

NSPCC

Annual Report and Accounts 21/22



EVERY CHILDHOOD IS WORTH FIGHTING FOR

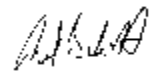
Protecting children today, preventing abuse tomorrow

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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

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.

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.

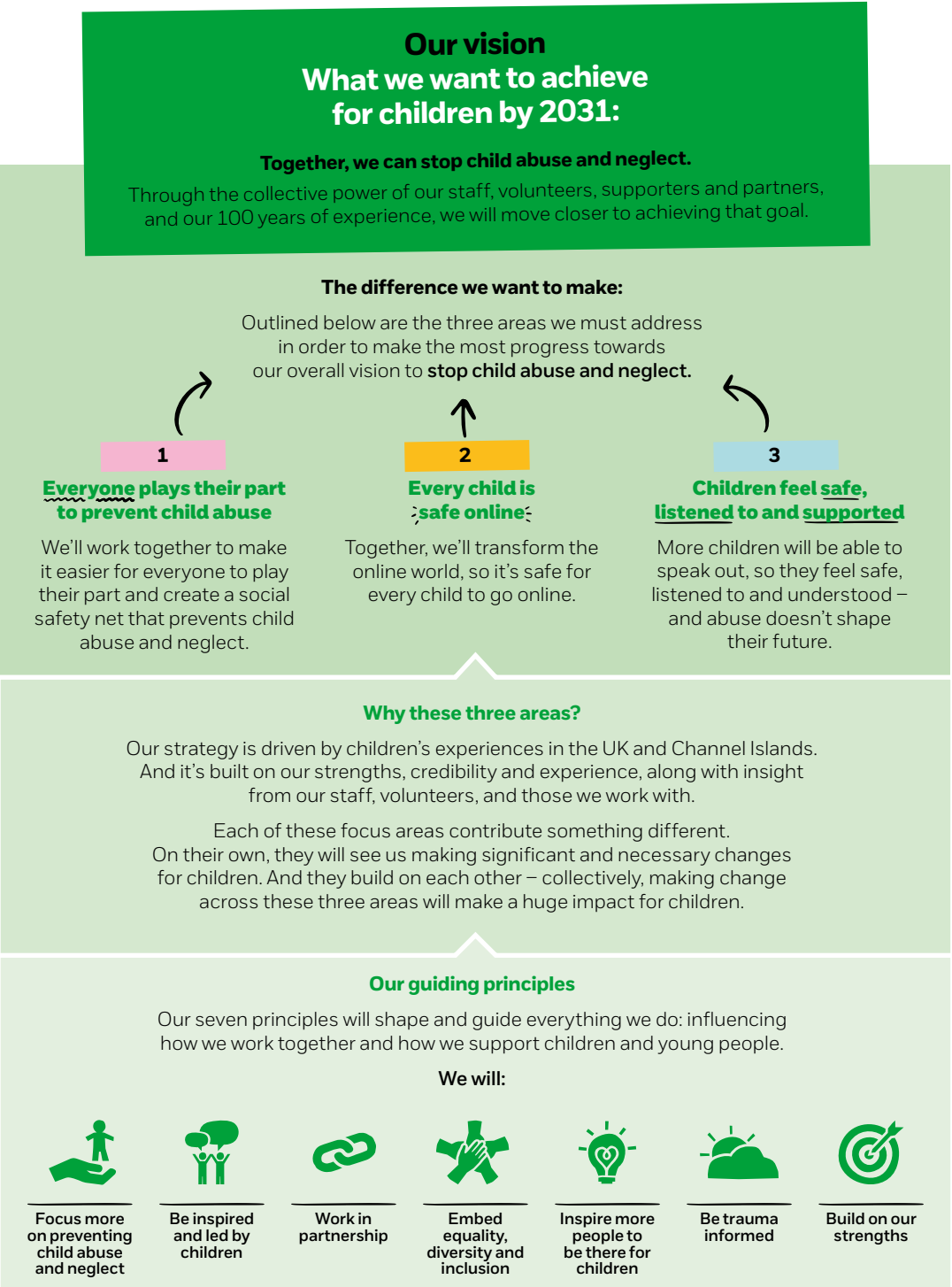
The project I've enjoyed working on the most has to be Talk Relationships. This is the development of a programme that helps secondary schools teach about healthy relationships. One of my favourite sessions I've ever had on the board was when we first began this project, and we had a discussion about 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: 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:

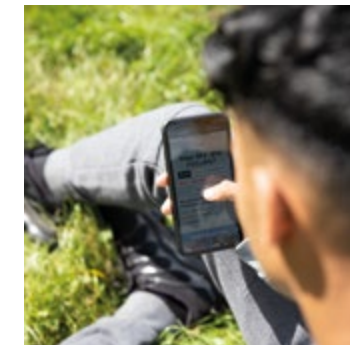
1.

