's response and ensured they set out a comprehensive **range of measures that online platforms can take to protect child users.**

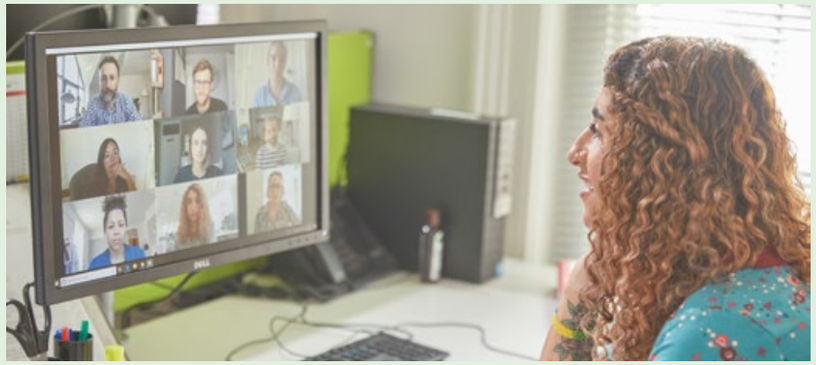
Our campaign to end the Wild West Web has called for the UK Government to push forward with legislation on online safety and to set up an independent regulator that would have the power to investigate and fine social networks if they failed to put measures in place to protect children.

In May 2020, we raised the need for strong, new legislation directly with the Prime Minister, Boris Johnson, in his 'Hidden Harms' summit when discussing the impact of the pandemic on child sexual abuse. The Prime Minister committed his government to bringing forward a robust Online Harms Bill.

In September 2020, we published our six tests report setting out how the UK Government can deliver legislation to protect children online. The six tests are that regulation must:

1. Create an expansive, principles-based duty of care. Tech firms should have a legal responsibility to identify harms caused by their sites and deal with them.
2. Tackle online sexual abuse. Platforms must proactively and consistently tackle grooming and abuse images.
3. Tackle legal but harmful content. The law must enforce firms to respond to the harms caused by algorithms targeting damaging suicide and self-harm posts at children.
4. The regulator must have robust transparency and investigatory power and demand information from companies.
5. Hold industry to account with criminal and financial sanctions.
6. Give civil society a legal voice for children with user advocacy arrangements.

Following that, at the end of 2020, the UK Government published their final response to the Online Harms White Paper and set out their proposals for legislation. Our six tests have helped to shape the UK Government's response and ensured they set out a comprehensive range of measures that online platforms can take to protect child users. The Online Safety Bill was introduced in 2021 and we will continue to campaign for it to transform protections for children online.



Report Remove pilot



Working with the Internet Watch Foundation and Yoti, the NSPCC have developed Report Remove, a reporting tool that enables young people to self-refer sexual images of themselves that have been shared or they think might be shared, for removal from the internet without being judged.[3] Report Remove is currently live on the Childline website, and reports are being made. Between 1 April 2020 and 31 March 2021, there have been approximately 25,800 users of the landing page and 550 users of the first page of the tool after logging in to Childline. User research with young people was also commissioned consisting of in-depth interviews followed by usability testing of the tool with recommendations feeding into future development work to improve the user journey. In addition, an in-browser solution for age verification will be added to the tool, which means the child will not have to use an alternative platform when verifying their age allowing for a smoother, uninterrupted process. We are also in conversation with our partners to approve the use of age estimation which would remove the need for some children to upload a form of photo ID in the first place.

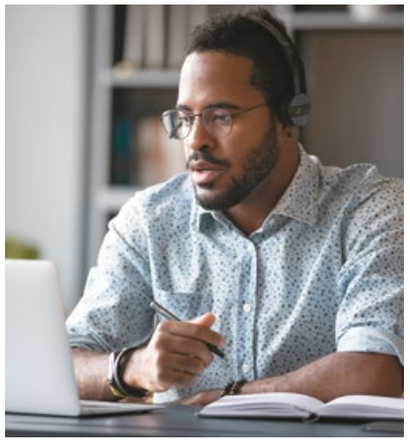


3. https://www.childline.org.uk/info-advice/bullying-abuse-safety/online-mobile-safety/sexting/report-nude-image-online/

Fundraising

The devastating impact of the pandemic has been felt across all sectors and the charity sector is no different. At the NSPCC, we are fortunate that we have a wide range of supporters who have fought even harder for childhood over the past year to allow our work to continue. We've seen many of our most generous supporters double down on their support and increase their giving during the height of the pandemic, in direct response to our Still Here for Children appeal, and we are truly grateful to all those who enabled us to continue providing support and a listening ear. A special mention to Musk-Burton Family Trust who donated an extra £250,000 towards our appeal. And we have also attracted new supporters, such as the Julia and Hans Rausing Trust who have supported Childline in response to the appeal.

The Jersey funding community also responded to the pandemic and our operations across the island were fully funded from the Jersey community for the first time ever. We'd like to recognise those that stepped up in order to ensure we could still be here for Jersey children and families: Philip Gower OBE, Sarah and Chris Dawson, Association of Jersey Charities, Lloyds Bank Foundation for Channel Islands, Sir James Knott Trust, Roy Overland Trust, Alice Ann Raynor Trust, and CVC Capital, amongst others. Together, they helped us raise over £680,000.



Many of the fundraising campaigns have been driven by what the NSPCC has learned as we navigated local and national lockdowns.

In the early weeks of the pandemic, fuelled by concerns about children hidden away in homes and at heightened risk of abuse and neglect, the Department for Education awarded an additional £1.6 million of funding to the NSPCC helpline (on top of their long-standing grant of £2 million for Childline and the helpline) to strengthen our capacity and promote the service with a national campaign. This area of our work was further enhanced by a grant of over £1.4 million from the COVID-19 Support Fund established by the UK insurance and long-term savings industry. It helped us answer many more thousands of contacts about children experiencing domestic abuse and other harms.

A number of our closest supporters also increased their funding to the NSPCC this year through coronavirus response funds, including significant grants from the Katherine Martin Charitable Trust and Samworth Foundation, as well as several Police & Crime Commissioners across England.



We remain extremely grateful to the players of People's Postcode Lottery, who raised over £1.3 million towards a range of NSPCC services. And the Department of Education Northern Ireland's continued funding for our Childline base in Foyle. Looking ahead, we were also delighted to receive confirmation of multi-year grants from the Home Office towards our child sexual abuse recovery services, and the National Lottery Community Fund supporting the work of Together for Childhood Plymouth.

We remain extremely grateful to the players of People's Postcode Lottery, who **raised over £1.3 million** towards a range of NSPCC services.

Calpol recognised the huge threat the pandemic posed to children and took urgent action to support the helpline. In less than six weeks from kick off to being on air, together we produced a brand-new campaign. This was to raise awareness that the helpline is there to help with people's concerns about children and to raise vital funds for the NSPCC at a time of great need.

Alongside the campaign, Calpol donated £80,000 to allow us to answer 16,000 calls from adults who may have worries about a child. On top of this, the campaign raised a further £20,000 from public donations, in total enabling the NSPCC helpline to answer a massive 20,000 calls.

The Coronavirus pandemic created a whole range of new safeguarding concerns for children and young people. For many children, home is not a safe place, and we also saw increased mental health issues due to isolation and reduced access to statutory services. In response to the urgent need, Lidl GB stepped up to support the NSPCC to be here for children and within a month had developed and launched a brand new campaign. The Rainbow Trail campaign was inspired by the rainbow drawings that children across the country were putting up in their windows and aimed to spread a message of hope to children and let them know that Childline is still here for them. The campaign also raised awareness of Lidl and the NSPCC's partnership and our need for public support during the pandemic.

Hasbro staff joined our Sourcing Squad to make and send an amazing 170 Christmas hampers to our 12 Childline bases. They were also the proud sponsor of Childline's Merry Little Christmas concert with their popular children's characters spreading festive cheer to attendees. We plan to develop this partnership further in 2021.

Blakemore Retail is a long standing partner who has extended their relationship with us for another three years, taking the total length of our partnership to 18 years. They have raised over £4m to date for the NSPCC.

KPMG extended their partnership for another year, ending in 2021. We will have had a three-and-a-half-year partnership that has raised over £1.2m so far, with a drive to reach £1.5m.

OC&C delivered their first pro bono project with us, scoping a new secondary school service. Over a six-week period, a team of their consultants used their expertise to collect evidence, and produce a report. This has saved us both time and money. Building on the success of our work in primary schools, the new programme will focus on preventing abuse and neglect for children aged 11 and above. We're developing the service further and are working with the NSPCC's new Young People's Board for Change to shape the final product.

We had £2.7 million of media donated by the **Financial Times** to support our **100 Unforgettable Days campaign – which helps to fund the running of all 12 UK Childline bases.**

Redrow donated £40,000 to the NSPCC just in time for Christmas. The business chose to donate their unspent Christmas party budgets as a thank you after receiving NSPCC parenting content and resources for their employees throughout the pandemic.

Long term supporters Home Bargains raised £75,000 for the NSPCC through the sale of their annual Christmas onesies. Shoppers flocked in their thousands to buy the limited edition penguin onesies, which sold out in just a few weeks.

NatWest Group have been long-standing supporters of children. Throughout the difficult year that we've had, and for over 40 years previously, colleagues have supported through regular payroll giving and taking on national campaigns like Giving Tuesday. Networks within the organisation have championed parents and children's rights alongside NSPCC campaigns. NatWest have also encouraged their customer base to support through their Rewards accounts. This year they have collectively donated over £55,000 to support children and young people.

We had £2.7 million of media donated by the Financial Times to support our 100 Unforgettable Days campaign. This campaign asks individuals and organisations to fund the running of all 12 UK Childline bases for one day, with a donation of £30,000. Rightmove sponsored two days and Countryside Properties and the Covent Garden Group one day each. The Wayne Rooney Foundation donated £75,000 to Childline in total, with £30,000 being spent to fund Childline on Christmas Day. TV's Vogue Williams worked with her sizeable online following to raise over £30,000 with various fundraisers taking place, including a partnership with eBay to sell her wardrobe for Childline.

We had more celebrity support from Rochelle and Marvin Humes who raised nearly £25,000 for the NSPCC via their popular Instagram account. Each Friday throughout April, May and June, they held their own 'kitchen raves' online and asked their followers to show their support by donating to the NSPCC.

This year the annual Great Chefs Dinner on 1 December was marked by a virtual 'Toast to the Great Chefs Dinner' event in aid of the NSPCC's *Speak Out. Stay Safe.* programme. The evening was hosted by Committee Member Ollie Lloyd with speeches from Committee Chair John Worth. Guests also enjoyed a panel discussion with NSPCC supporters Natalie Dormer, David Tait CBE and Ryan Jones moderated by NSPCC CEO Sir Peter Wanless. The virtual *Speak out. Stay safe.* school's assembly with Ant and Dec also featured, as well as performances from singer Lesley Garrett and cellist Daniel Simojoki.

Our Merry Little Christmas Concert in aid of Childline was adapted to be brought into the homes of families across the UK virtually. Hosted by Ore Oduba the event on 10 December featured a stunning headline performance from Leona Lewis, alongside performances from Jamie Cullum and Calum Scott, and readings from HRH Countess of Wessex, Alison Steadman OBE, actor Natalie Dormer and more. With support from our headline sponsor Hasbro and media partner Good Housekeeping we raised an incredible £50,000 for Childline.

The annual White Hat Ball moved online to become White Hats Unforgettable Day on 29 January, raising over £84,000 for Childline. The evening was hosted by Graham Cole OBE. He was joined by others including Charlie Webster and Chris Harper who spoke about their support of the NSPCC, and Nicole, a survivor of child abuse who shared her story. The evening was full of fun, laughter and powerful moments celebrating the incredible support of the White Hat Committee to Childline. To conclude the night, Dame Esther Rantzen presented the 2021 Childline Lockdown Hero Award to Charlie Burton, an inspiring and dedicated Childline volunteer counsellor.

The NSPCC's 25th annual City Fine Wine Challenge was transitioned into a virtual event this year on 18 March, to allow it to still go ahead despite the national lockdown. Guests were sent three bottles of fine wine, provided by Lea & Sandeman, and tuned into a live online tasting and informal quiz hosted by Matthew Jukes, Wine Writer. It was a fun and engaging evening, raising over £55,000 for Childline, through ticket sales, donations and a silent auction.

We launched two new partnerships – Omaze Prize winning house and Bank of England, both supporting Childline for the next year.

Legacy income accounts for around 20 per cent of our income and is vital in the work we do for children.

The Legacy Management team, who are responsible for the administration of the legacies left to us, have been instrumental in ensuring the charity has a solid financial base on which to operate effectively, enabling us to do our best for children. At a time when the majority of colleagues have been furloughed, the team continued with a very busy workload, incorporated different working practices for all our income and correspondence, managed delays from the probate registry, dealt with a changeable property market and have been even more sensitive to the position of lay executors and grieving relatives given the pandemic.

Our Sports Board look for opportunities and synergies between the sporting industry and children and young people in order to raise funds to support the NSPCC's work with children. This year they have engaged some new supporters from across the UK sports industry and worked to raise over £17,000 to support Childline, through a mix of personal giving, fundraising and corporate donations. They have also secured over £100,000 of gifted media space to support our campaigns and fundraising activity.

We have over 450,000 fantastic donors who give to the NSPCC every month. Despite the economic hardships that many people have faced over the last 12 months, we have seen fewer supporters cancel their regular gifts with us, compared with last year. We have also seen incredible support from our supporters and the general public to our campaigns including cash appeals, Letter from Santa and raffles. This support has provided a financial base for us to carry out our work with children and has meant that Individual Giving income has ended the financial year £2.0 million over the target for 2020/21.



Volunteering



Last year we embarked on an ambitious programme of work: – the Volunteer Engagement Programme. It's been created to connect, motivate and inspire our existing volunteers to do more of the same or to take on new or different roles with us. It's also used to engage with a new generation of volunteers to ensure we have a sustainable volunteer workforce for the future.



Despite the challenges of the pandemic, we have made significant and purposeful strides in this programme. We have:

- Invested in a consistent approach to recognise and thank our volunteers for the incredible role each of them plays.
- Expanded the reach of our volunteer communications and improved how we present our weekly email to volunteers. It is now as engaging and accessible as possible, so volunteers feel involved, informed, and inspired about the NSPCC and can champion us in their conversations with others.
- Refreshed our volunteering opportunities pages on our website, making it quicker, easier and more personalised for people to find the right volunteering role, so that we can attract more people to join us in the fight for childhood.

But we're not done yet, there's still so much more that we have set out to achieve:



- A new virtual awards ceremony, bringing together all our volunteer and staff award programmes, to recognise the incredible passion and contribution of our workforce. The ceremony will be virtual so we can make it more accessible, inclusive and cost effective.
- An intranet for our volunteers so they can access all the tools, resources and information they'll need to feel equipped, connected and inspired to give their best. It's being built from their insight and support, and will continue to grow with them.

Our Volunteer Engagement Programme has been created to connect, motivate and inspire our existing volunteers and engage with a new generation of volunteers.

We truly value our volunteers and we'll continue to work with them to make sure that, through their invaluable insight, they are helping to shape the programme of work to meet their needs.

We won't be stopping there – there will be more developments to come as we continue to improve how we value our volunteers.

Childline volunteers

2020/21 has been a challenging year for volunteers across the UK and Channel Islands. Lockdown measures had a huge impact on how many of our volunteers have been able to continue to support Childline in our 12 bases around the country. In 2019/20, on average more than 1,300 volunteers delivered one or more shifts in bases, between April and June monthly averages dropped by 52 per cent with levels around 630 per month. In spite of the challenges, the volunteers that were able to continue to come in to base were even more committed, delivering more shifts and contributing more hours to the service particularly during the first period of restrictions. This meant that the number of hours delivered by volunteers only dropped by 36 per cent when compared with averages for the previous year, reducing the impact on our ability to support children and young people throughout the period.

So many of our amazing volunteers really went above and beyond during this difficult period. These include Elaine Turnbull from our Aberdeen base who stepped up to doing 3 – 4 shifts every week during the lockdown and 2 shifts every week since then. Lester Hardcastle from our Manchester base has not only shown a fantastic commitment to his regular shifts but also drummed up case support for the local foodbank, following a call he received from a young person who had not eaten for 7 days. Diane Maltman, a retiree from our Belfast base, unfailingly gave a weekly shift throughout the pandemic. She had to use public transport and had a long walk to get to the base but this didn't stop her commitment. Sandra McIlwaine is another committed volunteer from our Belfast base. She continued with her weekly shift throughout lockdown despite also having a very busy job in social care supporting young people with Autism Spectrum Disorder. Alison Archard volunteers at our Prestatyn base and was volunteering up to four times a week during the first lockdown

in order to help balance out the shortage of available volunteers. She clocked up an incredible 437 hours of counselling children and young people over the last year.

Overall, Childline saw over **13,600 volunteer hours** delivered in March with over 3,000 of these provided by the virtual team

In October, Childline launched its new remote personal inbox (PIB) team, a cohort of volunteers recruited to work virtually from home to handle our email contacts. This was beneficial in many ways. It meant volunteers could deliver the service without having to go in to a base which also increased the pool of potential volunteers. It enabled Childline to release capacity for those in the bases to handle phone and chat interactions, allowing the service to answer more contacts from children and young people. With our new virtual team in place, volunteer numbers began to grow again. Volunteer hours are also on the increase. By the end of March 2021, volunteer levels were back up to over 1,200 with over 200 volunteers working on the virtual shifts on a regular basis. Overall, the service saw over 13,600 volunteer hours delivered in March with over 3,000 of these provided by the virtual team.

"Being a volunteer remote PIB counsellor has been one of the most intensely satisfying things I have ever done. Every email I read is from a young person who really wants and needs our support; it feels like an honour and a privilege to be given their trust. With every response I write I have the time to try to really understand the child's world so that I can show them they've been heard and that they matter. I am backed up every step of the way by the fabulous Childline supervisors to help these young people to move forward in their lives more confidently and, for many, more safely."

Sue Sandler, Childline volunteer email counsellor

Schools Service volunteers

The pandemic meant that our School Service volunteers were no longer able to go into primary schools to deliver our *Speak out. Stay safe.* programme. Even when local restrictions were lifted, we were still not able to go into schools, so our volunteers remained on hold. Throughout this period, the service maintained contact with the volunteers, who number almost 1,000. They were kept up to date with developments and told about other ways they could support the organisation, such as supporting our campaigns, or taking on new virtual Childline roles.

Patricia Hodgson OBE has volunteered with the Schools Service in the North East of England for nearly 10 years now, delivering *Speak out. Stay safe.* assemblies and workshops to thousands of children as well as fundraising for the NSPCC. Despite the pandemic meaning that *Speak out. Stay safe.* volunteers were unable to deliver the programme in schools over the last year, Patricia has continued with her fundraising and has come up with some innovative, socially distanced ways of raising money during this time. These have included online piano recitals and comedy gigs as well as socially distant visits to her beautiful garden over the summer when restrictions allowed for this. She has successfully managed to raise over £2,000 and is still going strong.



Another way that our Schools Service volunteers have been able to continue helping children, is through volunteering for Childline. In autumn 2020, a number of *Speak out. Stay safe.* volunteers applied to support Childline as Childline volunteer email counsellors. This led to over 90 School Service volunteers completing their Childline training and volunteering on shifts. Four of these volunteers have been so dedicated, committed and skilled at this role that they have recently trained as mentors to support other volunteers with their journey.



Young Witness Service volunteers

Despite lockdown restrictions preventing our *Young Witness Service* volunteers from being able to support children through the court process in Northern Ireland, we retained all 64 volunteers. The courts started to open up again in September 2020 and a small number of our 64 volunteers have been supporting children and young people again. The plan is for this to continue, with strict safety protocols including reduced numbers in buildings and remote evidence giving where possible.

"Initially I was very apprehensive. As a parent with a 17-year-old daughter who suffers with severe anxiety, that and having to attend court, never mind anything else it was all very stressful and very daunting.

That soon changed on meeting Christine and Carol. These two ladies put me and my children at ease straight away, they were very welcoming and had a lovely manner. They engaged with the children straight away. My daughter would rarely let her guard down but she found herself laughing and feeling reassured.

I also felt completely put at ease, being in strange surroundings and in an environment that the kids and I were not used to. The two ladies were absolutely fantastic, their professional but yet caring ways really helped to settle me."

Quote from Young Witness Service user

Fundraising volunteers

The commitment of our volunteers has always been outstanding. However, in this last year, so many people went above and beyond to fundraise and provide vital services for children. The creativity and passion shown by our Community Fundraising Volunteers in every region and nation was exceptional.

Our Manchester Special Events committee held an online silent auction after they were unable to do any of their scheduled events this year. They received 50 fantastic items including an original signed Quentin Blake piece of art drawn specifically for this occasion. The committee, who had recently



recruited a number of new members, set themselves a £10,000 target for this event and after a fantastic response from the public and social media they raised over £17,000.

The Lymington Committee have raised over £4,500 by making face masks. Lesley Yates and her sister Allie started selling their masks on their stall in the local market. As they are also volunteers on the NSPCC Lymington committee, they donated the proceeds to the committee as the group's traditional events were cancelled. Soon, all of the committee were involved in selling masks to their friends and family. Lesley said - "I have been volunteering for the NSPCC for about six years, helping at the events and street collections. When it looked like our upcoming events were going to be cancelled, I thought face masks would be a way of raising some extra money." Now an incredible £4,600 has been raised, all of Lymington are wearing one of Lesley's masks and Lesley is the proud recipient of an Esther Award.

Our NSPCC Jersey Branch rose to challenges brought about by the pandemic by setting up their first Just Giving page for a "26 week challenge". Throughout the summer our dedicated volunteers held various events including a photography competition and a virtual dog show raising £7,762, which is still to be matched funded. They then rounded off 2020 by lighting up 21 buildings green to show their support for NSPCC. This was a stunning and poignant way to shine a light on the work of NSPCC at Christmas time. Pamela Doherty of NSPCC Jersey Committee said:

"The Light Up campaign highlights the work of Jersey NSPCC to those who are involved with the buildings in support of the campaign and is also impactful to those who walk or drive by. If it helps create awareness for one child to seek help from the NSPCC or encourages someone to donate, then it is worth it."

In October, the Berkshire committee ran a 'No Show Ball', which raised £17,500. Event organisers, Emma Cobb and Patricia Antelme put together an evening that included songs from Beth Orton and Andrea Corr and a supportive video message from Dame Esther Rantzen DBE. Supporters purchased tickets and then enjoyed the whole event online.