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.

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.



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.

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.

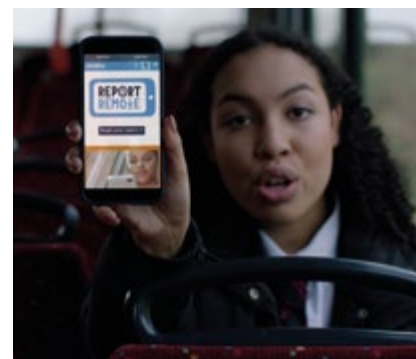
This year, **Childline made 126 referrals to IWF for images to be removed. This was 61% above target for the year, and significant growth from the 27 reports made last year.**

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.





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.



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.

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.

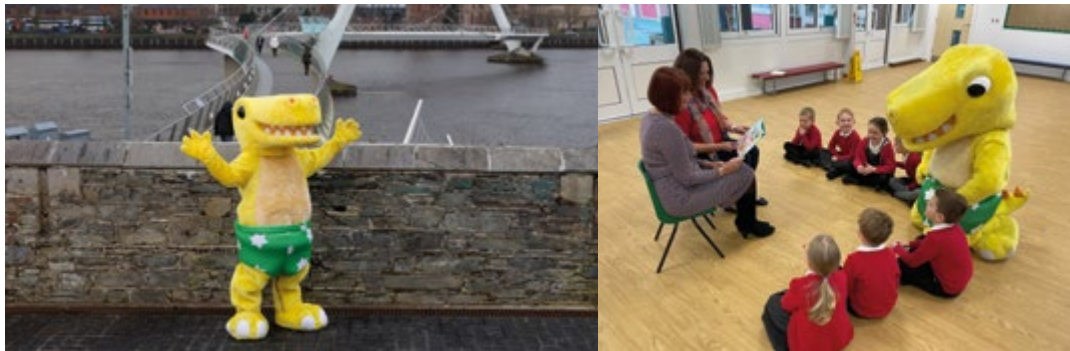
"I have really enjoyed and appreciated the little Look, Say, Sing, Play tips each week. I had my baby at the start of the pandemic where all support and services for babies were stopped. It was a lifeline for me as I didn't know what I was doing and this really helped me to develop myself as a mum, as 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*

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.

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.

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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.



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.





Knowledge and Information Services

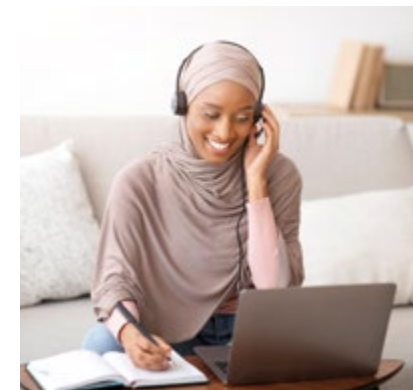
We're well on our way to achieving our vision to be the 'go-to' place for safeguarding information, and for training professionals working or volunteering with children. In 2021/22, we saw over 1.6 million visitors to the NSPCC Learning website. For example, our Keeping children safe in education (KCSIE) 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.

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.

"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.

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.



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.





Goal 3

Children feel safe,
listened to and supported

Childline

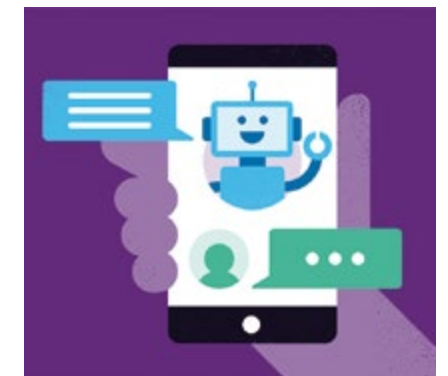
Through 2021/22, Childline has continued to listen to and respond to children and young people's needs for help and support. We've learned a great deal from the way young people responded to the pandemic, by looking at how they used the service, how they supported each other and what they talked to the 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.