In 2020, many of our running, cycling and trekking supporters were left disappointed following the postponement and cancellation of mass participation events. However, eager to continue to do their part to protect children, many changed their plans to take on their own personal challenges solo, or organised other virtual fundraising activities with friends, family and colleagues.

Diane Chapman from West Yorkshire chose to fundraise for the NSPCC by running 10K every day of advent. Diane initially set her fundraising target at £1,250 but it became clear early on that she was going to exceed this. Diane also encouraged her friend Nicola Simpson to join in with the challenge. Diane and Nicola generated great media and social media coverage and were such an inspiration for so many people that



they managed to raise an incredible £13,270. They are already planning their next fundraising challenge to support the NSPCC.

We adapted our portfolio to provide opportunities for #TeamNSPCC to get involved in fundraising challenges remotely. New for 2020, we launched four virtual challenges: Run 30, Ride 300, The Big Climb and Walk for Children. More than 2,800 people got involved, and raised more than £525,000. At Christmas, nearly 1000 crafters got involved in the NSPCC's Craft O'Clock; letting their imaginations run wild making Christmas decorations, knitting gifts and hosting virtual craft sessions with friends.

We also received fantastic support from people taking part in other virtual challenges, such as the 2.6 Challenge and the virtual London Marathon. More than £250k has been raised by supporters taking part in third party challenges.



Looking back

This year, we helped make over 1.5 million children safer across all our services and offers. This year a priority for the NSPCC has been to continue to support children and young people as the country deals with the impact of the pandemic. With different parts of the country in different tiers at different times and then a third UK wide lockdown at the start of 2021, the support provided for children and young people has never been more important.

We needed to mitigate, as far as possible, income lost as a direct result of the pandemic due to cancelled and postponed fundraising activity, in order to keep our essential services open for children. We adapted our fundraising methods and asked the public to support us to ensure we were still here for children through the pandemic.

Another priority was ensuring the safety and wellbeing of our staff and volunteers. We did this by following government guidance to keep people safe as our keyworkers continued coming into our buildings to ensure services were being delivered for children. We also moved our people to work from home wherever possible. At all times, we have prioritised the wellbeing of our staff and volunteers.

This section of the report summarises how we reached each of our 5 goals over the last year.

1. Prevent child abuse in families facing adversity.

We planned to develop and deliver our services focused on preventing child abuse and neglect, including the community-based services we run with partners in *Together for Childhood* sites. And to enhance and expand our scale up work to improve the outcomes for even more children.

Our work to prevent child abuse has never been more important. We have continued to offer services through our *Together for Childhood* sites that have been adapted and changed in response to the pandemic. By adapting and evidencing our virtual and blended services, we're continually learning more about what all frontline workers and policy makers can do to support children and families during and after the pandemic.

One of the biggest successes was our *Look, Say, Sing, Play* campaign. This was launched nationally in June 2020 when the UK and Channel Islands were still in lockdown. The campaign was extremely well received by parents. Since then, we've seen more than 64,000 people across the UK and Channel Islands sign up for free, weekly tips for ways to engage with their babies.

We have continued our policy influencing *Fight for a Fair Start* campaign which aims to ensure that perinatal health support is available for every parent, wherever they are.

This year, we have reached over 23,000 children and adults, and 3,000 professionals have been trained through NSPCC tested services that have been scaled up to other organisations. This has been significant, as for much of the year scale up work was paused in response to the lockdown restrictions. However, it was able to resume in the autumn by adapting the training to virtual delivery.



2. Prevent child sexual abuse.

We planned to continue our work to support schools' relationships and sex education (RSHE) curriculum, and to propose how we could increase our support of secondary schools in their safeguarding of children.

We have continued our policy and lobbying work to ensure that the introduction of compulsory RSHE in schools delivers change. We want the UK Government to invest in high-quality training and support so teachers are confident and equipped to deliver RSHE lessons in their classrooms. We also continue to advocate for a whole-school approach to tackling abuse where school communities challenge damaging norms and unhealthy attitudes about sexual behaviour so all schools are safe places for young people.

During the year, we have also continued to respond to the needs of children, schools, and others affected, through our range of services, including our elearning, training courses, and consultancy for schools. Our work looks to prevent child abuse and make sure children have the support they need.

We have been working on a service for secondary schools that aligns with our new strategy. We have proposed a service that is strengths-based, adds value, is responsive to need, is sustainable and accessible to 4.6 million children in approximately 7,000 secondary education settings across the UK and Channel Islands.



3. Help children speak out and adults take action about abuse.

We planned to make sure there is increased awareness of the NSPCC helpline as a service that is there for all adults who have a concern about a child. And to increase the reach of our up-to-date information and resources around safeguarding for people who work with children. We planned to ensure children have somewhere to turn through Childline counselling and online services, implementing a more effective chat service through self-help and triaging approaches to direct young people to the most appropriate level of intervention.

In March 2020 when schools were closed because of the pandemic, we were concerned that children at risk of harm were hidden out of sight. In response to these concerns, we worked to secure funding from the Department for Education to deliver a huge awareness campaign in May, across TV, radio, press and social media. In addition, our corporate partners Calpol ran a TV and video on demand advertising campaign during May to promote awareness of the helpline, raising approximately £100,000. These campaigns saw immediate results with the volume of contacts handled by the service in May up by 48 per cent compared with those before national restrictions were imposed. Beyond the campaign, the awareness levels remained high, with an overall year on year increase of 23 per cent in the number of contacts to the helpline.

Due to the pandemic, all face-to-face training events from 17 March 2020 for professionals working with children were cancelled. However, we were able to transition to virtual delivery, enabling the training service to deliver a range of safeguarding training to 1,735 delegates in 2020/21, levels on par with 2019/20 despite no delivery in April and May 2020. Delivery generated income of over £573,000 for the NSPCC and ensured professionals working with children and families could continue to develop skills and knowledge in order to better safeguard children and young people.

In response to the pandemic and resulting restrictions with schools closed, Childline launched emergency activity to raise awareness of the service and the support available. This included a range of online tools, such as our message boards, mood journal, coronavirus content and the Calm Zone. The period saw a huge growth in use of these tools and resources with message board submissions for 2020/21 totalling over 58,000, a 64 per cent increase on the previous year.

We developed our Childline chat helper, which enabled young people to navigate more easily around what we had to offer. This has now developed into our chatbot 'Cubie' which young people can interact with while waiting to chat. Cubie is relatively new to the site but we are already seeing that it's enabling some young people to find the help they need themselves, as it directs them to the right areas for the help and information they are seeking.



4. Help abused children get back on track.

We planned to build the evidence base and influence others to deliver policy, practice and behaviour change in 'what works' in helping children get back on track after abuse.

This year, our services have been evolving and embedding learning from virtual delivery to support children to get back on track after abuse.

We are currently providing support for 30 organisations delivering our *Domestic Abuse, Recovering Together (DART)* service. This year we undertook an evaluation to understand more about how effective the service is when delivered by our partners.

Our partnership multi agency service, *The Lighthouse*, remained open during the pandemic, although most services moved to virtual delivery during the initial lockdown. This year, a programme of support has been developed for siblings of children who have disclosed abuse, which was received very positively by families. The partnership has also contributed to the development of a range of options for both sustainability of The Lighthouse and the London wide delivery of sexual abuse services.



5. Make children safe from abuse online.

We planned to campaign and influence others to deliver policy, practice and behaviour change in child sexual abuse, making children safer from abuse online and to continue to deliver expert advice to help parents keep children safe online through our partnership with O2.

In May 2020, the NSPCC raised the need for strong, new legislation directly with the Prime Minister Boris Johnson, in his 'Hidden Harms' summit, when discussing the impact of the pandemic on child sexual abuse. The Prime Minister committed his government to bringing forward a robust Online Safety Bill.

The NSPCC's six tests have helped to shape the UK Government's response and ensured they set out a comprehensive range of measures that online platforms can take to protect child users. The draft Online Safety Bill has now been published and we expect the full Bill to be published later this year. We will continue to campaign for it to transform protections for children online.

We have now been working with O2 for five years to help parents keep children safe online. At the height of lockdown, we offered free online safety webinars for parents, developed in partnership with O2, providing support at a time of crisis; in 2020, more than 4,700 people attended a webinar, demonstrating what an important resource they have been. We also created top tips for parents and carers during the lockdown, giving quick guidance on online safety. These were hosted on the Net Aware website.

Looking forward

New strategy 2021-2031

This year sees the launch of a new and ambitious 10-year strategy for the NSPCC.

Our vision

Together, we can stop child abuse and neglect. Through the collective power of our staff, volunteers, supporters and partners, and our more than 100 years of experience, we will move closer to achieving that goal.

Working together

We couldn't have created this strategy on our own. We spoke to many people - staff, volunteers, young people, external stakeholders and more - to decide how we can build on what we've already achieved, and what to do next. Together, we decided to work towards three impacts for children.

The difference we want to see by 2031

We have three areas of focus from 2021 onwards. These are ways we want to impact children in the next ten years. We must focus on these to make the most progress towards our overall vision, to stop child abuse and neglect.

Each of the impact goals below contribute something different. On their own they will see us make significant and necessary changes for children. Together they will build on each other and have a huge impact on children's lives.

The three impact areas are:

Everyone plays their part to prevent abuse

We'll make it easier for everyone to play their part and create a social safety net that prevents child abuse and neglect. From parents and teachers, to sports coaches, nurses, social workers and members of the public – we'll harness their kindness and keep children safe together.

Our services like *Together for Childhood* bring local families, childcare professionals and organisations together to make children safer where they live. And our helpline, staffed by child protection specialists, is here for anyone who needs help or advice on what to do next.

But we're also getting everyone to play their part by:

- Running public education campaigns and programmes like *Talk PANTS* and *Speak out. Stay safe.* to give children the knowledge they need to stay safe and how to speak out if they're worried.
- Developing and evaluating new services to prevent child sexual abuse, including helping young people to understand harmful sexual behaviour.
- Testing new approaches to tackling sexual abuse in two communities, and working with all members of the community to help change behaviour.



Every child is safe online

Together, we can transform the online world, so it's safe for every child to go online. We'll continue to develop ground breaking initiatives, like our Report Remove service, which empowers young people to have sexual images of themselves removed from the internet.

We'll support parents, carers and people who work with children to recognise signs of abuse and help keep children safe online. Through tools like Net Aware, which provides information on the apps, games and social media that children have access to, we want to help parents keep their children safe online.

But we also want to continue working alongside others to demand that governments, policy-makers and tech companies make the online world a safer space for children.

Children feel safe, listened to and supported

We want more children to be able to speak out, so they feel safe, listened to and supported. Our Childline service will continue to play a very important role. Whether it's online or on the phone, we're always here to listen and provide a safe space for children, no matter what difficulties they're facing.

We'll also continue to work with schools across the UK and Channel Islands through programmes like *Speak out. Stay safe.* to help children recognise abuse, understand that it's never their fault, and know who to talk to.

By working together to give children the supportive response they need, we can also make sure abuse doesn't shape their future. We want to build on and share our expert support to help children recover if they've experienced it.



How we are structured

We have reorganised our Executive Board to ensure we're in the best possible shape to deliver our new strategy.

Our local and national services for children have come together under one Services directorate led by Claire Johnson, to support a more cohesive and integrated services offer.

We formed a Technology directorate with a new Chief Technology Officer, Greig Sharman, bringing together our Information Systems, Digital Production and Supporter Data departments.

Our Knowledge and Information, Development and Impact, and Professional and Community Engagement teams moved to Strategy and Knowledge so all our expert knowledge is in one directorate led by Maria Neophytou.

Our Property Services and Legal Functions have moved to the People directorate under Brett Terry.

Jo Swinhoe leads our Income Generation directorate, David Hamilton is our director of Marketing and Communications and Paul Taylor leads our Finance directorate.

Getting future ready

Our Getting future ready work will inform how we'll evolve out of the pandemic to be the best we can for children, and our people, while also helping to shape how we ensure we are in the strongest financial position to do this now and in the future. Central to the insight that is informing and shaping the project group's recommendations is our staff and their experiences; as well as what other organisations are doing.

As well as the needs of our staff and volunteers, central to this is what we can do to still be here for children. Children, young people, families and professionals may wish to engage with us in different ways. We will respond to their individual needs in a flexible way that best meets their needs and requirements. And we will support the creative use of technology to build effective relationships with and support children, young people and families where this is appropriate, continuing to develop the tools available to do so.

Our priorities for 2021/22 are:

- **To design and implement a model for the delivery of nationally significant and locally relevant services.**
- **Research and understand how to increase the range of children that we reach through Childline and increase the impact of Childline online services and peer-to-peer support.**



- **Set out a plan for our work in secondary schools.**
- **Influence policy and child protection systems to strengthen national laws and local provision to keep children safe.**
- **Campaign and influence to secure strong regulation of online services aimed at children which delivers against the six NSPCC tests.**
- **Use what we have learned from working during the pandemic to enable a more agile culture, while making a difference for children.**
- **Deliver the 2021/22 priorities in our Youth Participation action plan.**



Our values

Our values, principles and standards

As the only charity focused on ending child cruelty across the UK, everything we do protects children and prevents abuse. The values that embody our charity, as well as reflecting what we stand for, are:

Putting children first

We put children first in everything we do, and have done for more than 130 years. We believe in children, we want what's best for them, and we make sure that we fight for every childhood.

Taking a stand

We are courageous in standing up for what is right. We campaign, change laws where necessary, lead public debate and are on the frontline, supporting those who work with children. We will speak out when something is wrong and celebrate success with those who help things improve.

Making an impact

We base our actions on evidence and the difference we will make to children. Our work won't end until we've changed attitudes and transformed services for children, in a way that protects every child and prevents abuse. We're brave in our actions and are prepared to be unpopular when necessary, and sometimes force society to face uncomfortable truths where things get in the way of achieving our goal.

Striving for excellence

We always strive to be the best, so that we can give every child a life free from abuse. We are constantly learning, developing our work, and measuring what is effective in sharing knowledge with others.

Working together

We achieve more for children when we work together. We can't prevent cruelty to children on our own. Luckily, we don't have to. Our passion inspires others, and our desire to listen, learn and improve means we continually work with inspirational people, organisations and children to reach our goals.

Remuneration policy

We aim to be an employer of choice and we have around 1,900 paid staff operating from ten regions in the UK and Channel Islands. We engage with staff and volunteers regularly, value their opinions, and receive feedback through a variety of events and surveys.

We recognise the importance of attracting and retaining talented staff to ensure our continued success. While we aim to maximise our impact in improving the lives of our beneficiaries, we know that doing this successfully means balancing different needs. We strive for value for money in everything we do, including how we pay our staff, while offering a wage that enables us to attract, retain and motivate people with the right knowledge, experience and skills.

The board of trustees has overall responsibility for our pay policy and the salaries of executive directors. We exercise this through the remuneration committee, which is a sub-group of the board of trustees. The committee approves executive pay and any annual pay awards in line with appropriate best practice standards, including those of the National Council for Voluntary Organisations (NCVO).

In line with NCVO recommendations, the annual salaries of our chief executive and other executive board members are disclosed on our website, no more than two clicks away from the homepage. The table on the next page shows the annual remuneration of the executive board as at 31 March 2021, including defined contribution pension and other benefits.

Executive board annual remuneration
as at 31 March 2021

Executive board director	Responsibilities	Annual salary* £'000	FTE~	Paid in year Salary £'000	Benefits £'000	Pension £'000
Chief executive Peter Wanless	Leading the organisation, which has an annual income of £122 million and employs around 1,900 staff, delivering services across the UK and Channel Islands.	173	*1.0*	173	1	22
Director of Communications David Hamilton (appointed 1 June 2020)	Manages the directorate responsible for all communication initiatives; ensuring that all communication on behalf of the organisation is appropriate, consistent with our brand and key messages, and of a high standard. Also works on behalf of the whole organisation promoting the NSPCC's work, policies, campaigns and publications.	115	*1.0*	95	–	7
Director of Corporate Services David Roberts	Manages the directorate responsible for ensuring that the NSPCC has effective financial controls; robust and enabling technology infrastructure and systems; a fit-for-purpose property portfolio; and appropriate information to support the efficient use of resources.	139	*1.0*	139	1	17
Director of Income Generation Josephine Swinhoe	Manages the directorate responsible for generating the financial resources we need to help end cruelty to children. Responsible for managing the NSPCC's supporters and delivering income from donations, legacies and other trading activities of around £107 million.	138	*1.0*	138	1	8
Director of People Brett Terry	Manages the directorate responsible for recruitment, development, and retention for around 1,900 NSPCC staff and thousands of volunteers across the NSPCC.	105	*1.0*	105	1	4
Director of Services Claire Johnson	Manages the directorate responsible for providing our services including Childline, Schools Services and all of our direct services that we provide across the UK.	115	*1.0*	114	1	12
Director of Strategy and Knowledge Maria Neophytou (appointed 30 November 2020)	Manages the directorate responsible for the organisational strategy, and for developing and testing activities that will help us to achieve our strategic objectives. Responsible for our research programme, the evaluation of our services and our policy influencing work.	110	*1.0*	37	–	1
Director of Technology Greig Sharman (appointed 2 February 2021)	Leads our new Technology Directorate which consolidates our Data, Digital and Technology functions across the organisation. Focused on supporting our ambitious strategy by enabling a step change in the tech-enabled experiences of our service users, staff, volunteers, donors and every other community under the diverse NSPCC umbrella.	115	*1.0*	19	–	1

**Annual salary refers to annual salary excluding benefits in kind at 31 March 2021. Differences between salaries paid in year and annual salary arise due to annual pay rises that take effect in July each year and as a result of individuals joining or moving into an executive board role during the reporting period.*

Our policy is to pay at rates that are competitive within the charity sector, reflect the nature and complexity of roles, take account of contribution by rewarding strong performers the most, and are consistent with our charitable objectives and what we can afford. To demonstrate this, and in collaboration with our recognised Trade Union Community, we made a pay promise to our employees in 2019, to pay salaries that are at least comparable with the median salaries in the UK top charities, with the overall aim being to ensure our median earner at the NSPCC is on a comparable salary to the median salary paid in the wider charity sector. Our commitment has been to move towards this over time and within the parameters of affordability. To enable progress we have identified and committed to a series of targeted activities. These include, lifting the bottom of our pay bands to 'track' the median and to stay at 85 per cent of the charity sector median, aligning our annual performance related pay awards to increases in the charity sector median, and uplifting the salaries of those longer serving (five years+) people who have consistently met expectations over the last three years, to the current charity sector median. In addition to this, we continue to ensure our lowest rates of pay are not just above the national minimum wage but at the real living wage.

The pandemic has impacted on our ability to progress against all of the pay activities planned. We remain committed to the direction set but our pace has slowed. However, while being prudent, in 2020 we were able to deliver on some key commitments for our people. We awarded salary top ups to those longer serving individuals who consistently meet performance expectations but whose salary had fallen behind the external median, and we also introduced a new discounts portal for our employees and volunteers; enabling all of our people to make real savings on everyday goods and services.

Alongside these targeted activities, pay is also reviewed when existing staff take on additional responsibilities. New recruits are usually paid between the minimum and mid-point of the relevant pay band, as below, depending on their experience and skills. In exceptional circumstances, where it is required, they may be paid at a higher rate, but not more than the pay range maximum. For some roles that are difficult to recruit for, a market premium of up to 10 per cent above the pay ranges may be paid. The reasons for recruiting at market premium rates must be explained in a business case, which must be approved by the relevant executive board director and the Director of People. We also have 55 staff who are paid at 'spot rates' outside these ranges, including our executive board whose annual remuneration details are shown on the previous page.

To ensure our pay practices are still fit for purpose and ensure the appropriate use of our limited financial resources we also undertake routine work which, this year, included our use of market premiums and our allowances.

We have pay ranges based on six grades as follows:

Grade	Min £	Mid £	Max, including market premium £
P2	17,290	17,570	21,485
P3	19,000	20,315	28,951
P4	24,000	27,241	36,631
P5	29,500	33,245	44,903
P6	34,000	39,898	51,993
P7	41,500	46,863	62,629

Pay ranges exclude any regional allowances that may be given.

In compliance with the Pensions Act 2008, we operate an auto-enrolment pension scheme, in which all eligible employees are automatically enrolled following a postponement period of three months, with employer contribution rates set in line with legislative requirements. Staff are also offered a salary exchange defined contribution pension scheme, where employer contribution rates match employee contributions, ranging from four per cent to a maximum of seven per cent. We continue to operate a historic defined contribution pension scheme, now closed to new entrants.

Our staff based in the Channel Islands have different pension arrangements in compliance with local legislation.

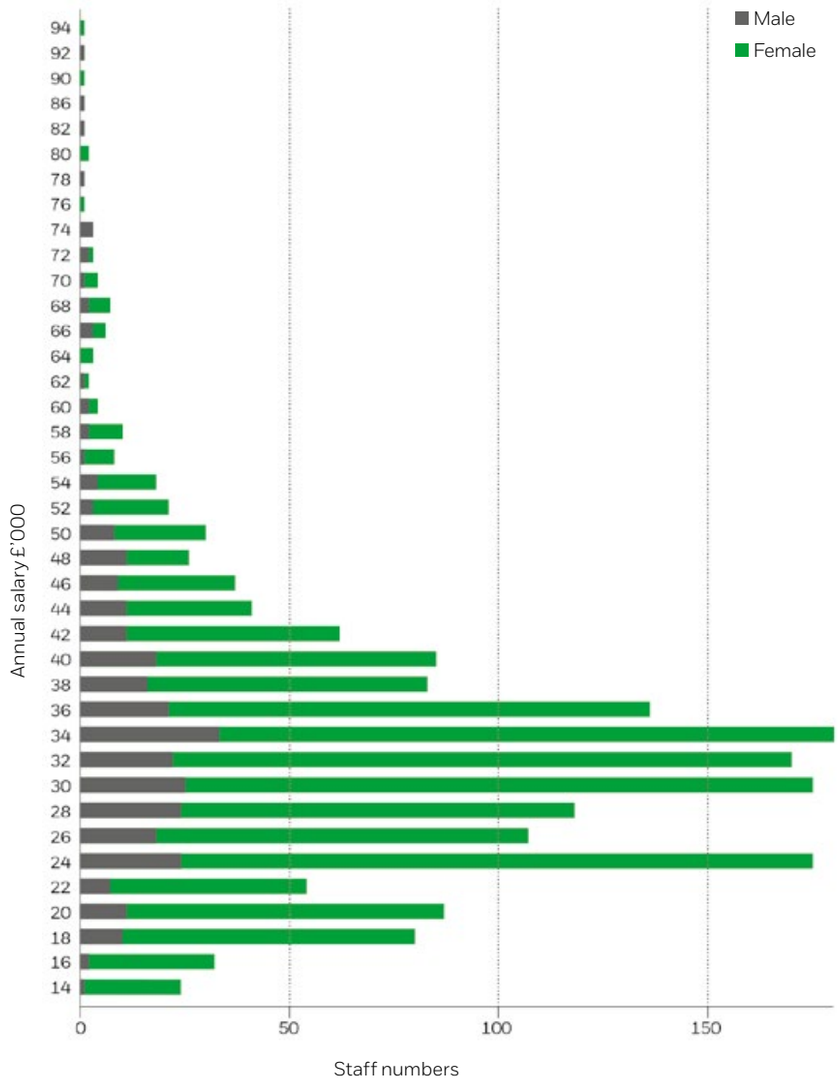
Members of the defined pension contribution scheme receive life assurance cover equivalent to five times their annual salary. Non-members, those auto-enrolled and our staff based in the Channel Islands receive life assurance cover equivalent to one times their annual salary.

At 31 March, the ratio between the highest paid and median salaries is as follows:

	2021	2020
Highest paid salary (£'000)	173	173
Median (£'000)	33	33
Ratio	5.3	5.3

The spread of annual salary entitlements for all our staff, excluding executive board members, is detailed in the graph below.

Annual salary entitlements (full time equivalent basis) for all NSPCC staff, excluding executive board, employed at 31 March 2021



Gender Pay Gap

Over the past few years we have taken a number of actions to improve our Gender Pay Gap, and we are pleased to report that we are beginning to see the positive impact of a number of these measures. Earlier this year, the UK Government announced that while they were not going to suspend Gender Pay Gap (GPG) reporting, as they did in April last year, they were going to offer an extension to the reporting deadline until October 2021. Given this opportunity, we have taken the decision to use the extra time to create a more integrated gender pay gap report and action plan, joining up our plans to further reduce our gender pay gap within the wider Equality Diversity and Inclusion (ED&I) action plan we are currently developing. This also aligns with the integration of GPG reporting in our new EDI Charter in which we commit to 'publish wider diversity pay gaps including but not limited to Black and Minoritized Ethnic, disability, sexuality and gender identity'.

While we will only publish the 2020 Gender Pay Gap in the autumn, we are pleased to say that both the Gender Pay Gap median and mean as at 5 April 2020 have reduced from previous years. These also remain noticeably lower than the Office for National Statistics gender pay gap figures. Gender pay information is also available on our website in line with The Equality Act 2010.

Expenses policy

Our expenses policy is applicable to trustees, staff and volunteers. The policy highlights each claimant's obligation to only incur costs if necessary, and to always choose the most economical option. Use of video conferencing and teleconference facilities is encouraged, to further reduce expenditure on staff travel and to save staff time. Expenses are only reimbursed when authorised by the relevant line manager, up to maximum limits set in the expenses policy.

We make use of a travel management company, who provide bookings for rail, air, hotel accommodation, conference and event venues and vehicle hire, in order to reduce travel costs and promote value for money. These bookings are paid for directly by the organisation.

All of our trustees give their time on a voluntary basis; they receive no remuneration or other benefits. Trustees' expenses incurred in furtherance of their duties are detailed in note five of the accounts. Executive board directors' expenses incurred on our business are disclosed in this table. Note that fewer expenses have been incurred in 2021 due to reduced travel due to the global coronavirus pandemic.

Executive board directors' expenses incurred on NSPCC business, and reclaimed or paid directly by the charity in the year – for directors in post at 31 March 2021.

	2021 £	2020 £
Chief Executive – Peter Wanless	–	3,173
Director of Communications – David Hamilton (appointed 3 June 2020)	77	–
Director of Corporate Services – David Roberts	–	3,267
Director of Income Generation – Josephine Swinhoe	–	1,769
Director of People – Brett Terry	15	1,114
Director of Services – Claire Johnson	–	1,715
Director of Strategy and Knowledge – Maria Neophytou (appointed 30 November 2020)	–	–
Director of Technology – Greig Sharman (appointed 1 February 2021)	–	–
Total	**92**	**11,037**

Equality, Diversity and Inclusion

Our employee diversity breakdown at the NSPCC is as captured in the table below. These percentages denote the average proportion of our workforce, per demographic, for the 12 months ending 31 March 2021.

	NSPCC	People Count benchmark
Female %	83%	64.0%
LGBQ+ %	7%	3.5%
BAME %	12%	10.7%
Disability %	6%	7.5%
Average Age	41	43

We are in the process of building our next NSPCC Equality, Diversity and Inclusion action plan. All our actions will centre around three main areas of focus:

- diversifying our workforce
- creating an inclusive culture of safety and belonging
- inclusive leadership.

One key input into our action plan is our EDI Charter (which is available to view on our website). In addition, we have also carried out an inclusion survey with all of our volunteers and staff. This too will be a key input into the action plan, along with an independent assessment of our workforce and service user diversity data. We will publish the action plan in the autumn and will report against our progress to the Board and to our people. We will publish in our next annual report our workforce demographic data, comparing it with the data published in the above table. We feel certain that the action plan will yield positive results in our data set and in our engagement and inclusion survey scores, as we continue our endeavours to attract and recruit a more diverse workforce and create the conditions and culture where every member of the NSPCC family feels they don't just fit but belong.

Procurement policy and modern slavery statement

We are committed to acting ethically and with integrity both internally and in our business relationships, and we expect the same high standards from the organisations we work with. Our ethical values and procurement principles are communicated to our suppliers, and new suppliers are asked to evidence that they share our values. We will never knowingly support or do business with organisations in any way connected with slavery, human trafficking or child labour.

Our procurement process aims to ensure we achieve value for money and that preferred suppliers meet or exceed our requirements in respect of ethical procurement. Suppliers are asked to demonstrate that they embrace diversity, understand the risks within their own supply chain and remunerate their staff fairly.

Our supply chain is predominantly UK-based and is compliant with UK legislation. We take a risk-based approach to purchasing, applying increased levels of scrutiny to high risk supply categories, such as goods sourced from overseas. We focus our scrutiny on the policies, procedures and controls demonstrated by our direct suppliers, recognising that it is not always possible for us to have a close relationship with all parties in a supply chain.

Our relationship with donors and funders

The NSPCC subscribes to the Fundraising Regulator's fundraising promise, which is available to download on our website. And, in addition, we have published our promise to you as follows:

Our promise to you

- We will tell you about the amazing ways you're helping to change children's lives for the better.
- We will follow the highest standards in fundraising.
- We will always keep your personal information safe.
- We will share with you the ways you can keep the children in your life safe.
- We will let you know about new ways that you can help support children.
- We will always give you the power to decide how we contact you.

We receive around 90 per cent of our funding from generous supporters. We raise funds from individuals through one-off donations, regular donations by direct debit, payroll giving, gifts in wills and gaming products, such as raffle and lottery. We communicate with our supporters through a selection of mailings, telephone calls, email, and SMS.

Throughout 2020/21, we regularly shared with supporters how their donations allowed us to continue to meet the changing needs of children, and enabled the NSPCC to adapt its services and continue it's vital work throughout the pandemic. We also shared resources with supporters to help them to support the children in their lives through this period.

We have also recruited new donors during 2020/21 through online activity; inserts; television advertising; payroll giving; legacy promotion activity; contactless and direct debit payment collections. As a fundraising charity, we incur expenditure in order to raise income. The expenditure on raising funds incurred in 2020/21 not only resulted in income being raised in the year, but will also generate future income, particularly through ongoing regular donations and future legacy gifts, which are our largest sources of income.

During 2020/21, we had external agencies fundraising directly with the public on our behalf, including outbound calls to existing supporters; and handling calls from the public to make a donation in response to television advertising.

We strictly adhere to the Fundraising Regulator's code of fundraising practice and all relevant Institute of Fundraising rulebooks, as well as guidance on fundraising activity including the *Treating Donors Fairly* guidance. All fundraisers representing us, including external agencies, are required to adhere to these standards and receive rigorous training to ensure they understand the standards we expect when they are speaking to members of the public on our behalf, and to ensure a positive experience for the people they talk to. Above and beyond industry guidance, we also have additional levels of protection built into our contracts and the training and guidance we provide to all fundraisers. Our donors do not receive more than two financial asks in any fundraising interaction. Nobody who appears to be in potentially vulnerable circumstances is asked to commit to giving and those highlighting any form of diminished financial circumstances are offered an opportunity to give at lower value or alternative ways of supporting our fight for every childhood, such as volunteering and campaigning.

We also voluntarily subscribe to the following fundraising bodies and uphold their standards:

Body	Standards
Fundraising Regulator	The Fundraising Promise The Code of Fundraising Practice Rulebooks for street fundraising, private site fundraising and door fundraising
Institute of Fundraising (IoF)	IoF Rulebooks Treating Donors Fairly Guidance Compliance and monitoring pilot schemes - we are one of the charities working with the IoF during the development of a compliance and monitoring framework for the sector.
Direct Marketing Association	The Direct Marketing Code of Practice
Cabinet Office / Department for Culture, Media and Sport	National Exemption Order operational guidance

We have a complaints policy published on our website, which includes reference to inappropriate or improper fundraising methods. We are committed to dealing with all complaints constructively, impartially and effectively and will make every effort to ensure that all complaints receive a complete, accurate and timely response. No complaint is ever disregarded. During this financial year, we received (either directly or through a person acting on our behalf) a total of 572 complaints relating to individual giving and 160 complaints relating to other fundraising. We define a complaint as 'any expression of dissatisfaction' and we actively encourage members of the public to share with us their views on our work to resolve problems and to improve our performance.

All agencies we worked with were closely monitored while carrying out fundraising on our behalf. For telephone agencies, we listened to a random selection of calls each week to ensure compliance with regulatory and legislative standards, and that our supporters have been offered a positive experience. All complaints received are tracked and discussed with our agencies on a weekly basis to ensure anything highlighted that could be improved upon is addressed and developed where needed.

Governance

How we're organised and governed

Good governance is fundamental to our sustained success as a charity. With good governance in place, we are best placed to deliver on our mission and achieve our objectives, fighting for every childhood. It enables all our people to use their skills, together with our resources, to best effect. It helps ensure we are compliant with all relevant legislation, constantly reviewing the risks we are facing, ensuring we provide safeguarding standards of the highest quality, and supporting a positive culture for all of our people, including our volunteers. We review our charity governance using the Charity Governance Code.

We were initially founded as The London Society for the Prevention of Cruelty to Children in 1884. We then became the National Society for the Prevention of Cruelty to Children (NSPCC), incorporated by Royal Charter in 1895. We are also a charity registered with the Charity Commission in England and Wales, the Office of the Scottish Charity Regulator, the Jersey Charity Commissioner and with the relevant authorities in Guernsey. Our charitable purpose, as set out in our Royal Charter, the governing document, is to prevent the public and private wrongs of children and the corruption of their morals. We achieve this by fighting for every childhood, and this annual report sets out the main activities undertaken in furthering our charitable objectives and purpose.

We are still the only UK children's charity with statutory powers that enable us to take action to safeguard children at risk of abuse.

Working in England, Wales, Scotland, Northern Ireland, and the Channel Islands, our services for children and young people are adapted appropriately in the light of relevant regional and local interests.

Our board of trustees

Our board of trustees (the board) has collective responsibility for everything that we do, including the legal responsibility to ensure the charity is controlled and properly managed. In discharging their collective responsibilities our trustees:

- exercise their powers in accordance with our Royal Charter, other legal requirements and the principles of good governance
- act in the best interests of the organisation and our work to protect children and young people
- ensure that we are and will remain solvent and that there is proper financial management
- approve our strategic plans, budgets and reserves policies and monitor and evaluate our progress against those planned objectives and financial targets.

The board delegates responsibility for operational management to the chief executive, who leads a senior management team – the executive board. The executive board develop most of the organisation's plans, policies and processes, and are responsible for their implementation, following the board's advice and approval.

Board composition

Our board currently comprises 18 trustees who have a broad range of skills and experience.

Trustees usually serve an initial term of three years. This can be extended once up to a maximum of six years, and in very exceptional circumstances there may be a further extension, in accordance with the Charity Governance Code. (Trustees elected prior to 2016 were able to serve for three terms.) The board has plans to reduce its size to twelve, however this cannot be achieved without causing instability for some years.

All of our trustees give their time on a voluntary basis; they receive no remuneration or any other benefits. Any out-of-pocket expenses along with other costs paid directly by the charity, which the trustees have incurred in furtherance of their duties, are set out in note five to the financial statements. Our trustees are recruited through a variety of means, including open advertising. We have a trustee recruitment policy in place that was approved during 2019. We place particular emphasis on ensuring that we have the appropriate balance of skills, diversity of background and experience that we need so will use more targeted recruitment searches where necessary and keep under review the balance of trustees with regard to gender and diversity. There are currently eleven male trustees and seven female trustees.

Our nominations and governance committee recommend prospective trustees for approval to the full board, and they are then elected formally by members of the NSPCC Council at our Annual Council Meeting. The board recognises the importance of diversity, and has recently undertaken a skills and diversity audit, and is actively working to improve the diversity of the board and its trustees when recruiting to fill future vacancies. Recognising the importance of ensuring that young people are at the heart of decision making, the board recruited two trustees under the age of 25. These trustees link with the Young People's Board for Change, which comprises 15 young people between the ages of 13 and 16 recruited in January 2021.

Our trustees undergo a comprehensive induction programme and are offered training and development opportunities throughout their trusteeship. The induction typically consists of training in charity trusteeship and safeguarding, as well as induction meetings with the Chair, Chief Executive and Directors, as well as visits to Childline bases, service centres and visits to *Speak out. Stay safe.* assemblies in schools. Trustees will also have induction meetings with the chairs of the committees on which they will sit.

Trustees have adopted the Charity Governance Code and the nominations and governance committee seeks continual improvement in our governance.

During 2021, the board undertook an evaluation exercise with an external facilitator in accordance with the Charity Governance Code. An evaluation report was produced that contained 14 recommendations. An action plan was produced to implement the recommendations. At the time of writing, 13 of the recommendations have been fully implemented. One recommendation about rebalancing the board's membership will be achieved over time, as the current trustees retire at the end of their terms of office. This is being monitored by the nominations and governance committee.

Board meetings

Our board meets six times a year; we also hold an annual board away day, which enables trustees and the executive board to focus on key strategic issues in more depth. During the pandemic of 2020, board and committee meetings started to take place by videoconference to ensure that the board and its committees were able to meet their constitutional responsibilities. In 2020, the trustees did not have an additional away day, however a number of briefing sessions were held for trustees and co-opted members of the committees.

There are certain matters that the board reserves to itself through a written schedule. These include approval of our annual plan and budget, and our overall strategic direction. The matters reserved for the board statement makes clear the trustee board's responsibilities and where there are clear delegated authorities to act on their behalf. Delegated authorities are discharged through the committees of the trustee board or through the Chief Executive. The Chief Executive is accountable to the trustee board for the day to day running of the NSPCC and the execution of the day to day strategy and policies agreed by the board and/or its committees.

Each board committee has defined terms of reference, detailing the delegated authorities where appropriate.

Committees of the board

Board of trustees

Audit and risk committee	Oversees our systems for quality, performance, risk management and internal controls ensuring that our systems are robust, effective and fit for purpose.
Finance committee	Maintains an overview of the financial aspects of our strategy, and reviews and monitors our policies, processes and standards in order to secure effective financial management.
Income Generation committee	Reviews the NSPCC income generation strategies, their relationship with wider brand positioning and marketing activities, impact on NSPCC's reputation and where appropriate, recommend relevant strategies to the board.
Nominations and governance committee	Ensures that we comply with our Royal Charter and bye-laws as well as best practice in governance, and reviews the role and membership of the board of trustees and its committees.
Policy committee	Responsible for identifying key issues on which we must have a public policy position and reviews our work with UK Government and other agencies.
Remuneration and People committee	Decides on the appropriate level of remuneration for our Chief Executive and reviews recommendations for remuneration of the executive board. Further information on executive board and other senior staff remuneration is included earlier in this report.
Service development committee	Reports to and advises the board on the development and impact of our services for children and young people, ensuring that services meet the needs of children and families based on local need.
Volunteer Engagement committee	Provides oversight, leadership and critical friendship to the executive in ensuring we create an environment in which volunteers feel valued and able to be their best. It has oversight of a programme of activity whereby senior leaders, including trustees, engage directly with volunteers across the country in a reasonably systematic way.

Co-opted members, who are not themselves trustees, serve on some of our committees and we are very grateful for the expertise, skills and experience that they bring.

NSPCC Directorates

Our activities are organised under the following directorates:

Chief executive

- **Communications and Marketing**
- **Finance**
- **Income Generation**
- **People**
- **Services**
- **Strategy and Knowledge**
- **Technology**

Environment & Sustainability 2020/21

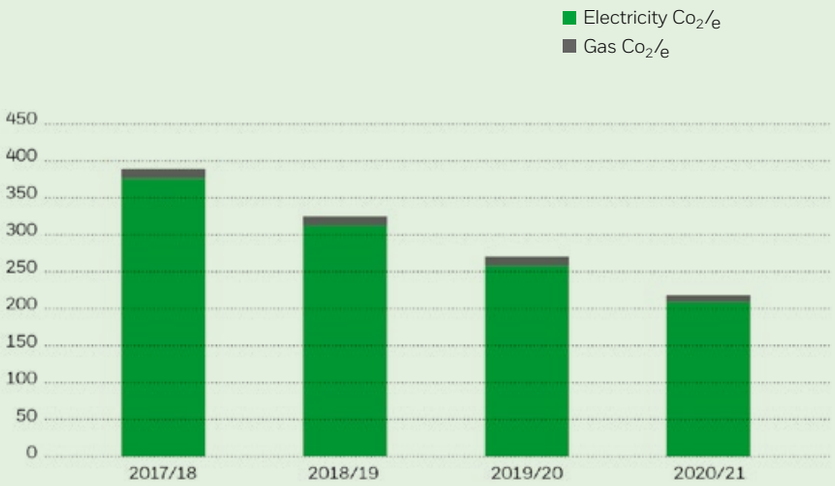
Energy and Carbon Emissions

The NSPCC is fully compliant with the Energy Savings Opportunity Scheme (ESOS). The aim of ESOS is to identify opportunities to reduce energy consumption, emissions and costs accordingly.

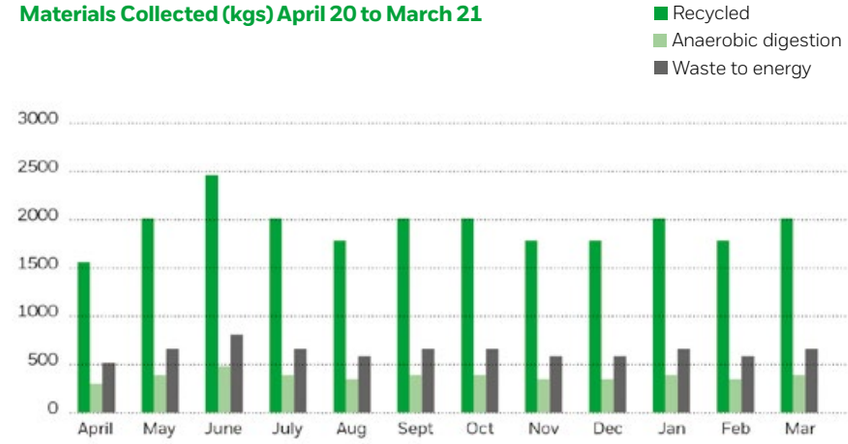
We continue to ensure that energy supplied to our properties are from green energy sources.

In moving to green energy supplies, there has been a significant decrease in Co2 emissions across the whole portfolio. An example of this is demonstrated below with details of Weston House in London, our largest property, where we have seen our Co2 emissions from combined gas and electricity usage reduced by 44.4 per cent over the last 4 years.

Weston House CO Emissions in Tons



Materials Collected (kgs) April 20 to March 21



Waste Management and Recycling

Again, at Weston House, our largest property, 78 per cent of waste is recycled (overall London only recycles 33 per cent of waste which is less than the national average of 43 per cent). The chart above shows the monthly breakdown of the waste collected in kilograms and how that waste is then utilised.

Our recycling at Weston House has:

saved 266 trees

saved 33 tonnes of Co2

generated 387kwh of energy

In the coming year, we plan to focus on how all properties within the portfolio can further reduce energy usage and carbon emissions, while increasing the amount of waste recycled.

Cleaning Products

We are currently working with our external cleaning supplier to introduce a new range of cleaning products across the property portfolio. This product range uses bio hygiene technologies and is:

cleaner:

with the use of enzymes

microbes

plant extracts.

leaner:

reducing hazardous materials

improved overall efficiency

reduced storage.

greener:

reduced transportation weight

reduced deliveries

reduced plastic waste

overall reduction in Co2 emissions.

External Working Relationships

Over the coming year, the NSPCC will be working with representatives from CBRE who will provide support in assisting us to increase our environment and sustainability credentials.

NSPCC Environment and Sustainability Team (NEST)

An NSPCC staff network (NEST) has been established to ensure that environmental sustainability is central to the organisation and is considered in everything we do. The team is passionate about ensuring that current and future generations of children and young people are safeguarded against the harmful impacts of the climate and environmental crisis.

Principal risks and uncertainties

Risk environment

The NSPCC works in a high-risk environment. Most of the children we work with are at some level of risk. What's more, to target our resources effectively, we choose to focus our more intensive face-to-face work in areas of the UK where need is great. Working in this way increases our level of risk. This is something the NSPCC board of trustees accepts as a consequence of our strategy.

Added to the risks that are part of our frontline work, there are fundraising challenges. Our services are mainly funded by the generosity of supporters through voluntary donations. It is important for us to retain our financial independence so that we can encourage others to act in the best interests of children. However, reliance upon voluntary donations in a competitive and highly regulated environment heightens levels of uncertainty. A reduction in financial support could hinder our ability to deliver.

Measuring, monitoring and reporting risk

The board of trustees has agreed how our risks are to be measured. We score all risks by considering the impact of the risk and the probability of the risk occurring. Assessing the impact of a risk on the NSPCC includes consideration of the following factors: corporate objectives; harm to a child or young person or vulnerable adult (includes adult at risk); service provision; reputation; health & safety; financial and people.