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.

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 through 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.





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.



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.



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.

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.





SHARED 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 SHARED, 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.

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.



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.

"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*

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.



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.

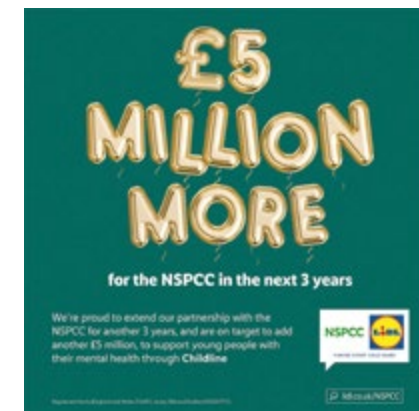
LIDL Northern Ireland – Our partnership with Lidl Northern Ireland continued to go from strength to strength throughout 2021. Their support with raising vital funds and awareness was so important throughout the pandemic. The Easter raffle, Superhero Saturday and their



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.



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. This 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.



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.

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!



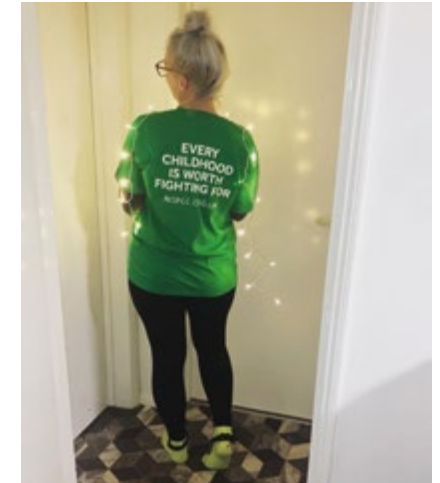
Summer Bridgman

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!



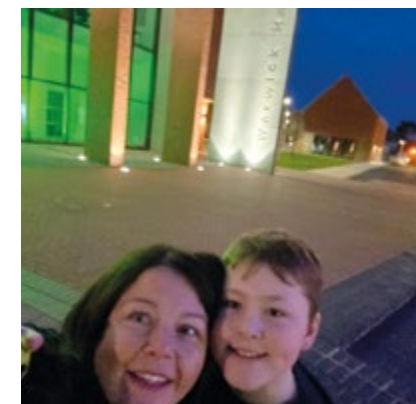
In Bristol on 21 December 2021, Summer Bridgman also took part in Walk for Children. After hearing about the stories of child abuse in the news before Christmas, she wanted to do something to make a difference, so she chose to start fundraising for the NSPCC.

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."



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.



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.

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



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.

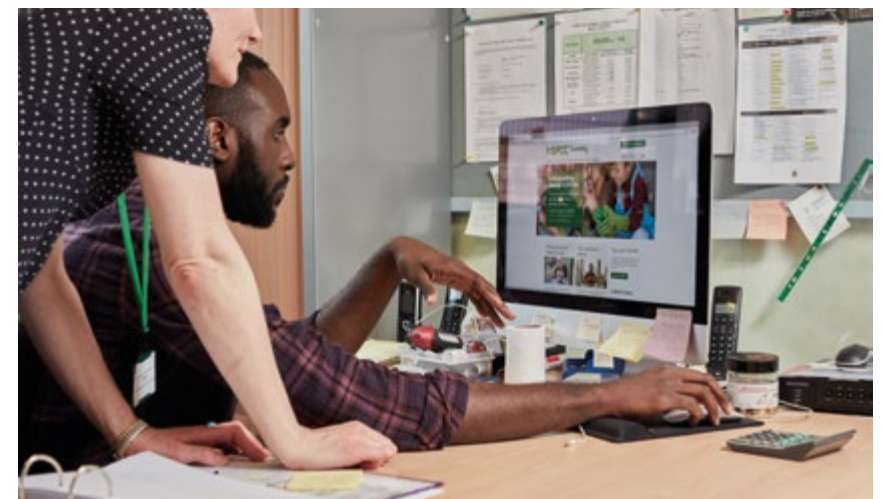
In 2021/22, we responded to 66,688 contacts to the NSPCC Helpline, and we recently opened a new site in Birmingham to help us meet demand going forwards. There were 1.6 million visitors to the NSPCC Learning website, and we're well on our way to achieving our vision of being the 'go-to' for safeguarding 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.



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.



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.



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 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.

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.

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.

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.

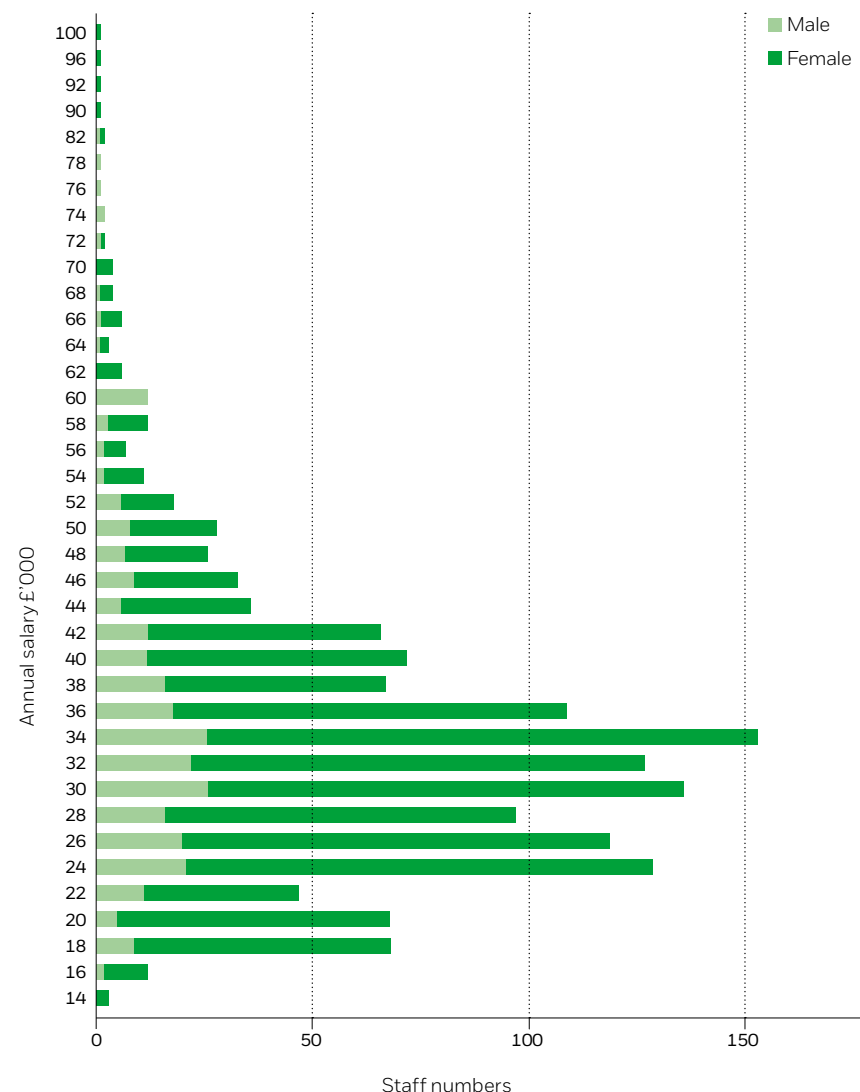
Members of the defined pension contribution scheme receive life assurance cover equivalent to five times their annual salary. Non-members, those auto-enrolled and our staff based in the Channel Islands receive life assurance cover equivalent to one times their annual salary.

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

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.



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, 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