The NSPCC's risk framework measures each identified risk on the basis of its 'Inherent Score' (the risk that an activity would pose where few - if any - controls are in place) and its 'Current Score' (based upon the status of controls currently in place). A 'Target Score' is given to each risk. This 'Target Score' is the level of risk acceptable to the board of trustees. As a rule, each risk will meet its 'Target Score' once all the right controls are in place and are working effectively. All three scores are calculated by multiplying the probability of a risk occurring by the impact of that risk occurring in line with agreed organisation wide criteria.

The key controls to manage the NSPCC's principal risks and uncertainties are assessed and monitored using the three lines of defence model, defined as follows:

a) The first line of defence (teams that own and manage risks): the first line is formed by managers and staff who are responsible for identifying and managing the relevant risk - part of their day-to-day responsibility for achieving objectives through the delivery of services.

b) The second line of defence (directorate-level leadership teams that oversee the first line of defence or dedicated functions specialising in compliance, data protection etc.): the second line provides the policies, frameworks, tools, techniques and support to enable risk and compliance to be managed by the first line. It also conducts monitoring to judge how effectively they are doing it.

c) The third line of defence (functions that provide independent assurance): in the NSPCC, the third line is chiefly provided by the internal audit and inspection unit. Sitting outside the operational management processes of the first two lines of defence, their main role is to ensure that the first two lines of defence are operating effectively and advise how they could be improved. Reporting to the Audit and Risk Committee, they provide an assurance that appropriate controls and processes are in place and are operating effectively, and that policies, standards, internal procedures and external regulations are being complied with.

All three lines of defence are responsible for providing assurances on the effectiveness of the controls in place or under development. Key to the effectiveness of the NSPCC's risk management system is the annual review of the Strategic Risk Register by the board of trustees and the reviews of risk by the Audit and Risk Committee. Risks are also reviewed at each Directorate's quarterly business review with the Chief Executive.

There is an established process for identification of risks, involving senior management leadership teams, risk owners and risk champions in the regular review of the NSPCC's strategic and operational risks.

The coronavirus pandemic

In March 2020, at the commencement in the UK of the Coronavirus pandemic, risks were reviewed and updated with particular focus on the implications of COVID-19. The Business Continuity Risk was reassessed. Due to the nature of this national emergency, we faced a unique challenge that business continuity plans had not prepared for. Nevertheless, on the whole, many of the actions and controls remained relevant although certain changes in respect of working practices and the use of technology needed to be, and were, addressed quickly. The way that the organisation has responded to COVID-19 has demonstrated the strength of business continuity plans. While business continuity plans have been in place and have proved effective throughout the pandemic, with the increased level of infection from the new strain of COVID-19 there was an increased risk that staff and volunteers would be contacted by NHS Track and Trace and required to isolate for 10 days. The consequences of this happening during January 2021 in two NSPCC sites meant that some services could not operate, while other services operated on a much reduced capacity. The Services directorate therefore reviewed their own business continuity plan to see if the risk could be further mitigated. The current score was increased to '16' from '6' and this risk was reinstated on to the Strategic Risk Register at the Audit and Risk Committee meeting in March 2021.

Some of the key mitigating actions are explained below:

- **Business continuity plans and testing –** these were up to date and sufficient to deal with most scenarios involving the loss of a single site and the need to redeploy our staff / volunteers to another site or for them to work at home. At the commencement of the pandemic, prior to the lockdown, a test had been arranged to ensure there was sufficient capacity for the entire organisation to work remotely. However, events moved so quickly there was no time for the test and at extremely short notice remote working had to start nationwide with immediate effect. The technology that we had in place in terms of software applications and hardware could support the continued operation of the organisation.
- **NSPCC helpline and Childline** – business continuity scenarios were on the basis that if a site(s) were out of action, the function would relocate to another site, but this was not possible with the pandemic. In addition, even where access to a site was still feasible and travel was permitted due to key worker status, social distancing significantly constrained the number of staff and volunteers in a building at any one time. As such, immediate changes were made to the helplines' software applications to allow remote access for certain functions that previously could only be carried out in an NSPCC base, such as responding to NSPCC helpline and Childline emails. Initially, there was a significant reduction in contacts to the NSPCC helpline about concerns in relation to the safety of children as children were less visible due to the lockdown. However, as a result of a Government funded awareness campaign, contact levels have returned and increased to pre-lockdown volumes;
- **Children's Services face-to-face sessions** – it was never envisaged that face-to-face sessions with service users would not be able to take place. Our service centres were closed during the first lockdown, there was initial disruption to some face-to-face work

and most group work was significantly disrupted. However, face-to-face work was resumed within two weeks with new guidance and technology in place, and some group work also gradually resumed. In addition, we found that referring agencies stopped or significantly reduced the number of children and young people referred to our services in the early weeks of the lockdown.

- **Income** – A scenario where people could not partake in activities together had never been envisaged. Our special events like the Childline Ball and mass participation events like the London Marathon are key to our fundraising. Our most significant income stream is where members of the public make monthly donations to the NSPCC. There are challenges around being able to continue previous models to sign up new donors, such as having stands in shopping centre venues or airports. However, there was no significant increase in our attrition rate during the period of lockdown.

Strategic risks

The Strategic Risk Register (SRR) defines those risks that, if they were to occur, could threaten the NSPCC's ability to deliver the strategy.

There were 12 risks on our Strategic Risk Register as of 31 March 2021. The following two have controls in place to sufficiently mitigate the risks but remain on the Strategic Risk Register while mitigation is being monitored.

Risk	Examples of controls in place:	
Weaknesses in staff recruitment and retention	• Effective recruitment process in place supported by accessible recruitment policies, protocols and guidance. • Non-mandatory training for managers of staff in the recruitment and selection skills. • Value Based Interviewing (VBI) Training for trainers for Services. • Staff induction to ensure all employees are clearly informed of their responsibilities as NSPCC employees.	• Review of the recruitment process to ensure it continues to remain effective, safe and is consistent with the on-line recruitment system: – supporting recruitment policies, protocols and guidance. – training for managers in recruitment.
Reputational damage through adverse social media and failure to respond adequately	• Appropriate level of knowledge of media law including 'defamation' across the external relations teams and activities. • Guidelines for the maintenance of social media accounts including password changes and other IT security issues. • A security awareness and training programme relating to social media is provided for staff and volunteers involved in creating and maintaining social media accounts on behalf of the NSPCC.	• Privacy impact assessments are undertaken. • A full time, social media manager responsible for social media platforms is based in Communications and works with other staff across the organisation. Out of hours moderation is in place.

The following 10 risks had yet to reach their target score. Each risk is actively managed, has mitigations in place and further controls which need to be fully implemented and tested prior to the risk reaching its target score. The Chief Executive reviews progress regularly to ensure that the risk will meet its target score according to plan.

Risk	Examples of controls in place:	
Insufficient business continuity and resilience **The risk score increased from 6 to 16 during 2020/21 as a result of the pandemic.**	Annual confirmation Directorate Business Continuity leads have reviewed business continuity plans and that they remain valid. Annual test of business continuity plans (BCPs) for business critical activities. Review the Business Impact Analysis (BIA), and communicate: • Business Continuity Plans to reflect the revised BIA. • Business Continuity Plans are amended to identify those individuals whose absence might lead to a "Single Point of Failure". Contingency arrangements for the absence of all such individuals will be included in plans.	• The BIA is shared with those responsible for strategic recovery capabilities (e.g. IS and Property) who will be tasked with ensuring that all BCPs are coordinated and do not "double count" resource allocations. BCPs in place for all business critical activities. Regime of testing in place to confirm that all mission critical applications and technologies continue to run in the event of a major technology issue.
Weaknesses in: recruitment systems, processes and supporting guidance, training and volunteering proposition lead to inability to effectively (and safely) recruit and retain volunteers. **The risk score remained unchanged during 2020/21 at 16.**	Effective recruitment process in place supported by accessible recruitment policies, protocols and guidance including: • Documented recruitment policies and procedures. • Processes to ensure that the requirements of a particular position – particularly in relation to safeguarding - are clearly established as the basis for evaluating subsequent applicants. • Disclosure & Barring Service (DBS) checks in place. • All volunteer recruitment panels have a VBI trained interviewer.	Volunteer induction and training programme in place to ensure all volunteers are clearly informed of their responsibilities and have sufficient skills to conduct their role. Integrated systems improve the volunteer experience and efficiency of processes. Recruitment marketing to attract new volunteers is targeted and effective. Internal communications to current volunteers are effective, consistent and inclusive.
Safeguarding **The risk score remained unchanged during 2020/21 at 9**	Understandable, accessible and effective safeguarding and child protection processes in place supported by accessible policies, protocols, guidance and training that all managers, staff and volunteers must read/undertake and understand (or should be familiar with and action where necessary). Mandatory reading for all staff and volunteers is:	• 'Safeguarding and child protection policy' - that sets out the NSPCC's approach to safeguarding and child protection, and key responsibilities. • 'What to do if you have a concern about a child procedure' - which includes the NSPCC's resolution and escalation procedure.

Risk	Examples of controls in place:	
Safeguarding (continued) **The risk score remained unchanged during 2020/21 at 9**	• 'Safeguarding code of conduct and guidance on appropriate behaviour'. • 'Safeguarding adults at risk of abuse policy and procedure'. Understandable, accessible and effective processes are in place to protect vulnerable people and other members of the public from fundraising practice that: • Is an unreasonable intrusion on a person's privacy. • Is unreasonably persistent. • Places undue pressure on a person to give money or other property. Related contracts where appropriate specify compliance with the NSPCC's safeguarding policies. Effective recruitment process in place for employees supported by accessible recruitment policies protocols and guidance. DBS, Access NI and PVG checks in place for all relevant roles.	Effective recruitment process in place for volunteers supported by accessible recruitment policies, protocols and guidance. Mandatory safeguarding induction training for all new starters and managers (including trustees) is available online or as a hard copy to ensure all employees understand their responsibilities and know how to take action if they have a safeguarding concern. Safeguarding information for all new volunteers is available online or as a hard copy to ensure all volunteers understand their responsibilities and know how to take action if they have a safeguarding concern. Practice Standards aligned with the Inspection grading which are clear in their requirements and outcome focused. Child protection policies and procedures in place for all Services Directorate. Childline Practice Standards and procedures, including the counselling model and confidentiality policy.
Failure to provide adequate information security for information systems (IS) resulting in data being accessed by unauthorised personnel or inappropriate content being posted on IS systems, digital websites or social media. **The risk score remained unchanged during 2020/21 at 12.**	Encryption of all mobile devices and laptops. Information security policy and IS Acceptable Use policy in place and communicated. Regular patching of all PC servers and infrastructure to ensure up to date with latest release. Annual penetration testing and formal progression of issues identified.	Company 85 contract for IS Security Monitoring Services in place. Day to day monitoring of content to ensure inappropriate posts to websites or message boards are removed in a timely manner. Regular monitoring of the NSPCC sites is undertaken by the Social Media team and ICIU.

Risk	Examples of controls in place:	
The NSPCC's actions fall short of stakeholder expectations leading to an erosion of confidence in the NSPCC which, if not corrected, could undermine its work for children. **The risk score remained unchanged during 2020/21 at 12.**	Reputational damage considered as part of the 'impact' assessment of all risks. Key-stakeholder engagement exercise/s that gauge/shape stakeholder expectations by: i) Actively encouraging feedback. ii) Promoting and embedding the NSPCC's values and behaviours into organisational policies, procedures and processes. iii) Promoting the services and achievements of the NSPCC to build trust in the organisation and its aims. iv) Reinforcing the importance placed by the NSPCC upon its stakeholders. v) Seeking-out and resolving any source of dissatisfaction – particularly in relation to the NSPCC's business practices and its standards of integrity and ethical behaviour.	Annual confirmation by management in the Statement of Assurance that all employees understand and comply with all NSPCC policies and procedures – including those based upon legal and regulatory requirements. Annual confirmation by management in the Statement of Assurance that expenditure made with Procurement Cards and the receipt of Gifts & Hospitality (G&H) is monitored effectively. Designated contract "owners" assigned responsibility for ensuring the protection of the NSPCC's interests and reputation (particularly where contractors interact on the NSPCC's behalf with the wider public).
One or more of the six principles of the UK General Data Protection Regulation and the Data Protection Act 2018 are infringed due to poor data practices at the NSPCC. **The risk score remained unchanged during 2020/21 at 12.**	Data Privacy Champions (DPCs) in place across directorates to ensure that data protection laws are understood and issues identified and addressed. Mandatory data protection and information security training for all staff, refreshed annually, highlighting the importance of good data handling. NSPCC volunteers receive induction guidance on NSPCC data protection policies and practice.	Data breach identification and reporting procedure exists which enables the Data Protection Officer to report appropriate breaches to the ICO within 72 hours. This includes: • identifying a breach • internal reporting and management of breaches • communications with ICO by Data Protection Officer. Access to personal data is limited to those who require such access for work purposes.
Failure to deliver multiple organisational change programmes effectively results in a loss of service or reputation. **The risk score remained unchanged during 2020/21 at 9.**	Project Co-ordination Group (PCG) is in place to have oversight of all projects together with identifying and monitoring risks. PCG has clear terms of reference and reports to EB monthly. An approvals process by EB for the sign off of significant change programmes.	All people change consultations are required to include a survey that asks for feedback for those affected by change in order to learn from those affected by change programmes. NSPCC has a recognised trade union with a clear working agreement that is reviewed regularly.

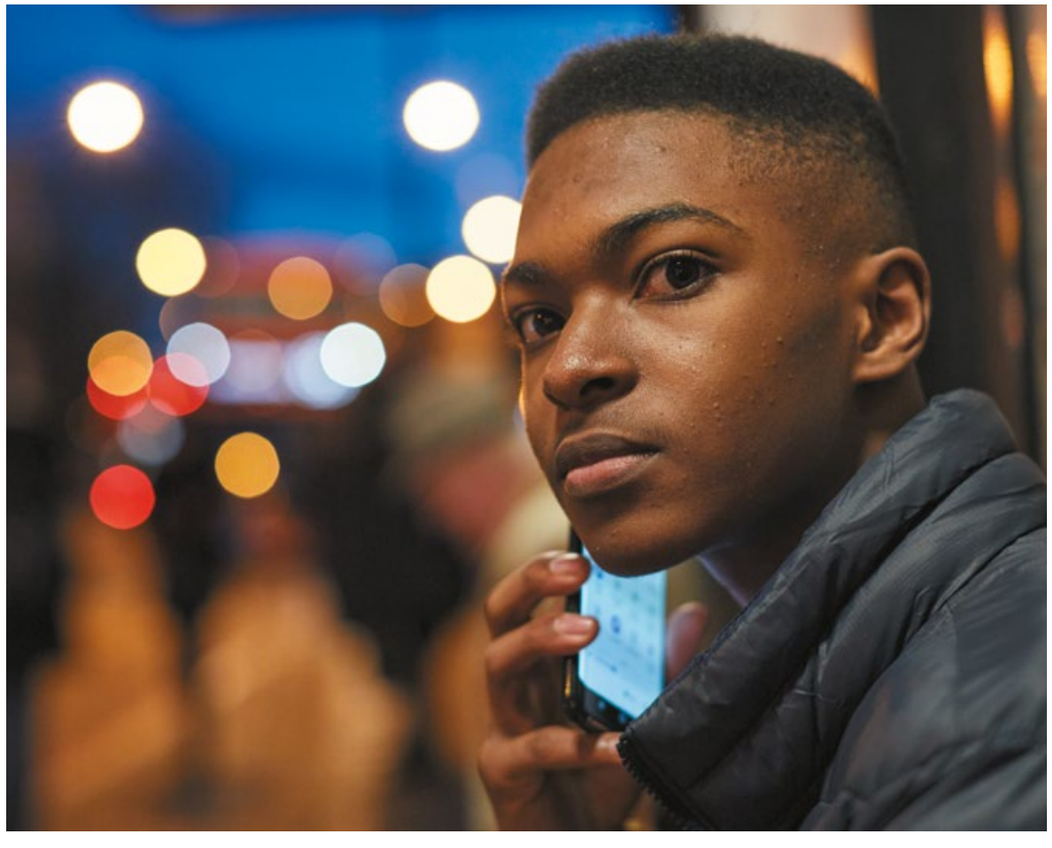
Risk	Examples of controls in place:	
Not optimising digital channels, approaches and mindsets effectively and quickly enough in pursuit of commercial, income generation and fundraising goals at the NSPCC. **The risk score remained unchanged during 2020/21 at 12.**	Digital and IT investments and resource planning are discussed and agreed as part of the directorate business plans. Proposed new digital investments are discussed and approved by a cross-functional group that meets bi-monthly. A senior data specialist expert recruited to address skills gap identified.	Head of Digital (HOD) actively horizon scans best digital practice in the external market and identifies lessons and ideas for consideration. HOD and digital team build external profile as digital thought leaders and leading digital practitioners in the charity sector to help build profile and reputation for recruitment.
There is a shortfall in NSPCC budgeted income leading to a fall in planned fundraising revenue of more than 5% in-year and/or 15% over a 5- year period. **The risk score increased from 8 to 12 during 2020/21 as a result of the pandemic.**	Processes in place for budget setting and budget maintaining including: • quarterly budget variance analysis • monthly forecast variance analysis • quarterly re-forecasting • weekly monitoring of legacy income • departmental KPIs • annual business planning • monthly monitoring of budget risk and contingency • risk scenarios for COVID-19 to overlay budget. Rapid response fundraising appeal (highly visible, fast turnaround public appeal for funds to tackle a specific issue) launched and running through 2020 to mitigate budget shortfall.	Clearly defined roles and responsibilities on NSPCC Schedule of Authority for Income Generation, and Finance. Monthly Ops meeting to review current and projected income and expenditure levels to identify any fall in income, both at directorate and department level. Regular reporting on performance to the Finance and Income Generation Committees that highlights any foreseeable fall in income and/or why a fall may have occurred. Long term income generation strategic plan agreed.
NSPCC Strategy 2021-2031 is not implemented.	An implementation plan will be developed, outlining major change programmes, costs and order. An annual planning process will agree the priority activities required to deliver the strategic implementation plan for the organisation and each directorate and track these through the year.	The Project Management Office will support the initial specification of programmes and projects of work, and track updates and progress of all the major strategic change programmes. Project Initiation Documents (PIDs) are in place for key projects. A process is in place to discuss financial, people, risk, and impact results at a directorate level on a quarterly basis. Quarterly Business Reviews in place.

Public benefit and how our activities deliver it

We have a duty to have due regard to the Charity Commission's public benefit guidance, under Section 17 of the Charities Act 2011. We are confident that we meet those public benefit requirements having taken Charity Commission guidance into consideration.

Our vision is to end cruelty to children in the UK; although such a vision may take many generations to be fulfilled. We believe cruelty to children is preventable and that through having our strategy in place we can achieve much more: 'every childhood is worth fighting for'.

We believe we meet the public benefit requirements through the range of activities we undertake, most significantly through Childline, our free confidential helplines and our range of services for children and families. We deliver projects in local communities for children who have experienced or are at risk of abuse as well as those in care, focusing on children who most need help. We also provide advice to adults and professionals who are concerned about children and work with other organisations that come into contact with children to ensure that they protect children, challenging those who do not. We visit schools, providing young people with the knowledge and resilience to keep themselves safe. And we campaign to make children safer and improve the child protection system across the UK and Channel Islands.



Trustees' responsibilities statement

The trustees are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 (The Financial Reporting Standard applicable in the UK and Republic of Ireland).

The law applicable to charities in England, Wales and Scotland requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity, and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008, the Charities and Trustee Investment (Scotland) Act 2005, the Charity Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the Royal Charter. 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.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Subsidiaries and related parties

NSPCC Trading Company Limited and Childline are both wholly owned subsidiaries of the NSPCC, and their accounts are consolidated in the accounts presented on pages 108 to 133.

The principal activities of NSPCC Trading Company Limited are corporate sponsorship, fundraising events, sale of goods – including Christmas cards, and income from promotional activities. The company has seen a decrease in income this year due to reduced recycling income. Despite this, the company had a profitable year and continues to develop its activities to support our work. The profit before tax of £0.6 million (2020: £1.4 million) was donated under Gift Aid to the NSPCC.

Childline continues as a separate legal entity in order to receive legacy income not otherwise receivable by the NSPCC. In the year ending 31 March 2021, it received £0.9 million legacy income (2020: £0.3 million). This is paid by way of a grant to the NSPCC towards the operation of the Childline service for which the funds were received.