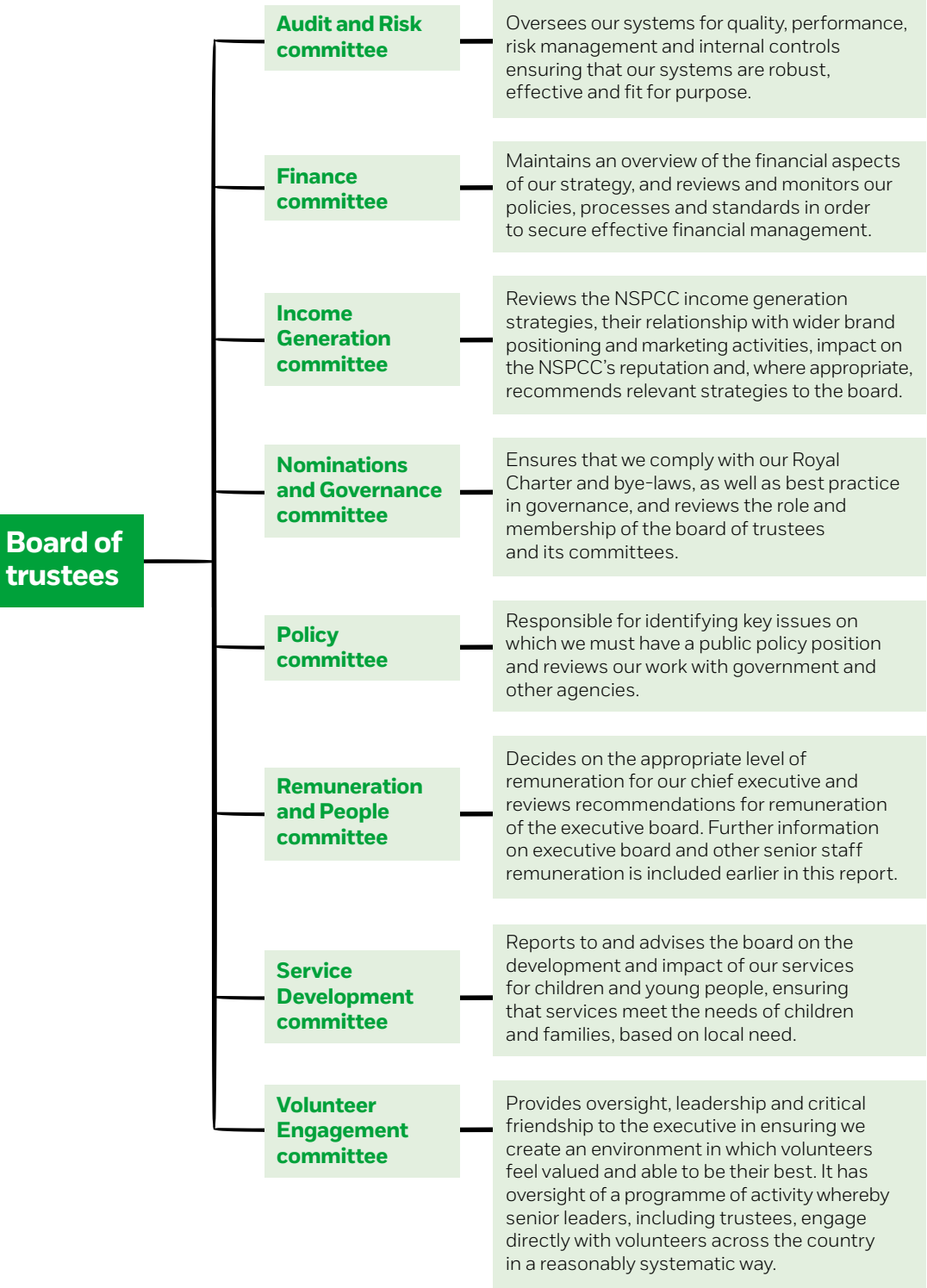
overall strategic direction. *The Matters Reserved for the board* statement makes clear the trustee board's responsibilities and where there are clear delegated authorities to act on their behalf. Delegated authorities are discharged through the committees of the trustee board or through the chief executive. 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.



Committees of the board



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.

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	
<p>Failure to diversify income streams:</p>	<p>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.</p> <p>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.</p>

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	
<p>Failure to adopt, adapt and innovate digital technologies and ways of working, while avoiding and mitigating against systems failures:</p>	<p>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.</p>

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	
<p>The NSPCC’s actions fall short of stakeholder and regulator expectations leading to an erosion in confidence, undermining its work for children.</p>	<p>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.</p>

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.

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.