Patrons, trustees, officers and professional advisors

Royal Patron
HRH The Countess of Wessex

President
HRH The Countess of Wessex

Royal Patron of Childline
HRH The Countess of Wessex

President of Childline
Dame Esther Rantzen DBE

Board of trustees

Neil Berkett
- Trustee since 4 October 2018[1]
- Chair since 2 October 2019
- Finance committee (member)
- Nominations and Governance committee (chair)
- Policy committee (member)
- Remuneration committee (chair)

Pippa Gough *MA MSc PGCEA RN RM HV FQNI FRSA*
- Trustee since 4 October 2018
- Vice-chair since 12 December 2019
- Policy committee (chair since 2 September 2019)
- Nominations and Governance committee (member since 4 December 2019)
- Remuneration committee (member since 12 December 2019)

Sarah Ridgway
- Trustee since 4 October 2018
- Vice-chair since 12 December 2019
- Nominations and Governance committee (member since 12 December 2019)
- Remuneration committee (member since 12 December 2019)
- Service Development committee (member)
- Volunteer Engagement committee (chair since 12 December 2019)

James Bailey *Chartered FCSI NASD Series 7*
- Trustee since 2013
- Audit and Risk committee (member)
- Volunteer Engagement committee (member)

Dr Joanna Begent *MBBS*
- Trustee since 2015
- Lead trustee with responsibility for safeguarding (since 2 October 2020)
- Policy committee (member)

Elizabeth Brash
- Trustee from 1 October 2015 to 31 May 2021
- Income Generation committee (member)
- Volunteer Engagement committee (member)

Andy Briggs *FIA*
- Trustee since 2016
- Income Generation committee (chair)

Clem Brohier *ACMA CGMA FRSA*
- Trustee since 2016
- Audit and Risk committee (chair)

Professor Tanya Byron *PsychD*
- Trustee since 2016
- Policy committee (member)

Fiona Curteis
- Trustee to 1 October 2020
- Lead trustee with responsibility for safeguarding
- Audit and Risk committee (member)
- Volunteer Engagement committee (member)

Eithne Daly
- Trustee since 1 October 2020
- Service Development committee (member)

Ifeoluwapo (Ife) Grillo
- Trustee since 1 October 2020
- Volunteer Engagement committee (member)

1. Neil was also previously an NSPCC Trustee from 2010 to 2017

Albert Heaney
- Trustee since 13 May 2021
- Service Development committee (member)

Andrew Kerr
- Trustee since 4 October 2018
- Policy committee (member)
- Service Development committee (member)

Tarek Khlat *MBA*
- Trustee since 2015
- Income Generation committee (member)

Lady Brenda McLaughlin *CBE Dip Soc Stds*
- Trustee to 1 October 2020
- Volunteer Engagement committee (member)
- Service Development committee (chair to 11 June 2020)

Derrick Mortimer
- Trustee since 4 October 2018
- Finance committee (member)
- Volunteer Engagement committee (member)
- Service Development committee (chair since 11 June 2020)

Sheanna Patelmaster
- Trustee since 1 October 2020
- Finance committee (member)

Thomas Toumazis MBE
- Trustee since 4 October 2018
- Income Generation committee (member)
- Audit and Risk committee since 19 November 2020

John Worth FCA
- Trustee since 2016
- Honorary treasurer
- Audit and Risk committee (member)
- Finance committee (chair)
- Remuneration committee (member)

Co-opted members

We thank the following for the support on our committees, recognising the expert advice they give:

Catherine Baxendale FCIPD
- Service Development committee

David Barker
- Finance committee to 30 September 2020

Angela Cha
- Audit and Risk committee since 11 March 2021

Mark Corbidge
- Finance committee

Gavin Dein
- Income Generation committee

Steve Hart
- Audit and Risk committee

Estelle Lloyd
- Income Generation committee

Mark Luboff
- Finance committee

Jonathan Middup FCA
- Audit and Risk committee

Professor Helen Minnis
- Policy committee

Hywel Peterson
- Income Generation committee

Andrew Ross
- Income generation committee

Gavin Sanderson FCA
- Finance committee

Paul Snell
- Service Development committee

Rajesh Tugnait *MBA CIM Diploma in Professional Marketing*
- Income Generation committee

Francesca Valli
- Income Generation committee

We also thank the trustees of the NSPCC Pension Scheme Limited:

Lynne Stewart-Brindle (chair since 22 September 2020)
Steve Delo (chair to 21 September 2020)
Alex Camm
Tracey Dawkins (to 17 December 2020)
Clare Murray (to 9 December 2020)
Philippa Webster

Senior management (the executive board)

Chief Executive
- Peter Wanless

Director of Children's Services
- Sherry Malik (to 31 July 2020)

Director of Communications and Marketing
- David Hamilton (since 1 June 2020)
- Steve Hughes (Interim Director from 1 February 2020 – 30 May 2020)

Director of Corporate Services
- David Roberts (to 31 March 2021)

Director of Finance[2]
- Paul Taylor (since 1 April 2021)

Director of Income Generation, Fundraising and Engagement
- Jo Swinhoe

Director of National Services
- Claire Johnson (to 31 July 2020)

Director of Services[2]
- Claire Johnson (since 1 August 2020)

Director of People
- Brett Terry

Director of Strategy, Policy and Evidence
- Kate Stanley (to 24 April 2020)
- Maria Tuck (Interim Director from 25 April 2020 to 29 November 2020)

Director of Strategy and Knowledge[2]
- Maria Neophytou (since 30 November 2020)

Chief Technology Officer[2]
- Greig Sharman (since 2 February 2021)

Bankers and professional advisers

Bankers

Barclays Bank Plc
1 Churchill Place
London, E14 5HP

The Co-operative Bank Plc
9 Prescot Street
London, E1 8BE

NatWest Plc
250 Bishopsgate
London EC2M 4AA

Auditor

Deloitte LLP
Registered Auditor
Hill House, 1 Little New Street
London, EC4A 3TR

Investment managers

Credit Suisse (UK) Limited
1 Cabot Square
London, E14 4QJ

J.P. Morgan International Bank Ltd.
25 Bank Street, Canary Wharf
London, E14 5JP

Legal advisors

Bates Wells & Braithwaite
10 Queen Street Place
London, EX4R 1BE

Carbon Law Partners
89 Eastgate
Cowbridge, CF71 7AA

Carson McDowell LLP
Murray House, Murray Street
Belfast BT1 6DN
(who also advise us on a pro-bono basis)

Wilson's Law
4 Lincoln's Inn Fields
London, WC2A 3AA

Withers worldwide
20 Old Bailey
London, EC4M 7AN
(who also advise us on a pro-bono basis)

We would like to thank the following firms for their pro-bono work:

Baker & McKenzie
100 New Bridge Street
London, EC4V 6JA

CMS Cameron McKenna Nabarro Olswang LLP
Cannon Place
78 Cannon Street
London, EC4N 6AF

Devereux Chambers
Devereux Court, Temple
London, WC2R 3JH

DLA Piper
3 Noble Street
London, EC2V 7EE

Drystone Chambers
35 Bedford Row
London, WX1R 4JH

Gowling WLG
3 Waterhouse Square
142 Holborn
London, EC1N 2SW

Herbert Smith Freehills LLP
Exchange House
Primrose Street
London, EC2A 2EG

Matrix Chambers
Griffin Building, Gray's Inn Road
London, WC1R 5LN

Mayer Brown International LLP
201 Bishopsgate
London, EC4V 6JA

Simmons and Simmons
CityPoint, 1 Ropemaker Street
London, EC2Y 9SS

Walker Morris
Kings Court,
12 King Street
Leeds, LS1 2HL

Weil, Gotshal & Manges
110 Fetter Lane
London, EC4A 1AY

2. This post was created in 2020/21



Financial review

Summary

Our goal is always to do the most for children with the limited resources that we have. In 2016, we set ourselves an ambition to make five million children safer in five years. We're proud to report that we've helped make over 6.6 million children safer in five years. And we helped make over 1.5 million children safer in 2020/21 alone.

The global coronavirus pandemic brought immediate implications for child protection and welfare, and operational challenges to our organisation. One of our priorities coming in to 2020/21 was to mitigate, as far as possible, income lost as a direct result of the pandemic due to cancelled or postponed fundraising activity, so that we were able to keep our essential services open for children. You can read more about how our services adapted over this period throughout this report.

As anticipated, there have been decreases in our underlying income streams, particularly from fundraising events; however, we have received additional support in response to the pandemic. Although we have received less income from supporters this year (donations and legacies*, and other trading activities), this still makes up over 80 per cent of total income received (2020: around 90 per cent), which continues to illustrate the clear mandate we hold to act on behalf of the public to protect children. We would like to thank everyone who has stood with us in the fight for every childhood over the past year, and who continue to support our work. We have provided a detailed section on our relationship with donors and funders on page 76.

Although services have had to adapt, we have maintained the percentage spent on directly helping children and families at close to 80 per cent, at 77.2 per cent (2020 79.7 per cent). This means that for every pound we spend, nearly 80 pence** goes on charitable activities. We also maintained funds over five months' forward expenditure, which will provide resilience against the continued impact of the pandemic, providing more certainty in the short-term that we can maintain the services we deliver going forward into next year.

* Income from supporters included income from donations and legacies (excluding statutory non-performance related grants) and other trading activities.

**Expenditure on charitable activities is 77.2 per cent (2020: 79.7 per cent) of total expenditure excluding other expenditure. Excluding donated services of £5.8 million, expenditure on charitable activities would be 81.1 per cent (2020: 79.9 per cent) of total expenditure excluding other expenditure. Donated services are recognised within raising funds £5.4 million and charitable activities £0.4 million.

How we helped children

Despite the challenges of this year, we spent a total of £83.3 million on charitable activities, which was £3.5 million lower than last year (2020: £86.8 million) with, the amount spent to directly help children and families remaining close to 80 per cent of expenditure.** This year we received £5.8 million in donated services, primarily for advertising costs (2020: £0.6 million), which you can read about more on page 99. Excluding these costs would increase the percentage spent to directly help children and families from 77.2 per cent to 81.1 per cent (2020: from 79.7 per cent to 79.9 per cent), indicating that even more of what we spend is more directly targeted at our charitable activities.

Expenditure on services for children and families reduced by £2.6 million to £36.5 million (2020: £39.1 million). There was initial disruption to some of our face-to-face and group work at the start of the year during the first lockdown of the pandemic. However, service centre teams were able to successfully adapt many of our services to virtual or online delivery. The virtual delivery of some services has been so successful we will continue with this model post pandemic.

Expenditure on Childline and our schools service reduced by £0.4 million to £21.2 million (2020: £21.6 million). With lockdown measures and school closures across much of the UK, the year started with a number of challenges for our Childline service. Childline is predominantly delivered by volunteers, who through our 12 bases provide support to children and young people via telephone, chat messaging and email. In response to the pandemic and resulting restrictions, Childline launched emergency activity to raise awareness of the service and the support available, which includes a range of online tools such as our message boards, mood journal, newly developed coronavirus content and the Calm Zone. This year we delivered fewer counselling sessions through Childline, almost 205,000 (2020: almost 240,000), as we experienced a continued increase in the number of children and young people who contact us online. Online counselling sessions take longer as the young person needs time to think about what they want to say, and the counsellor needs time to read and respond to what the young person has written. Although the pandemic impacted our ability to deliver our *Speak out. Stay safe.* programme through school assemblies, we were able to deliver virtual assemblies to over 1,600 schools (2020: over 7,000). You can read more about our Childline service and *Speak out. Stay safe.* on pages 37 and 40.

Expenditure on child protection advice and awareness increased by £0.2 million to £21.3 million (2020: £21.1 million). In March 2020 when schools were closed because of the pandemic, one of the concerns the NSPCC had was that children at risk of harm were now hidden from sight. We rely on adults in schools and communities to be there for children and to contact the NSPCC helpline for help and advice when they are worried about a child. In response to these concerns the NSPCC secured funding from the Department for Education to deliver a huge awareness campaign, the biggest one that the service has delivered in many years, and saw our helpline respond to over 87,000 contacts (2020: nearly 69,000). This increased spend was offset by reduced expenditure on face-to-face activity with the general public to talk about our work. You can read more about our helpline on page 35.

Expenditure on child protection consultancy reduced by £0.7 million to £4.3 million (2020: £5.0 million), primarily due to training being unable to take place. However, there have been almost 2 million recorded visitors to the NSPCC Learning website this year, where we have our range of online courses that help organisations and individuals working with children and young people to gain the knowledge and skills they need to keep them safe. You can read more about this service on page 44.

Expenditure on raising funds increased by £2.5 million to £24.6 million (2020: £22.1 million). This includes increased advertising costs for our awareness and fundraising campaigns. Although £4.4 million of these services were donated, partly offset by reduced expenditure on our fundraising events as many events were cancelled or postponed due to the pandemic. And those events that were able to go ahead were either scaled down or took place virtually.

Our efforts over the years to streamline all that we do have enabled us to continually reduce support costs, and to reduce the percentage of our total expenditure from seven per cent in 2012 to just four per cent in 2019, which has been maintained at this level since. This year we have maintained this level of expenditure at £4.6 million, 4.1 per cent (2020: £4.7 million, 4.2 per cent). Support costs include expenditure on governance activities of £0.4 million (2020: £0.4 million). Governance costs include the cost of internal audit, legal advice, costs associated with meeting constitutional and statutory requirements and strategic planning.

The support we received

Despite the challenges faced this year our total income has increased by £4.2 million to £121.8 million (2020: £117.6 million). As anticipated, there have been decreases in our underlying income streams, particularly from fundraising events, however we have received additional support in response to the pandemic.

Overall income from donations and legacies increased by £9.1 million to £102.6 million (2020: £93.5 million). Income from individual giving, including regular donations, reduced by £0.6 million to £50.8 million (2020: £51.4 million), continuing the trend of decline in the number of committed regular giving relationships. Although despite the economic hardships that many people have faced over the last 12 months, there have been fewer cancellations than last year, reducing by 24,000 to 465,000 (2020: reducing by 33,000 to 489,000). This year we have not been able to perform face-to-face fundraising due to the pandemic, which has resulted in a lower number of new regular donors joining in the year, 6,000 (compared to 20,000 in 2020). However, we've seen many donors give additional financial support during the height of the pandemic, in direct response to our Still Here for Children appeal.

Legacy income decreased by £0.2 million to £22.4 million (2020: £22.6 million), with 11 gifts over £250,000 (2020: 14). We experienced a second year of decline in legacy notifications, which is likely to impact income in the coming financial year.

As well as our Still Here For Children campaign we also received other additional income during the global coronavirus pandemic. We received £3.9 million through the coronavirus job retention scheme and £3.6 million in other coronavirus support, including £2.1 million from the Department for Education to support the helpline and Childline, and £1.4 million from the Association of British Insurers to support the helplines domestic abuse project. Since the introduction of lockdown measures, the number of contacts to the helpline from people concerned about children living in homes with domestic abuse rose by 35 per cent. You can read more about domestic abuse on page 27.

Income from corporates, trusts and major donors increased by £4.2 million to £11.9 million (2020: £7.7 million). This is primarily due to increased donated services of £5.2 million (2020: £0.1 million), including £2.7 million of media donated by the Financial Times to support our 100 Unforgettable Days campaign, asking people to donate £30,000 to fund the running of all 12 UK Childline bases for one day, and £1.6 million for the Still Here for Children campaign from various corporate partners, including £0.5 million from Calpol. Excluding donated services, income from corporates, trusts and major donors has reduced by £1.0 million, primarily due to a reduction in employee fundraising and company donations from our corporate partners.

Income from schools fundraising decreased by £1.6 million to £0.3 million (2020: £1.9 million) as the pandemic impacted our ability to deliver assemblies, although we were able to deliver virtual assemblies to over 1,600 schools (2020: over 7,000).

Other voluntary income streams decreased by £0.2 million in aggregate.

Income from trading activities decreased by £4.5 million to £4.5 million (2020: £9.0 million), due to a reduction in fundraising event income to £0.7 million (2020: £3.7 million), as many events were cancelled or postponed due to the pandemic and those events that were able to go ahead in 2021 were either scaled down or took place virtually. Sales of goods

and other activities also reduced to £3.8 million (2020: £5.3 million), primarily due to less income from the People's Postcode Lottery.

Income from charitable activities, received primarily from government and other statutory sources, through grants and contracts, reduced by £0.3 million to £13.3 million (2020: £13.6 million). Due to the pandemic, we were unable to deliver face-to-face training, however we saw an additional £0.4 million in elearning sales through NSPCC Learning, which was launched in 2019, with our range of online courses that help organisations and individuals working with children and young people to gain the knowledge and skills they need to keep them safe.

Although we have received additional coronavirus support this year, income from supporters (donations and legacies*, and other trading activities) remains above 80 per cent of total income received, which continues to illustrate the clear mandate we hold to act on behalf of the public to protect children. We would like to thank all our supporters for their commitment to the cause and their passion for what we do, which leads them to give generously in so many ways. This support is as vital as it's ever been, and we simply could not reach the children who need us without our supporters standing with us.

Reserves

Total funds now stand at £80.0 million, a reduction of £0.2 million compared to last year. We aim to retain sufficient general funds in a range equivalent to approximately three to five months' forward expenditure. We hold these general reserves in case of any sudden decline in income, so that we can honour our commitments to children and young people by ensuring contractual obligations to staff, premises and funding partners can be met with some confidence. At 31 March 2021, unrestricted general funds were £86.9 million (2020: £66.6 million). The actuarial valuation of our closed defined benefit pension scheme has resulted in a pension deficit and a negative pension reserve of £32.0 million an increase of £18.4 million against last year (2020: £13.6 million). Further details on pensions are given in the pensions section later in this report. Our combined unrestricted general funds, including the pension reserve, total £54.9 million (2020: £53.0 million) and are equivalent to 5.9 months forward expenditure (2020: 5.4 months), maintaining cover above our reserves cover range in order to provide resilience against the continued impact of the pandemic, and providing more certainty in the short-term that we can maintain the services we deliver going forward into next year.

At 31 March 2021, designated funds were £15.3 million (2020: £17.6 million). Designated funds are funds set aside by the trustees out of general funds to cover the value of property fixed assets held, which includes freehold and leasehold properties, or to fund specific future purposes or projects. Currently the designated fund balance relates to property fixed assets, with a land value of £1.3 million, an investment property value of £0.9 million and depreciating property assets of £13.1 million. The remaining average depreciation time for these property assets is 25 years.

At 31 March 2021, restricted funds were £8.4 million (2020: £8.3 million). Restricted funds are funds received for undertaking an activity specified by the donor when making the gift, or may result from the terms of an appeal for funds. Of the restricted funds represented by tangible fixed assets, £4.7 million relates to freehold and leasehold property, with a land value of £0.8 million and depreciating assets of £3.8 million with a remaining average depreciation time of 35 years, and £0.1 million relates to computer hardware with a remaining average depreciation time of four years. A further £0.4 million relates to development software intangible fixed assets with a remaining average depreciation time of one year. The remaining balance of restricted funds at 31 March 2021 represents unspent restricted income of £3.3 million, including £1.3 million from the Association of British Insurers to support the helplines domestic abuse project, £0.3 million received for The Lighthouse and £0.4 million for Harmful Sexual Behaviour as well as £0.8 million with other regional restrictions and £0.5 million restricted to programmes, which will be used to fund future activities.

Investments and cash

The trustees have wide investment powers set out in the Royal Charter and bye-laws. The trustees have delegated their responsibilities for investments to the Finance Committee.

JP Morgan and Credit Suisse act as our investment managers, with each investment manager actively managing a mixed portfolio of Equities, Bonds and cash deposits with the aim to limit the level of market volatility, and apply a set of ethical screens using industry recognised screening tools provided by MSCI ESG (Environmental, Social and Governance) Research and ECPI Research.

At 31 March 2021, total cash and investments totalled £95.1 million (2020: £74.3 million). Fixed asset investments totalled £86.2 million (2020: £61.4 million) of which £25.9 million was held in equities (2020: £23.1 million), £32.4 million was held in fixed income bonds (2020: £32.3 million) and £27.0 million was held in bank deposits (2020: £5.1 million). A total of £71.1 million is held by Credit Suisse and JP Morgan (2020: £59.5 million), the Society also holds £14.2 million in fixed notice bank deposits (2020: £1.0 million) and £0.9 million in investment property (2020: £0.9 million).

The table below shows the performance of our investment managers at 31 March 2021:

Fund manager	Benchmarks used	Fund value 31 March 2021 £'000		Inception	Performance since Inception %	
JP Morgan	46.5% Bloomberg Barclays Sterling Corporate 1-10 Years 45% MSCI World Net Total Return USD Index 8.5% SONIA Interest Rate Benchmark	Equities Bonds Deposits	16,528 13,320 7,044	1st October 2018	Performance Benchmark	25.05 17.75
		Total	**36,892**		**Variance**	**7.30**
Credit Suisse	61% Citigroup GBP AAA/AA/A Bonds 31% MSCI World Idx TR Net Hdg into GBP 8% GBP 1 Month Deposit	Equities Bonds Deposits	9,409 19,080 5,742	2nd July 2018	Performance Benchmark	16.37 16.06
		Total	**34,231**		**Variance**	**0.31**

Investments generated investment gains of £10.7 million compared with losses of £2.4 million last year. Losses last year were due to the immediate economic impact of the global coronavirus pandemic, which subsequently recovered in early 2021.

Current investments and cash were £8.9 million (2020: £12.9 million), comprising operational cash held plus overnight money market investments. The charity choses to hold this amount in current investments and cash, which is broadly equivalent to one month's expenditure, in order to manage the uncertainty caused by the global coronavirus pandemic. The overall return on cash investments for the year ending 31 March 2021 was 0.2 per cent (2020: 0.8 per cent). We also earned rental income of £0.1 million (2020: £0.1 million) from our investment property.

Pensions

We provide a group personal pension, which is a defined contribution pension scheme available to all staff, operated by Aviva. We also operate a defined benefit scheme. The non-contributory section was closed to new members on 1 July 2002, and the contributory section was closed to new members on 1 July 2008. The full scheme was closed to future accrual on 31 December 2009; on closure, members of the scheme had the opportunity to join the defined contribution scheme.

The most recent triennial actuarial valuation showed a deficit of £25.2 million. Based on this valuation the society has agreed with the trustees that, in addition to the £2.0 million annual contribution and £3.5 million lump sum paid in the year to 31 March 2019, it will aim to eliminate the deficit over a period of five years and six months from 1 April 2019 by the payment of annual contributions of £2.0 million. In addition to the annual contributions a lump sum of £3.5 million will be paid by 31 March 2022 and a lump sum of £4.2 million will be paid by 30 September 2024 subject to the scheme remaining in deficit on the technical provisions set of assumptions. In addition, and in accordance with the actuarial valuation, the Society has agreed with the trustees that it will pay £0.5 million per annum to meet expenses of the scheme and levies to the Pensions Protection Fund. The society trustees consider that the pension deficit is recoverable from future cash flows.

The basis of calculating a pension surplus and deficit for funding purposes is different to the basis that needs to be adopted to determine an accounting valuation under FRS 102. The FRS 102 valuation as at 31 March 2021 showed assets of £176.8 million with liabilities of £208.8 million giving a deficit of £32.0 million (2020: a deficit of £13.6 million). This increase can be principally attributed to:

- a reduction in UK corporate bond yields and higher inflation expectations since the previous year end which, taken together, place a significantly higher value on the pension scheme liabilities; offset by:
- strong returns achieved by the Scheme's investments over the year; and
- the adoption of the latest mortality assumptions which result in slightly lower life expectancies (and lower liabilities as a result).

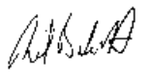
The Society and the pension scheme trustee have continued to work together to reduce the level of risk associated with the pension scheme. The key action during the last financial year has been to increase the level of interest rate and inflation hedging.

Going concern

We have outlined the charity's financial position and performance in the financial review above. 2020/21 was a challenging year, with the COVID-19 pandemic bringing significant and rapid change to our operating environment and income generation opportunities. As we head into the new year, these challenges have not been removed, and there remains a relatively high level of uncertainty around the degree to which the pandemic will continue to impact both our service delivery and our income.

In setting the 2021/22 budget, we have taken a bottom-up, conservative approach, underpinned by the broad assumption that social distancing restrictions and economic growth will lift slowly, and that many larger events may not be possible. We have then overlaid 'worst case' assumptions around what may happen if the pandemic situation, and associated economic conditions were to decline.