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

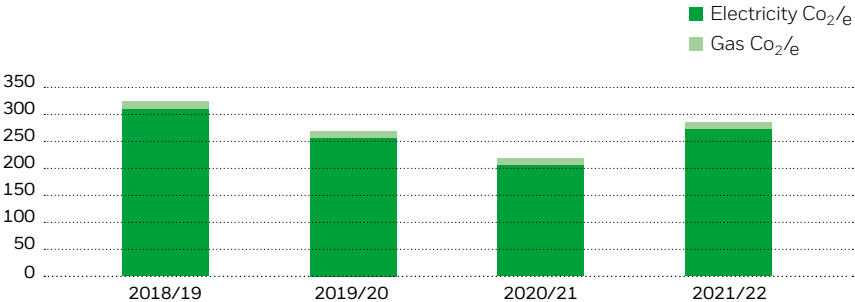
The NSPCC are fully compliant with the Energy Savings Opportunity Scheme (ESOS). The aim of ESOS is to identify opportunities to reduce energy consumption, emissions, and costs accordingly.

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.

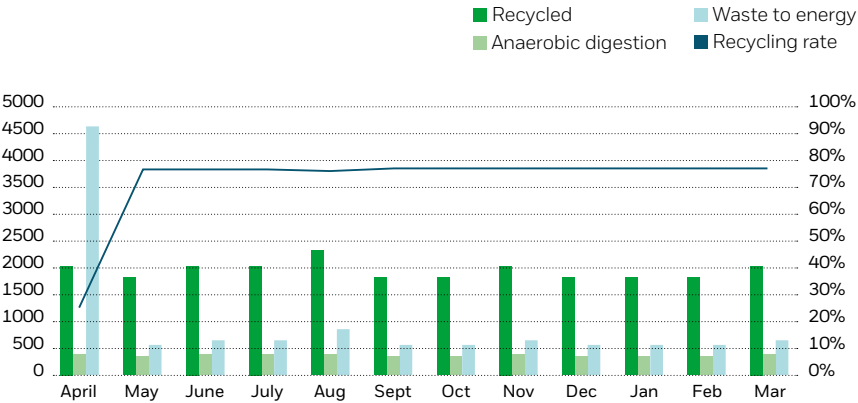
Our recycling at Weston House has:

- 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.

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.



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 2018¹
- 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 Khat MBA

- Trustee since 2015
- Income Generation committee (member)

1. Neil was also previously an NSPCC Trustee from 2010 to 2017

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 Prescott 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



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)).

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.

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.

**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)).

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

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	Equities	16,493	1 October 2018	Performance	27.34
	49% MSCI AC World in Local	Bonds	13,366		Benchmark	31.73
		Deposits	991			
		Total	30,850		Variance	(4.39)
Credit Suisse	61% Citigroup GBP AAA/AA/A Bonds	Equities	10,155	2 July 2018	Performance	18.06
	31% MSCI World Idx TR Net Hdg into GBP	Bonds	17,938		Benchmark	17.88
	8% GBP 1 Month Deposit	Deposits	1,862			
		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.

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

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.

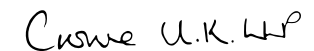
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of legacy income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, legal 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.

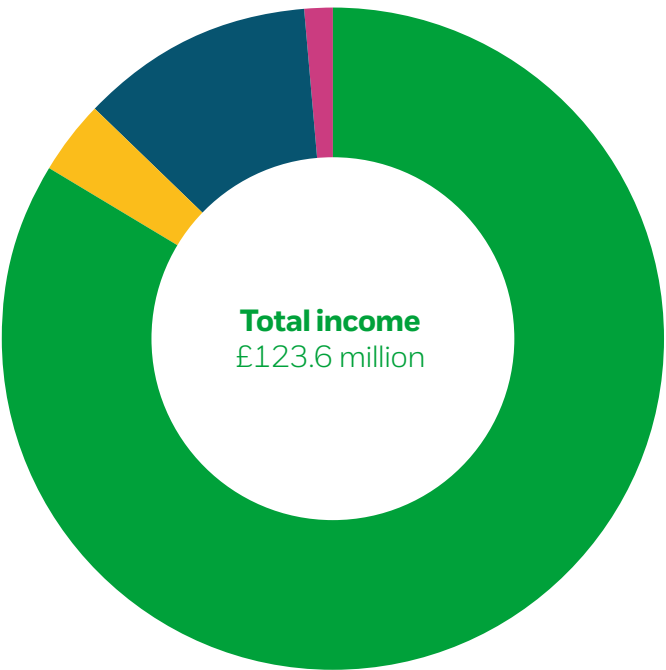


Crowe U.K. LLP
Statutory Auditor
London
28 July 2022

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%)