Having assessed projected future income, expenditure and cash flows over the period to 31 March 2023, including additional downside scenarios and analysed the strength of the charity's reserves, liquid assets and its ability to withstand a short-term material fall in income we have concluded that there is a reasonable expectation that the charity and its subsidiaries have adequate resources to continue their activities for the foreseeable future. Therefore, we have continued to adopt the going concern basis in preparing the financial statements.



Neil Berkett
Chair

15 July 2021

Independent auditor's report

to the trustees of the National Society for the Prevention of Cruelty to Children (NSPCC)

Report on the audit of the financial statements

Opinion

In our opinion the financial statements of statements of NSPCC (the 'charity') and its subsidiaries (the 'group'):

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 March 2021 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, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 and the Royal Charter.

We have audited the financial statements which comprise:

- the NSPCC Consolidated Statement of Financial Activities;
- the NSPCC and Consolidated Balance Sheets;
- Consolidated Cash Flow Statement; and
- the related notes one to 25.

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).

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 and of the parent charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Standard's (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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent charity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees 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 and the parent charity'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 group or the parent charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011, and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with those Acts and relevant regulations made or having effect thereunder.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We considered the nature of the group's industry and its control environment, and reviewed the group's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management, internal audit, human resources and legal about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory frameworks that the group operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included the Charities Act, Charities (Accounts and Reports) Regulations 2008, pensions legislation, and tax legislation; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the group's ability to operate or to avoid a material penalty. These included Charity Commission for England and Wales (Charity Commission) regulations, the Scottish Regulator (OSCR) regulations, Gambling Commission regulations, and Fundraising regulations.

We discussed among the audit engagement team including relevant internal specialists such as pensions regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud in the following area, and our specific procedures performed to address it are described below:

- Revenue recognition which is related to the cut-off of legacy income: we obtained an understanding of the key processes and relevant controls around the cut-off of legacy income; and performed detailed substantive tests on legacy income and the related accrual as at year-end, on a sample basis, to verify that they are recognised within the correct accounting period and have been appropriately included in the financial statements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management and in-house and external legal counsel concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations;
- reading minutes of meetings of those charged with governance, and reviewing internal audit reports.

Report on other legal and regulatory requirements

Matters on which we are required to report by exception

Under the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 we are required to report in respect of the following matters if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient and proper accounting records have not been kept by the parent charity; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in respect of these matters.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Deloitte LLP

Deloitte LLP
Statutory Auditor
London, United Kingdom
15 July 2021

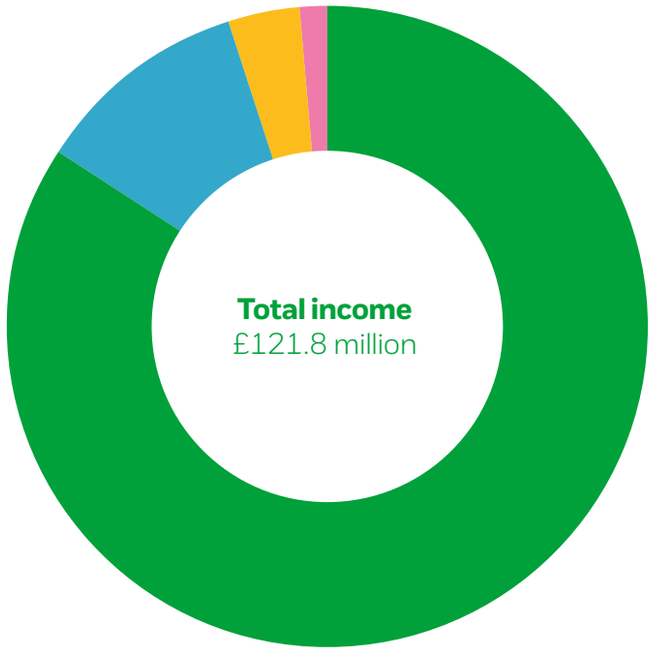
Deloitte LLP is eligible for appointment as auditor for the charity by virtue of its eligibility for appointment as audit of a company under section 1212 of the Companies Act 2006.

The support we received

Donations and legacies
£102.6 million (84.2%)

Voluntary donations made by our supporters on a regular or one-off basis, including grants which do not have performance-conditions attached.

(£93.5 million in 2020)



Income from carrying out our charitable work
£13.3 million (10.9%)

Income which we receive in the course of carrying out our charitable work. For example, income received from service level agreements with local authorities; government grants; and income received from provision of training and education in child protection to professional groups.

(£13.6 million in 2020)

Other trading activities
£4.5 million (3.7%)

Activities undertaken for the purpose of raising funds to support our charitable work. For example dinners and balls, auctions, challenge events, sale of Christmas cards and allowing commercial organisations to use our name and logo in their marketing activity.

(£9.0 million in 2020)

Investment income
£1.4 million (1.2%)

Income received from our bank accounts and investment holdings.

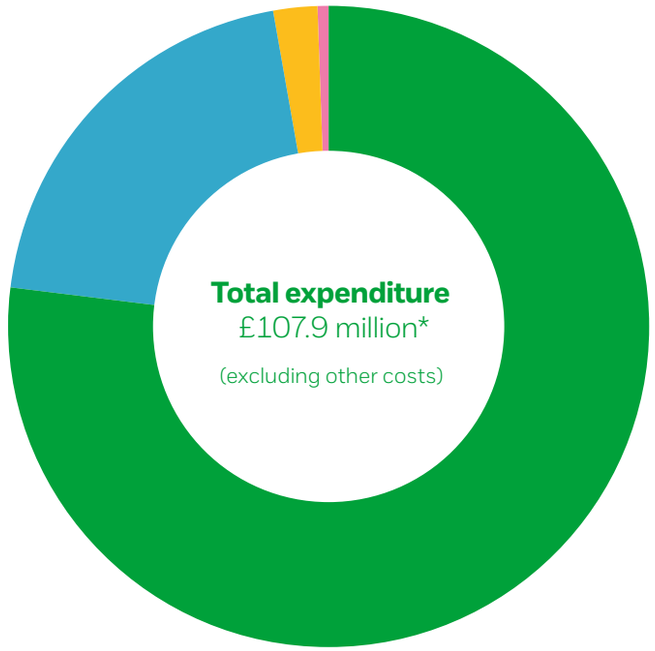
(£1.5 million in 2020)

How we helped protect children

Charitable expenditure
£83.3 million (77.2%)

The cost of undertaking direct charitable activities which are defined under the following headings: (£86.8 million in 2020)

- Services for children and families £36.5 million *(£39.1 million in 2020)*
- Childline and the Schools Service £21.2 million *(£21.6 million in 2020)*
- Child protection advice and awareness £21.3 million *(£21.1 million in 2020)*
- Child protection consultancy £4.3 million *(£5.0 million in 2020)*



Raising donations and legacies
£21.7 million (20.1%)

The cost of receiving voluntary donations, attracting new supporters and ongoing supporter care.

(£17.4 million in 2020)

Other trading activities
£2.6 million (2.4%)

The cost of fundraising events, attracting support for our weekly lottery and other trading activities to raise funds to support our work.

(£4.4 million in 2020)

Investment management costs
£0.3 million (0.3%)

The cost of managing our investments.

(£0.3 million in 2020)

Other*
£4.6 million

Costs outside business as usual activities, such as restructuring and impairments.

(£2.4 million in 2020)

**Total expenditure was £112.5 million (£111.3 million in 2020) including other expenditure of £4.6 million (£2.4 million in 2020). These costs have been excluded from the figures presented above as they are outside business as usual activities.*

NSPCC consolidated statement of financial activities
for the year ended 31 March 2021

	Notes	Unrestricted funds £'000	Restricted & endowment funds [i] £'000	Year ended 31 March 2021 £'000	Year ended 31 March 2020 £'000
Income from:					
Donations and legacies	3	83,984	18,597	102,581	93,518
Charitable activities	4	5,207	8,116	13,323	13,610
Other trading activities	3	4,083	407	4,490	8,959
Investments	3	1,421	6	1,427	1,515
Total income		**94,695**	**27,126**	**121,821**	**117,602**
Expenditure on:					
Raising donations and legacies	5	21,552	175	21,727	17,396
Other trading activities	5	2,588	10	2,598	4,377
Investment management costs	5	319	6	325	323
Raising funds		**24,459**	**191**	**24,650**	**22,096**
Net income available for charitable application		**70,236**	**26,935**	**97,171**	**95,506**
Expenditure on:					
Services for children and families		27,005	9,463	36,468	39,051
Childline and the Schools Service		12,136	9,036	21,172	21,560
Child protection advice and awareness		18,603	2,736	21,339	21,122
Child protection consultancy		3,625	681	4,306	5,048
Charitable activities	**5**	**61,369**	**21,916**	**83,285**	**86,781**
Other	5	3,465	1,103	4,568	2,437
Total expenditure		**89,293**	**23,210**	**112,503**	**111,314**
Net income before investment gains/(losses)		**5,402**	**3,916**	**9,318**	**6,288**
Net gains /(losses) on investments	13	10,508	193	10,701	(2,436)
Net income		**15,910**	**4,109**	**20,019**	**3,852**
Transfer between funds	22	**3,889**	**(3,889)**	**–**	**–**
Other recognised (losses)/gains :					
Actuarial (losses)/gains on defined benefit pension scheme	20	(20,239)	–	(20,239)	777
Net movement in funds		**(440)**	**220**	**(220)**	**4,629**
Reconciliation of funds:					
Total funds brought forward		70,562	9,692	80,254	75,625
Total funds carried forward		**70,122**	**9,912**	**80,034**	**80,254**

[i] The net gains on investments shown under restricted & endowment funds are attributable to permanent endowment investments and along with the allocation of investment management fees are the only movements on the permanent endowment fund. All other income and expenditure relates to restricted funds. Details of the permanent endowment fund are given within notes 22 and 23.

There were no other recognised gains and losses other than those listed above and the net income for the year. All income relates to continuing operations.

The Consolidated Statement of Financial Activities with fund comparatives is detailed within note 2.

NSPCC and consolidated balance sheets
as at 31 March 2021

		Group		Charity	
	Notes	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Fixed assets					
Tangible assets	11	20,107	23,906	20,107	23,906
Intangible assets	11	2,430	3,019	2,430	3,019
Investments	13	86,215	61,411	86,215	61,411
Total fixed assets		**108,752**	**88,336**	**108,752**	**88,336**
Current assets					
Debtors	14	10,809	9,699	10,910	9,691
Investments	15	8,450	12,000	8,450	12,000
Cash at bank and in hand	15	471	859	208	678
Total current assets		**19,730**	**22,558**	**19,568**	**22,369**
Creditors – amounts falling due within one year	16	(12,201)	(12,944)	(12,069)	(12,785)
Net current assets		**7,529**	**9,614**	**7,499**	**9,584**
Total assets less current liabilities		**116,281**	**97,950**	**116,251**	**97,920**
Creditors – amounts falling due after one year	17	–	(8)	–	(8)
Provisions for liabilities	18	(4,219)	(4,137)	(4,219)	(4,137)
Net assets excluding pension scheme liability		**112,062**	**93,805**	**112,032**	**93,775**
Defined benefit pension scheme liability	20	(32,028)	(13,551)	(32,028)	(13,551)
Total net assets		**80,034**	**80,254**	**80,004**	**80,224**
Total funds					
Endowment funds	22	1,532	1,345	1,532	1,345
Restricted income funds	22	8,380	8,347	8,380	8,347
Unrestricted funds:					
Designated funds	22	15,285	17,572	15,285	17,572
General funds	22	86,865	66,541	86,835	66,511
Unrestricted funds excluding pension liability		**102,150**	**84,113**	**102,120**	**84,083**
Pension reserve	22	(32,028)	(13,551)	(32,028)	(13,551)
Total unrestricted funds		**70,122**	**70,562**	**70,092**	**70,532**
Total funds		**80,034**	**80,254**	**80,004**	**80,224**

The accompanying notes form part of these accounts.

Approved by the Board of Trustees on 15 July 2021 and signed on its behalf by



Neil Berkett
Chair



John Worth
Treasurer

Consolidated cash flow statement
for the year ended 31 March 2021

	Notes	2021 £'000	2020 £'000
Cash flows provided from operating activities:			
Net cash provided by operating activities	a	10,159	9,550
Cash flows from investing activities:			
Dividends and interest from investments		1,427	1,515
Purchase of tangible and intangible fixed assets		(1,421)	(1,766)
Proceeds from sale of investments		46,105	65,833
Purchase of investments		(60,208)	(66,862)
Net cash used in investing activities		**(14,097)**	**(1,280)**
Change in cash and cash equivalents in the reporting period		(3,938)	8,270
Cash and cash equivalents at the beginning of the reporting period	b	12,859	4,589
Cash and cash equivalents at the end of the reporting period	**b**	**8,921**	**12,859**

Notes to the cash flow statement

	2021 £'000	2020 £'000
a. Reconciliation of net income to net cash flow from operating activities		
Net income	20,019	3,852
Adjustments for:		
Depreciation and amortisation charges	3,371	3,514
Impairments	2,438	–
(Gains)/losses on investments	(10,701)	2,436
Dividends and interest from investments	(1,427)	(1,515)
(Increase)/decrease in debtors	(1,110)	2,155
(Decrease)/increase in creditors	(751)	500
Increase in other provisions	82	57
Difference between pension contributions paid and charges made	(1,762)	(1,449)
Net cash provided by operating activities	**10,159**	**9,550**
b. Analysis of cash and cash equivalents		
Cash at bank and in hand	471	859
Current investments	8,450	12,000
Total cash and cash equivalents	**8,921**	**12,859**

Notes to the consolidated accounts
for the year ended 31 March 2021

1. Accounting policies

1.1 Basis of accounting
The NSPCC is a public benefit entity. The financial statements are prepared under the historical cost convention, in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2019)" 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 2019; and applicable UK law. The accounts are prepared under the historical cost convention as modified for the revaluation of investments.

After making enquiries, the trustees have a reasonable expectation that the charity and its subsidiaries have adequate resources to continue their activities for the foreseeable future. 2020/21 was a challenging year, with the COVID-19 pandemic bringing significant and rapid change to our operating environment and income generation opportunities. As we head into the new year, these challenges have not been removed, and there remains a relatively high level of uncertainty around the degree to which the pandemic will continue to impact both our service delivery and our income. In setting the 2021/22 budget, we have taken a bottom-up, conservative approach, underpinned by the broad assumption that social distancing restrictions and economic growth will lift slowly, and that many larger events may not be possible before the end of the year. We have then overlaid 'worst case' assumptions around what may happen if the pandemic situation, and associated economic conditions were to decline. Having assessed projected future income, expenditure and cash flows over the period to 31 March 2023, including additional downside scenarios and analysed the strength of the charity's reserves, liquid assets and its ability to withstand a short-term material fall in income we have concluded that there is a reasonable expectation that the charity and its subsidiaries have adequate resources to continue their activities for the foreseeable future. Therefore, we have continued to adopt the going concern basis in preparing the financial statements.

1.2 Consolidated accounts
The results of NSPCC Trading Company Limited (the "Trading Company") and Childline, which are wholly-owned subsidiaries, have been consolidated on a line-by-line basis in the Statement of Financial Activities (SOFA) and Balance Sheet. A summary of the results of the parent charity are given within note 10.

Where Childline is used to describe part of charitable income or expenditure by activity, this does not refer to the results of the statutory entity. Childline the entity exists to receive legacy income otherwise not receivable by the NSPCC. Childline the charitable activity provides support and advice to ensure that every child is listened to and protected.

NSPCC Pension Scheme Limited, a wholly owned subsidiary, has not been consolidated as it is a dormant entity with no assets or liabilities. The company acts solely as a corporate trustee of the NSPCC Pension Scheme and does not trade on its own behalf.

1.3 Principal accounting estimates and judgements
In the application of the Charity's accounting policies, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources.

The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from those estimates and the estimates, along with their underlying assumptions, are continually reviewed. The estimates and underlying assumptions are reviewed on an ongoing 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 both current and future periods.

The following critical judgements have been made in the process of applying the charity's accounting policies and that has the most significant effect on the amounts recognised in the financial statements:

- Legacy income recognition: Income from pecuniary and residuary legacies are recognised when there is entitlement and the income is measurable and probable as detailed within accounting policy 1.5.
- Expenditure allocations: Expenditure is apportioned

where it relates to more than one cost category as detailed within accounting policy 1.6.

The following are the key sources of estimation uncertainty:

- Actuarial assumptions: See detailed disclosure within note 20.
- Property impairments: See detailed disclosure within note 11.

1.4 Financial instruments and financial liabilities
Financial assets and financial liabilities are recognised when the Society becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, with the exception of fixed asset investments, as detailed within accounting policy 1.9.

Trade and other debtors are recognised at the settlement amount due after any discount offered and net of the bad debt provision. Prepayments are valued at the amount prepaid net of any trade discounts due. Creditors and provisions are recognised where the charity 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.

1.5 Income
All income is accounted for in the SOFA when the charity is legally entitled to the income, it is probable that the income will be received, and the amount can be quantified with reasonable accuracy.

For pecuniary legacies the recognition point is normally when notification of the grant of probate is received, and residuary legacies are normally recognised when draft estate accounts are available or other suitable information which allows the legacy to be measured with reasonable accuracy. Income is not recognised for legacies which remain subject to a life interest.

Income received from fundraising activities organised by volunteer groups operating under the charity's control is in many cases received net of related expenditure. An estimate of the expenditure has been calculated according to payments made out of the branch bank accounts and returns sent from the volunteer groups. Income and expenditure have been increased by this amount. The trustees have concluded that this is a reasonable estimate to use given the cost and administrative effort involved to account for the actual gross branch income.

Gifts in kind and donated services have been included at the lower of their value to the Society and their estimated open market value. No amount has been included for services donated by volunteers.

All grants and contractual payments are included on a receivable basis. Contract income is recognised as performance obligations are satisfied. Grant income with performance related conditions received in advance of delivering specified goods and services, or income with a time restriction placed on it by the donor, is deferred until the donor stipulated criteria are met. Income is also deferred if it is probable it could become refundable. Income from contracted services and performance related grants generated through the delivery of goods and services furthering the objects of the charity is included under income from charitable activities. This policy applies to both non-government and government grants, including coronavirus job retention scheme.

1.6 Expenditure
Expenditure is accounted for on an accruals basis and allocated to the appropriate heading in the accounts.

Charitable activities expenditure enables the Society to meet its charitable aims and objectives. Expenditure on raising funds includes expenditure incurred in raising donations and legacies, other trading activities and investment management costs. These costs are regarded as necessary to generate funds that are needed to finance charitable activities.

Expenditure is apportioned where it relates to more than one cost category, such as communication with the public around child protection advice and awareness with the parallel purpose of encouraging potential donors to contribute funds to the Society. The method of apportionment uses the most appropriate basis in each case. Marketing activities with the dual purpose of generating funds and informing the public about child protection are allocated based on content. An analysis of the split between directly attributable costs and allocated costs incurred for fundraising

activities and child protection advice and awareness is detailed within note 6.

Support costs are those costs which enable raising funds and charitable activities to be undertaken. These costs include finance, human resources, information systems, communications, property management, legal costs, and governance costs. All support costs are apportioned on the basis of full time equivalent staff numbers, except costs relating to information systems which are apportioned based on the number of computers and laptops in use.

Redundancy costs are recognised when there is a legal or constructive obligation. Employment related costs and redundancy costs are detailed within note 8.

Any irrecoverable VAT is included as part of the cost to which it relates. The amount suffered in the year is detailed within note 5.

1.7 Fund accounting
General funds - these are funds given freely to the organisation that can be applied at the discretion of the trustees in accordance with the Society's charitable objects.

Designated funds - these are funds set aside by the trustees out of general funds, to cover the value of property fixed assets and investment property held, or to fund specific future purposes or projects.

Restricted funds - these are funds received for undertaking an activity specified by the donor when making the gift, or may result from the terms of an appeal for funds.

Endowment funds - these are funds where the assets must be held permanently by the Society, principally in the form of investments. Endowment funds are not shown separately on the SOFA on the basis of materiality but are detailed within note 22. Income received from endowments is added to the appropriate fund in accordance with any restriction placed upon it. Any capital gains or losses arising on the investments form part of the fund.

Further explanation of the nature and purpose of each fund is detailed within note 22.

1.8 Tangible and intangible fixed assets
Tangible and intangible fixed assets are stated at cost. Depreciation and amortisation is calculated to write off the cost of fixed assets by equal annual instalments over their expected useful lives as follows:

Freehold property – 50 years

Leasehold property – the shorter of the lease term or 50 years

Furniture, fittings and equipment – 2 - 5 years

Intangible assets – 2 - 5 years

No depreciation is provided on freehold land.

Tangible and intangible fixed assets costing less than £2,000 are not capitalised, and are written off in the year of purchase.

Impairment reviews on fixed assets are conducted on an annual basis and if found to have a carrying value materially higher than its recoverable amount, it is written down accordingly. As part of the impairment review, an assessment is performed to record properties at the lower of net book value and recoverable amount. Fair value is estimated through property valuations which are conducted triennially by an independent valuer. The valuation, which conforms to International Valuation Standards, was arrived at by reference to market evidence of transaction prices for similar properties.

1.9 Investments
Other than investments in subsidiaries, which are stated at cost, and donated shares as in the paragraph below, investments are stated at fair value (market value) through the SOFA.

Investment properties are held by the Society to earn rentals or for capital appreciation, or both rather than for use by the entity. Investment properties are initially recognised at cost which includes purchase cost and any directly attributable expenditure. They are subsequently held at fair value with the fair value assessment being conducted triennially by an independent valuer. The valuation, which conforms to International Valuation Standards, was arrived at by reference to market evidence of transaction prices for similar properties.

No depreciation is provided on the investment properties and changes in fair value are recognised in the SOFA.

Rental income from operating leases is recognised as income from investments in the SOFA on a straight-line basis over the term of the lease.

Donated shares that come with a requirement that they be held for a fixed period or are infrequently traded are included in the balance sheet at the lower of market value if available and a value assessed by the trustees. This value is reviewed by the trustees at each balance sheet date.

Realised and unrealised gains and losses are combined in the appropriate section in the SOFA.

1. Accounting policies (continued)

1.10 Pension costs
The NSPCC defined benefit scheme is closed to new entrants and to further accrual. The assets of the scheme are held separately from those in the group, in a separate trustee administered fund. Pension Scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the balance sheet. Whilst the scheme includes a provision to allow the Society to claim a refund after the payment of all outstanding benefits, the scheme trustees retain full discretion over whether to grant such a refund and may instead apply any balance of assets to augment members' benefits. As such, the Society does not recognise an asset in respect of potential future refunds. Full actuarial valuations are obtained triennially.

The amounts charged in expenditure are gains and losses on settlements and curtailments. These are included as part of staff costs together with losses and gains due to benefit changes which are recognised immediately if the benefits have vested. The net amount of interest cost and the discount rate applied to the assets are included within other expenditure. Actuarial gains and losses are recognised immediately under other recognised gains and losses.

Costs incurred in relation to the defined contribution scheme are included in staff pension costs. Costs recognised are equivalent to the contributions in the year and are recognised on an accruals basis and any unsettled amounts are included in other creditors.

1.11 Operating leases
Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

1.12 Tax
The NSPCC as a registered charity is exempt from tax under Chapter 3 of Part 11 to the Corporation Tax Act 2010 or Section 256 of the Taxation for Chargeable Gains Act 1992, to the extent surpluses are applied to its charitable purposes. No corporation tax charge has arisen in the Charity's subsidiaries since all their profits are gifted to the NSPCC.

1.13 Cash flow
The Society meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemption in relation to presentation of a cash flow statement in respect of its separate financial statements, which are presented alongside the consolidated financial statements.

2. Consolidated statement of financial activities with fund comparatives

	Unrestricted funds £'000	Restricted & endowment funds £'000	Year ended 31 March 2021 £'000	Unrestricted funds £'000	Restricted & endowment funds £'000	Year ended 31 March 2020 £'000
Income from:						
Donations and legacies	83,984	18,597	102,581	81,721	11,797	93,518
Charitable activities	5,207	8,116	13,323	5,348	8,262	13,610
Other trading activities	4,083	407	4,490	6,486	2,473	8,959
Investments	1,421	6	1,427	1,501	14	1,515
Total income	**94,695**	**27,126**	**121,821**	**95,056**	**22,546**	**117,602**
Expenditure on:						
Raising donations and legacies	21,552	175	21,727	16,886	510	17,396
Other trading activities	2,588	10	2,598	4,372	5	4,377
Investment management costs	319	6	325	320	3	323
Raising funds	**24,459**	**191**	**24,650**	**21,578**	**518**	**22,096**
Net income available for charitable application	**70,236**	**26,935**	**97,171**	**73,478**	**22,028**	**95,506**
Expenditure on:						
Services for children and families	27,005	9,463	36,468	28,849	10,202	39,051
Childline and the Schools Service	12,136	9,036	21,172	11,403	10,157	21,560
Child protection advice & awareness	18,603	2,736	21,339	20,256	866	21,122
Child protection consultancy	3,625	681	4,306	4,293	755	5,048
Charitable activities	**61,369**	**21,916**	**83,285**	**64,801**	**21,980**	**86,781**
Other	3,465	1,103	4,568	2,437	–	2,437
Total expenditure	**89,293**	**23,210**	**112,503**	**88,816**	**22,498**	**111,314**
Net income before investment gains/(losses)	**5,402**	**3,916**	**9,318**	**6,240**	**48**	**6,288**
Net gains/(losses) on investments	10,508	193	10,701	(2,384)	(52)	(2,436)
Net income	**15,910**	**4,109**	**20,019**	**3,856**	**(4)**	**3,852**
Transfer between funds	**3,889**	**(3,889)**	**–**	**(60)**	**60**	**–**
Other recognised (losses)/gains:						
Actuarial (losses)/gains on defined benefit pension scheme	(20,239)	–	(20,239)	777	–	777
Net movement in funds	**(440)**	**220**	**(220)**	**4,573**	**56**	**4,629**
Reconciliation of funds:						
Total funds brought forward	70,562	9,692	80,254	65,989	9,636	75,625
Total funds carried forward	**70,122**	**9,912**	**80,034**	**70,562**	**9,692**	**80,254**

3. Analysis of income from raised funds

	2021 £'000	2020 £'000
Donations and legacies:		
Individual giving including regular donations	50,750	51,446
Legacies	22,390	22,586
Regional and community fundraising	8,878	9,391
Corporates, trusts and major donors	11,853	7,661
Coronavirus job retention scheme	3,889	–
Other coronavirus support	3,620	–
Schools fundraising	267	1,907
Other donations and gifts	934	527
Total	**102,581**	**93,518**
Other trading activities:		
Fundraising events	658	3,683
Sale of goods and other activities*	3,832	5,276
Total	**4,490**	**8,959**
Investments:		
Dividends - UK	286	341
Interest	996	1,043
Rents from investment property	145	131
Total	**1,427**	**1,515**

*Other activities include sponsorship, promotions, training, sundry sales, lotteries and rental income, none of which are individually material.

Donated goods and services amounted to £5,752,000 (2020 £592,000), of which £5,154,000 (2020 £83,000) has been recognised within Corporates, trusts and major donors, £425,000 (2020 £271,000) within Other donations and gifts, £173,000 (2020 £125,000) within Regional and community fundraising and £nil (2020 £113,000) within Individual giving including regular donations. Corporates, trusts and major donors includes donated media of £2,874,000 for the One Unforgettable Day campaign, and £1,594,000 for the Still Here for Children campaign.

Donations and legacies includes £259,000 (2020 £nil) income received for a capital purpose recognised within Other donations and gifts.

Income from donations and legacies includes £10,741,000 from non-performance related grants (2020 £3,433,000), of which £6,895,000 are government grants (2020 £624,000). This includes £7,509,000 received as additional coronavirus support, of which £6,127,000 are government grants: £3,889,000 from the HMRC for the coronavirus job retention scheme; £2,100,000 from the Department of Education to support the helpline and Childline; and £138,000 from the Scottish government, and £1,382,000 non-government grant from Association of British Insurers to support the helpline. There were no unfulfilled conditions or other contingencies relating to government grant income recognised in the year. None of the income received from government grants has been used to fund political campaigning.

Although required to disclose the aggregate donated by trustees the Society recognises that all of our trustees give their time on a voluntary basis and make valuable non-financial contributions. Total trustee donations of £105,000 (2020 £191,000) have been received in the year, of which £64,000 (2020 £54,000) was restricted. Included in fundraising events is £2,000 (2020 £14,000) income reflecting trustee support for other trading activities (such as the purchase of tickets).

3. Analysis of income from raised funds (continued)

Lottery income

During the year the NSPCC received the proceeds of lotteries held by People's Postcode Lottery (PPL). The NSPCC has no ability to alter the price of tickets, determine the prizes or reduce the management fee. As such, PPL is treated as acting as the principal, and therefore only the net proceeds due to the NSPCC are recognised within Sale of goods and other activities above. The NSPCC also runs its own lottery, with proceeds reported gross of prize monies and other expenditure. This income is also recognised within Sale of goods and other activities above. The net proceeds received from PPL are analysed as follows:

	2021 £'000	2020 £'000
Ticket value	4,164	7,583
Prize fund	(1,665)	(3,033)
Third party administration fee	(1,167)	(2,123)
Net lottery income received by the NSPCC	**1,332**	**2,427**

4. Analysis of income from charitable activities

Income raised by the following child protection activities:

	Statutory funding		Non-Statutory funding			
	Contracts and fees £'000	Performance related grants £'000	Contracts and fees £'000	Performance related grants £'000	Total 2021 £'000	Total 2020 £'000
Services for children and families	2,194	4,924	331	–	7,449	7,859
Childline and the Schools Service	–	1,964	1	10	1,975	1,977
Child protection advice and awareness	9	333	80	–	422	350
Child protection consultancy	103	649	2,725	–	3,477	3,424
Total	**2,306**	**7,870**	**3,137**	**10**	**13,323**	**13,610**

Statutory funding includes income received from government, government agencies and similar bodies whether local, national or international.

Income from charitable activities includes £7,880,000 from performance related grants (2020 £8,350,000), of which £7,870,000 are government grants (2020 £8,268,000). There were no unfulfilled conditions or other contingencies relating to government grant income recognised in the year. Other forms of government assistance include income from statutory contracts and fees of £2,306,000 (2020 £2,242,000). None of the income received from government grants has been used to fund political campaigning.

Statutory contracts and fees include donated services and facilities under service level agreements (SLAs) of £19,000 (2020 £19,000) in respect of premises and other facilities which have been recognised as gifts in kind.

5. Analysis of total expenditure

	Notes	Direct Costs £'000	Support Costs £'000	Total 2021 £'000	Total 2020 £'000
Expenditure on raising funds:					
Expenditure on raising donations and legacies:					
Individual giving including regular donations		4,820	142	4,962	5,210
Legacies		1,661	47	1,708	1,678
Regional and community fundraising		5,114	223	5,337	5,255
Corporates, trusts and major donors		8,543	169	8,712	3,740
Schools fundraising		867	54	921	1,358
Other donations and gifts		83	4	87	155
Total		**21,088**	**639**	**21,727**	**17,396**
Expenditure on other trading activities:					
Fundraising events		1,226	58	1,284	2,954
Sale of goods and other activities		1,284	30	1,314	1,423
Total		**2,510**	**88**	**2,598**	**4,377**
Investment management costs		325	–	325	323
Total expenditure on raising funds	**6**	**23,923**	**727**	**24,650**	**22,096**
Expenditure on charitable activities:					
Services for children and families		34,800	1,668	36,468	39,051
Childline and the Schools Service		20,073	1,099	21,172	21,560
Child protection advice and awareness	6	20,407	932	21,339	21,122
Child protection consultancy		4,117	189	4,306	5,048
Total expenditure on charitable activities		**79,397**	**3,888**	**83,285**	**86,781**
Other expenditure:					
Dilapidations		760	–	760	473
Restructuring		621	–	621	804
Impairments		2,438	–	2,438	–
Defined benefit pension costs (see note 20)		749	–	749	1,160
Total other expenditure		**4,568**	**–**	**4,568**	**2,437**
Total expenditure		**107,888**	**4,615**	**112,503**	**111,314**

Included in total expenditure is irrecoverable Value Added Tax of £3,514,000 (2020 £3,827,000).

Included in total expenditure are grant payments of £2,845,000 (2020 £2,405,000) which are grants to Blackpool council for delivery of services for the Big Lottery funded 'Better Start' programme.

The Society undertakes annual property impairment reviews, comparing the properties' net book value to value in use. Properties identified with a net book value in excess of value in use are written down to the higher of market value or value in use. An independent valuation was carried out as at 31 March 2021 and as a result impairments were put through against six of our properties.

During the year the Society completed a full review of the potential liability to dilapidations at the end of the leases on occupied buildings. The provision is calculated based on average historic landlord claims received. The movement on the provision reflects both changes in the average landlord claims and changes in properties occupied by the Society.

The restructuring costs relate to the cost of redundancies and onerous contracts.

5. Analysis of total expenditure (continued)

The activities underlying the costs above under each heading are:

Services for children and families - work with children, young people, families and communities throughout Great Britain, Northern Ireland and the Channel Islands to provide preventive, therapeutic and assessment services across the United Kingdom. The services work in partnership with local authorities and Local Safeguarding Children Boards, health services and other statutory and voluntary agencies; and children and young people's participation activities.

Childline and the Schools Service - work to provide accessible support and advice to ensure that every child is listened to and protected. Childline includes a free 24-hour helpline (telephone, online and automated text services) for children and young people to access advice and support from trained counsellors; and work with primary schools to educate children about how to protect themselves.

Child protection advice and awareness - work in partnership with adults across the UK, empowering them to take action on behalf of children. This includes the NSPCC helpline (telephone and online services) providing advice and support to adults; the Child Trafficking Advice Centre (CTAC); the provision of comprehensive and expert information services; public campaigning and government lobbying; and activities to raise awareness and influence behaviour within adult audiences.

Child protection consultancy - work with organisations, networks and professionals that come into contact with children, challenging them to ensure that children are protected from harm. This includes the provision of training and consultancy services; use of the NSPCC's authorised person status; work in partnership with other bodies; and representation on boards and committees where the NSPCC can influence change.

Expenditure on raising donations and legacies - promoting the awareness of the NSPCC and its work to create the income flow needed to support our activities.

Expenditure on other trading activities - investing in products and organising events to create the income flow needed to support our activities.

Total expenditure is stated after charging:	2021 £'000	2020 £'000
Operating lease rentals:		
Land and buildings	1,344	1,563
Other	78	498
Fees payable to the Charity's auditor for:		
Statutory audit of the Charity and Group accounts	112	104
Statutory audit of the Charity's subsidiaries' accounts	8	7
Total audit fees	**120**	**111**
Other assurance services	12	12
Total non-audit fees	**12**	**12**
Charges on owned assets:		
Depreciation and amortisation	3,371	3,514
Impairment	2,438	–
Trustees' expenses:		
Trustees' travel, subsistence and other expenses	–	13

Our trustees are based all over the United Kingdom and give their time on a voluntary basis; the trustees are not entitled to and did not receive any remuneration or other benefits during the year (2020 £nil).

Total trustee expenses under £500 (2020 £13,000) were incurred in the year, in respect of two trustees (2020 ten). In addition the Society paid indemnity insurance in respect of the trustees of £8,000 (2020 £8,000).

The trustee expenses disclosed above were incurred solely in furtherance of their duties. Trustee expenses include travel, subsistence and other incidental expenses reclaimed or paid directly by the charity.

6. Child protection advice and awareness

As part of its mission to end cruelty to children, and in accordance with its Royal Charter, the NSPCC undertakes a broad range of publicity and educational work aimed at influencing adults. It aims to work in partnership with adults across the UK, empowering them to take action on behalf of children. Expenditure of this nature:

- makes the public aware of the incidence and effects of child abuse and everyone's shared responsibility to act to stop it;
- provides comprehensive and expert advice and information on child protection to professionals and other relevant parties;
- provides advice, guidance and support to adults who are concerned about the welfare of a child or young person, enabling them to take appropriate action; and
- informs the public and fellow professionals about the NSPCC's own action to protect children and young people through its services for them and their families.

Communication with the public through child protection advice and awareness has a parallel purpose of encouraging potential donors to contribute funds to achieve the mission of the NSPCC.

	2021		2020	
	Raising funds £'000	Child protection advice and awareness £'000	Raising funds £'000	Child protection advice and awareness £'000
Charged directly	12,917	9,679	9,124	8,297
Allocated costs	11,006	10,728	12,251	11,980
Direct costs allocated	**23,923**	**20,407**	**21,375**	**20,277**
Support costs allocated	727	932	721	845
Total	**24,650**	**21,339**	**22,096**	**21,122**

Expenditure incurred each year is, where possible, charged directly to raising awareness or raising funds. Where there is more than one purpose, costs are shared between the activities in proportion to the work undertaken. For example, marketing materials are evaluated by content.

7. Allocation of support costs

Type of cost	Raising funds £'000	Charitable activities £'000	Total 2021 £'000	Total 2020 £'000
Central management and administration	512	2,768	3,280	3,088
Premises, infrastructure and communications	146	751	897	1,137
Governance	69	369	438	436
Total support costs allocated	**727**	**3,888**	**4,615**	**4,661**

Central management and administration costs includes the relevant proportion of human resources, legal services and risk management, and central finance including procurement and transaction processing.

Premises, infrastructure and communications are costs which enable the buildings and NSPCC facilities to operate effectively, this includes provision of information system services and internal and external communications.

Governance cost are costs associated with the governance arrangements of the NSPCC, including internal and external audit costs, legal advice for trustees and costs associated with constitutional and statutory requirements.

Support costs are allocated on the basis of relevant full time equivalent staff numbers. Information Systems support costs are allocated on the basis of personal and laptop computers in use.

8. Employees

Total staff costs recognised in the year	2021 £'000	2020 £'000
Wages and salaries	54,934	54,222
Social security costs	5,644	5,580
Pension costs	6,950	7,329
Other forms of employee benefits	581	646
Total	**68,109**	**67,777**

Redundancy costs of £964,000 have been paid (2020 £1,003,000). The amount expensed in the accounts is £865,000 (2020 £912,000), of which £130,000 is provided for (2020 £229,000).

Included within pension costs of £6,950,000 (2020 £7,329,000) are costs relating to the defined contribution scheme of £6,201,000 (2020 £6,268,000) and costs relating to the defined benefit scheme of £749,000 (2020 £1,061,000). Pension costs in relation to the defined benefit pension scheme are detailed within note 20.

Other forms of employee benefits include life assurance, risk benefits and car allowances, where applicable.

The average number of employees on the payroll for the year was 1,896 (2020 1,918). The average number of employees, calculated on a full time equivalent basis for the year was 1,647 (2020 1,647). The NSPCC operates a family-friendly policy including part-time work and job-sharing. The above numbers include staff responsible for the management and support of the volunteers.

The average number of employees, calculated on a full-time equivalent basis, analysed by function was:

	2021 Number	2020 Number
Activities to end cruelty to children	1,318	1,320
Raising funds	205	204
Support and governance	124	123
Total	**1,647**	**1,647**

The number of employees whose total employee benefits (excluding employer pension and national insurance costs) for the reporting period amounted to over £60,000 was as follows:	2021 Number	2020 Number
£170,001 - £180,000	1	1
£140,001 - £150,000	1	–
£130,001 - £140,000	1	3
£110,001 - £120,000	1	1
£100,001 - £110,000	1	2
£90,001 - £100,000	3	2
£80,001 - £90,000	5	5
£70,001 - £80,000	22	17
£60,001 - £70,000	16	19
Total	**51**	**50**

The table above does not include termination benefits paid in the year. If these were included, two additional employees would be included in banding £60,001-£70,000 (2020 one), two in banding £70,001-£80,000 (2020 two), three in banding £80,001-£90,000 (2020 one) and one in banding £140,001-£150,000 (2020 none). In 2020 two in banding £100,001-£110,000 and one in banding £120,001-£130,000. In addition, in 2021 one employee would move from banding £60,001-£70,000 to banding £80,001-£90,000, three from banding £70,001-£80,000 to bandings £100,001-£110,000, £110,001-£120,000 and £150,001-£160,000, and two from banding £80,001-£90,000 to bandings £100,001-£110,000 and £120,001-£130,000.

In addition, in 2020 for one employee the frequency of attendance at a second office meant that this was deemed as a second permanent workplace and therefore the related travel expenses became classified as a taxable benefit. If these were included, this employee would move from below £60,000 and be included in the banding £60,001-£70,000.

Key management personnel (Executive Board) - Group and Charity	2021 £'000	2020 £'000
Total employee benefits* received by the Executive board for their services during the year	1,247	1,226

*Employee benefits are all forms of consideration paid by a charity in exchange for the service rendered by employees and include all remuneration, salary, employer's pension and national insurance contributions and any termination payments made.

9. Contribution from volunteers

We are very grateful to our large and hugely supportive volunteer base. Some work tirelessly to raise funds for our work, whilst others work directly with children, young people and families through our services such as being a trained volunteer counsellor for our Childline service or delivering our schools service.

- Our Childline service delivers 24/7 support to children throughout the year. Our Childline counselling service delivered almost 205,000 counselling sessions (2020 almost 240,000 sessions) with the help of over 850 volunteer counsellors (2020 over 1,400 volunteer counsellors) providing just over 133,000 hours (2020 over 153,000 hours).
- Our *Speak out. Stay safe.* service delivers assemblies and workshops in primary schools to equip pupils with the knowledge and resilience to protect themselves from abuse, and the confidence to seek help. This year, the global coronavirus pandemic impacted our ability to deliver assemblies, however we were able to deliver virtual assemblies to over 1,600 schools (2020 visited over 7,000 schools) reaching over 370,000 children across the UK (2020 reaching over 1,600,000 children).
- Supporting our fundraising team, there are a number of Special Events Committees, Volunteer and Business Boards, each focussing on NSPCC activities they feel particularly passionate about, and where their skills and expertise can be best utilised. Our Board and Committee members use their expertise and contacts from their own fields of business, employing a range of fundraising techniques, from corporate introductions to charity event creation, securing major gifts and legacies, and raising awareness. In the year, the Boards and Committees supported our fundraising team in generating income of £4,825,000 (2020 £3,110,000).
- We have 152 branches and over 500 districts (2020 155 branches and over 530 districts) raising funds around the UK, with around 4,700 members (2020 around 4,600 members) who raised over £1,300,000 (2020 over £2,100,000) in the year through organising local community fundraising events.
- In addition there are approximately 64 volunteers (2020 approximately 83 volunteers) working in our service centres across the country in a range of roles, primarily providing support through our young witness service in Northern Ireland.

Given the absence of a reliable measurement basis, donated services from our volunteers are not included within the financial statements. This is in line with the requirements of Charities SORP (FRS 102).

10. Subsidiary companies and their activities

The Charity has three wholly-owned subsidiaries. Information and financial data on Childline and NSPCC Trading Company Limited are detailed below. The NSPCC Pension Scheme Limited acts solely as a corporate trustee of the NSPCC Pension Scheme, does not trade on its own behalf and has no assets or liabilities.

NSPCC Trading Company Limited
NSPCC Trading Company Limited (NSPCC Trading) is incorporated in the UK (Company registration number 00890446). The main activities consist of mail order catalogue sales, corporate sponsorships and fundraising events. There is a small amount of sales of donated goods from one NSPCC charity shop.

A summary of the trading company results are below. The information is taken from the audited accounts for the company and therefore includes transactions undertaken with the NSPCC.

Profit and loss account	NSPCC Trading 2021 £'000	NSPCC Trading 2020 £'000
Revenue	898	1,730
Cost of sales	(103)	(128)
Gross profit	**795**	**1,602**
Net operating costs	(217)	(164)
Operating profit	**578**	**1,438**
Amount gift aided to NSPCC	(578)	(1,438)
Retained profit for the year	**–**	**–**
Assets, liabilities and funds:		
Assets	992	1,307
Liabilities	(962)	(1,277)
Total funds including 100 ordinary shares of £1 each	**30**	**30**

Profits from NSPCC Trading are gift aided to the NSPCC at the value of the taxable profits.

Childline
Childline is a charitable company limited by guarantee, registered in England and Wales and incorporated in the UK (company registration number 2622689, charity registration number 1003758).

Childline the entity exists to receive legacy income otherwise not receivable by the NSPCC. These funds are paid by way of a grant to the NSPCC.

A summary of Childline results are below. The information is taken from the audited accounts for the charity and therefore includes transactions undertaken with the NSPCC.