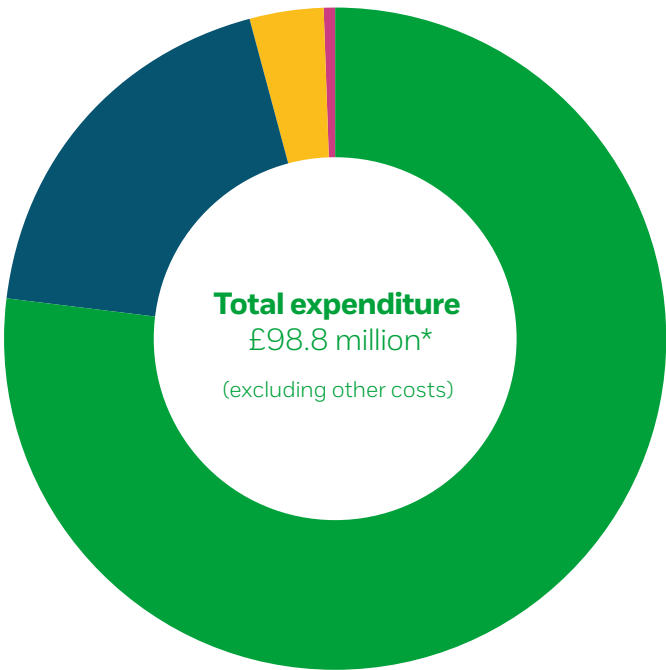
Income received from our bank accounts and investment holdings.
(£1.4 million in 2021)

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.*

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.

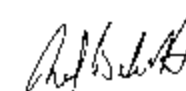
The Consolidated Statement of Financial Activities with fund comparatives is detailed within note 2.

NSPCC and consolidated balance sheets as at 31 March 2022

	Notes	Group 2022 £'000	2021 £'000	Charity 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
<i>Unrestricted funds:</i>					
Designated funds	21	35,599	19,868	35,599	19,868
General funds	21	80,005	87,288	79,975	87,258
<i>Unrestricted funds excluding pension liability</i>		115,604	107,156	115,574	107,126
Pension reserve	21	–	(32,028)	–	(32,028)
<i>Total unrestricted funds</i>		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

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.

1. Accounting policies (continued)

- 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.

1. Accounting policies (continued)

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.

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

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		Total 2022 £'000	Total 2021 £'000
	Contracts and fees £'000	Performance related grants £'000	Contracts and fees £'000	Performance related grants £'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.

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	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.

	2022 £'000	2021 £'000
Total expenditure is stated after charging:		
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.

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	Child protection advice and awareness	Raising funds	Child protection advice and awareness
	£'000	£'000	£'000	£'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	Charitable activities	Total 2022	Total 2021
	£'000	£'000	£'000	£'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

	2022 £'000	2021 £'000
Total staff costs recognised in the year		
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.

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.

	NSPCC Trading 2022 £'000	NSPCC Trading 2021 £'000
Profit and loss account		
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	-	-

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.

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).

19. NSPCC Pension Schemes (continued)

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

	31 March 2022 £'000	31 March 2021 £'000
Group and Charity		
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:

	Land and buildings 2022 £'000	Other 2022 £'000	Land and buildings 2021 £'000	Other 2021 £'000
Group and Charity				
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

21. Endowment, restricted and designated funds

	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 funds											
Charity											
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

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			Endowment	2022 Total funds	Unrestricted			Endowment	2021 Total funds
	General £'000	Designated £'000	Restricted £'000			General £'000	Designated £'000	Restricted £'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.



NSPCC offices

Headquarters and registered office address

Weston House
42 Curtain Road
London EC2A 3NH
Tel: 020 7825 2500

National and regional offices

Cymru/Wales

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

Northern Ireland

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

Scotland

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

North West

Quays Reach
14 Carolina Way
South Langworthy Road
Salford M50 2ZY
Tel: 0161 393 4400

Yorkshire and the Humber

Suite 1-3, 5th Floor
St John's Offices
Albion Street
Leeds LS2 8LQ
Tel: 020 3188 3558

East Midlands

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

West Midlands

3rd Floor, CIBA Building
146 Hagley Road
Edgbaston
Birmingham B16 9NP
Tel: 0121 227 7577

South West

Brunswick House
Holborn Street
Plymouth PL4 0NN
Tel: 01752 422577



**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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