	Childline 2021 £'000	Childline 2020 £'000
Total income	926	271
Total expenditure	(926)	(271)
Net expenditure	**–**	**–**
Reconciliation of funds:		
Total funds brought forward	–	–
Funds balance carried forward	**–**	**–**
Assets, liabilities and funds:		
Assets	16	27
Liabilities	(16)	(27)
Total funds	**–**	**–**

10. Subsidiary companies and their activities (continued)

NSPCC results (excluding subsidiaries)
A summary of the results of the parent charity are below.

	NSPCC excluding subsidiaries 2021 £'000	NSPCC excluding subsidiaries 2020 £'000
Total income	120,744	115,947
Total expenditure	(111,426)	(109,659)
Net gains/(losses) on investments	10,701	(2,436)
Net income	**20,019**	**3,852**
Actuarial (losses)/gains on defined benefit pension scheme	(20,239)	777
Net movement in funds	**(220)**	**4,629**
Reconciliation of funds:		
Total funds brought forward	80,224	75,595
Funds balance carried forward	**80,004**	**80,224**

Total income for the NSPCC excluding subsidiaries, includes the gift aid donation from the NSPCC Trading Company Limited of £578,000 (2020 £1,438,000) and the grant from Childline of £926,000 (2020 £271,000).

11. Tangible and intangible fixed assets

Group and Charity	Freehold property £'000	Leasehold property £'000	Furniture, fittings, and equipment £'000	Total Tangible assets £'000	Total Intangible assets £'000	Total Fixed assets £'000
Cost						
1 April 2020	27,977	14,291	7,677	49,945	9,370	59,315
Additions	2	–	355	357	1,064	1,421
Disposals	(61)	(739)	(218)	(1,018)	(512)	(1,530)
31 March 2021	**27,918**	**13,552**	**7,814**	**49,284**	**9,922**	**59,206**
Depreciation and amortisation						
1 April 2020	10,360	9,413	6,266	26,039	6,351	32,390
Depreciation and amortisation	464	627	627	1,718	1,653	3,371
Impairment	640	1,798	–	2,438	–	2,438
Disposals	(61)	(739)	(218)	(1,018)	(512)	(1,530)
31 March 2021	**11,403**	**11,099**	**6,675**	**29,177**	**7,492**	**36,669**
Net book value						
31 March 2021	**16,515**	**2,453**	**1,139**	**20,107**	**2,430**	**22,537**
31 March 2020	17,617	4,878	1,411	23,906	3,019	26,925

Intangible assets represent the cost of software development and other computer software.

The Society undertakes annual property impairment reviews, comparing the properties' net book value to value in use. Properties identified with a net book value in excess of value in use are written down to the higher of market value or value in use.

An independent valuation was carried out as at 31 March 2021 and as a result impairments were put through against six of our properties.

Depreciation and amortisation is recognised as an expense in the SOFA. The expense is charged or apportioned to the relevant SOFA headings reflecting the assets use.

12. Capital commitments

There were capital commitments of £346,000 at 31 March 2021 (2020 £350,000).

13. Investments

Group and Charity	Equities £'000	Bonds £'000	Bank deposits £'000	Investment properties £'000	Total 2021 £'000	Total 2020 £'000
Market value at 1 April	23,101	32,309	5,101	900	61,411	62,818
Purchases at cost	8,201	11,229	40,778	–	60,208	66,862
Disposals at carrying value	(14,318)	(12,055)	(19,732)	–	(46,105)	(65,833)
Realised gain on investment	3,042	306	462	–	3,810	841
Unrealised gain/(loss) on investment	5,911	611	369	–	6,891	(3,277)
Value at 31 March	**25,937**	**32,400**	**26,978**	**900**	**86,215**	**61,411**
Historical cost as at 31 March	20,469	32,282	26,976	837	80,564	63,179

Within the financial year pooled funds have been reinvested into direct holdings held by Credit Suisse and JP Morgan. Bank deposits also include £14,192,000 of deposits held directly (2020 £1,032,000). Investments are accounted for as detailed within accounting policy 1.9.

With reference to FRS 102 properties that are held to generate rental income are included within investments properties. The space is leased to an NHS trust, however as their activities are not in line with NSPCC charitable objectives, this element of the property is classified as an investment property. An independent valuation was carried out as at 31 March 2021, with no change to the valuation. The current lease is coming to an end, however a new lease is due to be agreed on comparable terms.

Future minimum lease payments for rent receivable under non-cancellable operating leases on investment properties are:

Group and Charity	Total 2021 £'000	Total 2020 £'000
Less than 1 year	27	81
Total	**27**	**81**

14. Debtors

	Group		Charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Trade debtors	749	887	625	517
Amounts owed by group undertakings	–	–	829	1,118
Prepayments	2,543	2,687	2,005	2,061
Accrued income	4,388	3,050	4,388	2,991
Other debtors	3,129	3,075	3,063	3,004
Total	**10,809**	**9,699**	**10,910**	**9,691**

Amounts owed to by group undertakings are non-interest bearing and repayable on demand.

15. Current investments and cash at bank and in hand

	Group		Charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Current investments	8,450	12,000	8,450	12,000
Cash at bank and in hand	471	859	208	678
Total	**8,921**	**12,859**	**8,658**	**12,678**

Current investments represents monies invested through the NSPCC's bankers in short-term money market instruments, and available for return on demand.

16. Creditors: amounts falling due within one year

	Group		Charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Trade creditors	1,140	1,588	1,133	1,574
Accruals	6,231	7,104	6,173	7,056
Deferred income (see note 19)	1,433	1,170	1,366	1,073
Taxation and social security	1,412	1,433	1,412	1,433
Grants payable	1,159	1,073	1,159	1,073
Other creditors	826	576	826	576
Total	**12,201**	**12,944**	**12,069**	**12,785**

17. Creditors: amounts falling due after one year

	Group		Charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Grants payable due after one year and less than five years	–	8	–	8
Total	**–**	**8**	**–**	**8**

18. Provisions for liabilities

Group and Charity	Dilapidations on leasehold properties £'000	Restructuring £'000	Other £'000	Total £'000
Carrying amount at 1 April 2020	3,385	703	49	4,137
Additions and remeasurement	766	67	–	833
Amounts utilised against the provision	(118)	(394)	–	(512)
Unused amounts reversed	(49)	(190)	–	(239)
Carrying amount at 31 March 2021	**3,984**	**186**	**49**	**4,219**
Commitments are likely to be met:				
Within one year	2,712	186	49	2,947
After one year and less than five years	1,272	–	–	1,272
Total	**3,984**	**186**	**49**	**4,219**

The provision for dilapidations on leasehold properties relates to the estimated future cost of landlord claims at the end of the lease. The provision is calculated based on average historic landlord claims received. During the year the Society completed a full review of the potential liability. The movement on the provision reflects both changes in the average landlord claims and changes in properties occupied by the Society.

The provision for restructuring relates to the cost of redundancies and onerous contracts.

No discounting has been applied to any of the provisions as the effect of this would be immaterial.

19. Deferred income

	1 April 2020 £'000	Deferred £'000	Released £'000	31 March 2021 £'000
Statutory sources	159	291	(159)	291
Other non-statutory sources	242	334	(242)	334
Income from fundraising activities	672	741	(672)	741
Total for the Charity	**1,073**	**1,366**	**(1,073)**	**1,366**
Income from fundraising activities	97	67	(97)	67
Total for the Group	**1,170**	**1,433**	**(1,170)**	**1,433**

The main reasons for deferrals are as follows:

	Group		Charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Performance related grant conditions not met	138	94	138	94
Potentially refundable income received for future events	807	770	740	673
Other deferrals	488	306	488	306
Total	**1,433**	**1,170**	**1,366**	**1,073**

20. NSPCC Pension Schemes

The NSPCC operates both a defined contribution and a defined benefit Pension Scheme which require contributions to be made to separately administered funds for the benefit of the employees. Further details of these schemes are provided below.

NSPCC defined contribution Pension Scheme

The pension costs for the year in relation to the defined contribution Pension Scheme were £6,201,000 (2020 £6,268,000). As at 31 March 2021, £634,000 was outstanding and included in creditors (2020 £517,000). Expenditure is allocated to the appropriate heading in the accounts on the basis of full time equivalent staff numbers.

NSPCC defined benefit Pension Scheme

The Society operates a defined benefit scheme in the UK. This is a separate trustee administered fund holding the Pension Scheme assets to meet long term pension liabilities. A full actuarial valuation was carried out at 31 March 2018 and this has been updated to 31 March 2021 by a qualified actuary, independent of the scheme's sponsoring employer. The present value of the defined benefit obligation, the related current service cost and past service cost were measured using the projected unit credit method. The major assumptions used by the actuary are shown below.

This most recent triennial actuarial valuation showed a deficit of £25,200,000. Based on this valuation the Society has agreed with the trustees that, in addition to the £2,000,000 annual contribution and £3,500,000 lump sum paid in the year to 31 March 2019, it will aim to eliminate the deficit over a period of five years and six months from 1 April 2019 by the payment of annual contributions of £2,036,000. In addition to the annual contributions a lump sum of £3,500,000 will be paid by 31 March 2022 and a lump sum of £4,225,000 will be paid by 30 September 2024 subject to the scheme remaining in deficit on the technical provisions set of assumptions. In addition and in accordance with the actuarial valuation, the Society has agreed with the trustees that it will pay £475,000 per annum to meet expenses of the scheme and levies to the Pensions Protection Fund.

20. NSPCC Pension Schemes (continued)

Present values of defined benefit obligation, fair value of assets and defined benefit asset:

Group and Charity	31 March 2021 £'000	31 March 2020 £'000
Fair value of plan assets	176,804	164,101
Present value of defined benefit obligation	(208,832)	(177,652)
Defined benefit liability to be recognised	**(32,028)**	**(13,551)**

Reconciliation of opening and closing balances of the defined benefit obligation:

	31 March 2021 £'000	31 March 2020 £'000
Defined benefit obligation at start of period	177,652	189,137
Expenses	436	689
Interest expense	4,357	4,640
Actuarial losses/(gains)	33,584	(9,004)
Benefits paid and expenses	(7,197)	(7,810)
Defined benefit obligation at end of period	**208,832**	**177,652**

Expenses include £117,000 Pension Protection Fund levy (2020 £98,000) and £14,000 pension regulator fee (2020 £14,000).

Reconciliation of opening and closing balances of the fair value of plan assets:

	31 March 2021 £'000	31 March 2020 £'000
Fair value of plan assets at start of period	164,101	173,359
Interest income	4,044	4,268
Actuarial gains/(losses)	13,345	(8,227)
Contributions by the Society	2,511	2,511
Benefits paid and expenses	(7,197)	(7,810)
Fair value of plan assets at end of period	**176,804**	**164,101**

The actual return on the plan assets over the period ended 31 March 2021 was £17,389,000 (2020 loss of (£3,959,000)).

Defined benefit costs recognised in the Statement of Financial Activities:

	31 March 2021 £'000	31 March 2020 £'000
Expenses	436	689
Net interest cost	313	372
Defined benefit costs recognised in expenditure	**749**	**1,061**
Actuarial gains/(losses) on assets	13,345	(8,227)
Actuarial (losses)/gains on liabilities	(33,584)	9,004
Actuarial (losses)/gains on defined benefit pension scheme	**(20,239)**	**777**

20. NSPCC Pension Schemes (continued)

Assets:

	2021 £'000	2020 £'000
UK equities	12,337	8,650
Overseas equities	12,214	9,566
Diversified growth fund	52,610	44,677
Property	10,053	9,393
Cash	9,730	1,889
Insured annuities	50,054	47,856
Liability driven investments	29,806	42,070
Total assets	**176,804**	**164,101**

None of the fair values of the assets shown above include any direct investments in the Society's own financial instruments or any property occupied by, or other assets used by, the Society.

Assumptions:

	2021 £'000	2020 £'000
Discount rate	1.95% pa	2.50% pa
Inflation (RPI Pre 2030)	3.30% pa	2.60% pa
Inflation (RPI Post 2030)	3.30% pa	2.60% pa
Inflation (CPI Pre 2030)	2.30% pa	2.00% pa
Inflation (CPI Post 2030)	3.20% pa	2.00% pa
Allowance for revaluation of deferred pensions of CPI or 5% pa if less (Pre 2030)	2.30% pa	2.00% pa
Allowance for revaluation of deferred pensions of CPI or 5% pa if less (Post 2030)	3.20% pa	2.00% pa
Allowance for revaluation of deferred pensions of CPI or 2.5% pa if less (Pre 2030)	2.30% pa	2.00% pa
Allowance for revaluation of deferred pensions of CPI or 2.5% pa if less (Post 2030)	2.50% pa	2.00% pa
Allowance for pension in payment increases of RPI or 5% pa if less (pre and post 2030)	3.30% pa	2.60% pa

The mortality assumptions adopted at 31 March 2021 imply the following life expectancies:

	Life expectancy at age 65 (Years)
Male retiring in 2021	21.3
Female retiring in 2021	23.2
Male retiring in 2041	22.3
Female retiring in 2041	24.4

21. Operating lease commitments

Total of future minimum lease payments for the Group and Charity under non-cancellable operating leases for each of the following periods:

Group and Charity	Land and buildings 2021 £'000	Other 2021 £'000	Land and buildings 2020 £'000	Other 2020 £'000
Not later than one year	838	17	1,185	23
Later than one year and not later than five years	513	27	952	42
Total	**1,351**	**44**	**2,137**	**65**

22. Endowment, restricted and designated funds

Permanent endowment funds Charity	Balance 1 April 2019 £'000	Income £'000	Expenditure £'000	Gains / (losses) £'000	Transfers £'000	Balance 31 March 2020 £'000	Income £'000	Expenditure £'000	Gains / (losses) £'000	Transfers £'000	Balance 31 March 2021 £'000
Permanent endowment fund	1,371	–	(3)	(52)	–	1,316	–	(6)	193	–	1,503
N Knatchbull endowment fund	10	–	–	–	–	10	–	–	–	–	10
M Glaister fund	10	–	–	–	–	10	–	–	–	–	10
A Sykes fund	9	–	–	–	–	9	–	–	–	–	9
Total permanent endowment funds	**1,400**	**–**	**(3)**	**(52)**	**–**	**1,345**	**–**	**(6)**	**193**	**–**	**1,532**
Restricted funds											
Charity											
Childline restricted funds received by NSPCC including funding received from the Child's Voice Appeal for the helpline development project	328	8,926	(8,839)	–	–	415	6,707	(6,853)	–	–	269
Activities to end cruelty to children funded by other restricted donations	1,055	5,891	(5,536)	–	60	1,470	10,358	(5,154)	–	(3,889)	2,785
Capital Projects, including Acquisition of Buildings	6,239	–	(234)	–	–	6,005	259	(1,335)	–	–	4,929
Details are given below in respect of restricted funds where separate disclosure is required by the funder:											
Childline and NSPCC helpline funded by the Department for Education	–	2,000	(2,000)	–	–	–	2,000	(2,000)	–	–	–
NSPCC helpline coronavirus support funding from the Department for Education	–	–	–	–	–	–	1,790	(1,790)	–	–	–
Childline coronavirus support funding from the Department for Education	–	–	–	–	–	–	310	(310)	–	–	–
Capital Project, Helpline Information System Transformation funded by the Department for Education	522	–	(143)	–	–	379	–	(142)	–	–	237
Childline Foyle helpline in Londonderry funded by the Department of Education Northern Ireland	–	266	(266)	–	–	–	266	(266)	–	–	–
Childline counselling staff salaries in Northern Ireland funded by the Department of Health, Social Services & Public Safety (DSSHPS) of Northern Ireland	–	47	(47)	–	–	–	58	(58)	–	–	–
'A Better Start' project in Blackpool funded by the Big Lottery Fund	–	4,574	(4,574)	–	–	–	4,571	(4,571)	–	–	–
Childline's anti-bullying work in Scotland funded by the Scottish Government	–	83	(83)	–	–	–	83	(83)	–	–	–
Funding for a volunteer co-ordinator in Scotland from the Scottish Government	–	32	(32)	–	–	–	32	(32)	–	–	–
Childline in Wales funded by the Welsh Government 'Children and Families Organisation' (CFOG)	–	90	(90)	–	–	–	90	(90)	–	–	–
Funding for the salary costs of two 'Protect and Respect' case workers from The City of London Corporation's charity, City Bridge Trust	5	90	(95)	–	–	–	–	–	–	–	–
Northern Ireland Young Witness Support Service funded by the Department of Justice Northern Ireland	23	438	(438)	–	–	23	414	(416)	–	–	21
Funding for the virtual delivery of In Ctrl in Wales from Wales Council for Voluntary Action	–	–	–	–	–	–	56	(48)	–	–	8
Community Potential in Plymouth funded by the National Lottery Community Fund	–	–	–	–	–	–	132	(1)	–	–	131
Support for victims and survivors of child sexual abuse funded by the Home Office	64	109	(118)	–	–	55	–	(55)	–	–	–
Total restricted funds	**8,236**	**22,546**	**(22,495)**	**–**	**60**	**8,347**	**27,126**	**(23,204)**	**–**	**(3,889)**	**8,380**
Total restricted and endowment funds	**9,636**	**22,546**	**(22,498)**	**(52)**	**60**	**9,692**	**27,126**	**(23,210)**	**193**	**(3,889)**	**9,912**
Designated funds											
Charity											
Freehold and leasehold properties	18,420	–	(972)	–	124	17,572	–	(2,289)	–	2	15,285
Total designated funds	**18,420**	**–**	**(972)**	**–**	**124**	**17,572**	**–**	**(2,289)**	**–**	**2**	**15,285**

22. Endowment, restricted and designated funds (continued)

Other unrestricted funds											
Charity											
General funds	63,317	93,055	(84,782)	(2,384)	(2,695)	66,511	92,871	(84,431)	10,508	1,376	86,835
Total general funds for the Charity	**63,317**	**93,055**	**(84,782)**	**(2,384)**	**(2,695)**	**66,511**	**92,871**	**(84,431)**	**10,508**	**1,376**	**86,835**
Subsidiary companies											
NSPCC Trading Company Limited	30	1,730	(1,730)	–	–	30	898	(898)	–	–	30
Childline	–	271	(271)	–	–	–	926	(926)	–	–	–
Total general funds for the Group	**63,347**	**95,056**	**(86,783)**	**(2,384)**	**(2,695)**	**66,541**	**94,695**	**(86,255)**	**10,508**	**1,376**	**86,865**
Pension reserve	(15,778)	–	(1,061)	777	2,511	(13,551)	–	(749)	(20,239)	2,511	(32,028)
Total funds for the Group	**75,625**	**117,602**	**(111,314)**	**(1,659)**	**–**	**80,254**	**121,821**	**(112,503)**	**(9,538)**	**–**	**80,034**

Income within general funds for the charity excludes the gift aid donation of £578,000 (2020 £1,438,000) from NSPCC Trading Company Limited and the grant of £926,000 from Childline (2020 £271,000).

The transfers from general funds are £3,889,000 staff costs claimed through the coronavirus job retention scheme (2020 £nil), £2,511,000 for payments in relation to pensions (2020 £2,511,000) and £2,000 to designated funds in relation to property additions (2020 £124,000).

23. Analysis of group net assets between funds

Fund balances are represented by:

	Unrestricted				2021	Unrestricted				2020
	General £'000	Designated £'000	Restricted £'000	Endowment £'000	Total funds £'000	General £'000	Designated £'000	Restricted £'000	Endowment £'000	Total funds £'000
Tangible and intangible fixed assets	3,102	14,385	5,050	–	22,537	3,869	16,672	6,384	–	26,925
Investments	83,783	900	–	1,532	86,215	59,166	900	–	1,345	61,411
Current assets and liabilities	4,199	–	3,330	–	7,529	7,643	–	1,963	–	9,606
Provisions	(4,219)	–	–	–	(4,219)	(4,137)	–	–	–	(4,137)
Total net assets excluding pension reserve	**86,865**	**15,285**	**8,380**	**1,532**	**112,062**	**66,541**	**17,572**	**8,347**	**1,345**	**93,805**
Pension reserve	(32,028)	–	–	–	(32,028)	(13,551)	–	–	–	(13,551)
Total net assets	**54,837**	**15,285**	**8,380**	**1,532**	**80,034**	**52,990**	**17,572**	**8,347**	**1,345**	**80,254**

Of the restricted funds represented by tangible & intangible fixed assets £4,673,000 relates to freehold and leasehold property (2020 £5,823,000) and £377,000 relates to intangible assets (2020 £561,000).

24. Legacies

The NSPCC has been notified of 760 legacies (2020: 748 legacies) which have not been included within the financial statements as they do not yet meet the income recognition criteria, including legacies that are under dispute. This includes 93 pecuniary legacies which have an average value of £4,878 (2020: 86 cases with an average value of £6,138). Pecuniary legacies are only recognised once notification of probate is received. The remaining 667 are residuary legacies, which have an average value of £45,993 (2020: 662 cases with an average value of £49,702). Residuary legacies are normally recognised once draft accounts are received or other information which allow them to be measured with reasonable accuracy. Included within the above figures are 12 pecuniary legacies (2020: 12) and 132 residuary legacies (2020: 105) which are not recognised because they are subject to a life interest.

The NSPCC has waived the rights to one legacy entitlement totalling £500 (2020: none) related to claims made by family of the deceased on the basis that the claims reflected the deceased's wishes.

25. Related party transactions

Advantage has been taken of exemptions under FRS 102 not to disclose related party transactions with and between wholly-owned subsidiaries.

Related party transactions with NSPCC Pension Scheme are disclosed in note 20. Related party transactions with the trustees are detailed within in notes 3 and 5. There were no transactions with other related parties in the year.



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NSPCC

Together we can help children who've been abused to rebuild their lives. Together we can protect children at risk. And, together, we can find the best ways of preventing child abuse from ever happening.

We change the law. We visit schools across the country, helping children understand what abuse is. And, through our Childline service, we give young people a voice when no one else will listen.

But all this is only possible with your support. Every pound raised, every petition you sign, every minute of your time, will help make sure we can fight for every childhood.

EVERY CHILDHOOD IS WORTH FIGHTING FOR

The National Society for the Prevention of Cruelty to Children (NSPCC) is registered with the Charity Commission under registration number 216401, and with the Office of the Scottish Charity Regulator under number SC037717; it is also registered as a Guernsey Registered Charity (registered number CH214) and as a charity in Jersey (registration number 384). ©NSPCC 2021. Photography by Tom Hull, Ross Bolger, Colin Baldwin, Sasha Ray, Owen Richards, Tony Hay, David Tait, Bad Madam and Shutterstock. The children and adults pictured are volunteers and models. 20211144.