

United for a Better Childhood

Annual report & accounts 2022-23



Company Number : 00952717

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Foreword

From our Chair



As the National Children's Bureau celebrates its 60th year, I have a deep sense of pride in everything our charity has achieved since it was set up by our founder Mia Kellmer Pringle in 1963.

While this report looks at what we have achieved in the last year, and our anniversary gives us the opportunity to celebrate improving outcomes for children over 60 years, the job of the NCB board is to remain steadfastly focused on how we are improving childhoods today and how we will evolve to meet fresh challenges in the coming years.

In 2022-23 there were a number of important milestones for NCB in our mission to promote the wellbeing and rights of children across the country.

We played an important part in reforms to children social care, supported better practice in SEND provision, and we won a Children and Young People Now Award for our work with the Raising Rochdale Integrated SEND Team.

The golden thread running through our achievements has been the voices and experiences of children, young people and families themselves. One notable example was facilitating a meeting between care-experienced young people and the Secretary of State for Education, Chief Secretary to the Treasury, and the Children's Commissioner for England.

We also started the process of developing our strategy to take NCB forward over the coming years, using our expertise and evidence to decide what our priorities must be to address the multifaceted challenges faced by children, recognizing the increasing complexities of their lives in an ever-changing world.

This strategy, and the work detailed in this annual report, emphasise that NCB is as relevant today as it has ever been.

Alison O'Sullivan
Chair

From our CEO



Our recent work has all taken place in the shadow of a cost-of-living crisis, ongoing recovery from COVID restrictions and the ever-increasing pressures on the systems that are struggling to provide services facing inflationary costs on top of cuts. All these factors present enormous challenges to babies, children, young people and their families.

We know that in times of financial hardship, these services are more important than ever, so we have strived to enable more efficient ways of delivering support, based on the best available evidence.

Our rapid review of research relating to early help, strenuously made the case for early intervention social care services as a means of both improving outcomes and saving money in long-term. The report featured prominently in the once-in-a-generation review of children's social care conducted by Josh MacAlister.

And as that Review gathered evidence, we convened sector leaders, the Minister for Children and Families, senior officials, and care experienced young people at a meeting of the All-Party Parliamentary Group for Children to galvanise support for Family Help for vulnerable children and families.

Of course, high-quality services are only possible with a high-quality workforce to deliver them. Our support for the people working in the children's sector included important work with the RISE Partnership to develop the What Works in SEND Knowledge Hub, ensuring that evidence on effective approaches drives the delivery of SEND services.

One of our specialist membership groups, the Anti-Bullying Alliance, has provided continuing professional development opportunities to over 45k participants, significantly improving their ability to respond to bullying amongst children.

Our work on behalf of Lambeth Early Action Partnership (LEAP), working with parents and young children in some of the poorest parts of the London Borough of Lambeth, has engaged with thousands of families through local community events, including support with the rising costs of living.

I hope you enjoy reading about these achievements in the pages to follow.

Anna Feuchtwang
Chief Executive

Introduction

In 2023, the National Children's Bureau (NCB) celebrates its 60th anniversary.

Founded by Mia Kellmer Pringle in 1963, her vision was to bring people and organisations together to drive change in society and deliver a better childhood for the UK. Working on the fundamental principle of radical co-operation, Mia gathered health services, education providers, children's services – everyone with a stake in the care of neglected children – to share insights and make things work better.

This simple, powerful approach still defines us today.

We identify the most serious issues putting our children and young people at risk, and we bring people and organisations – from Parliament to the playground, grass roots organisations to national charities, academics and policymakers – together to drive change in society and deliver a better childhood.

We interrogate policy, uncover evidence and develop better ways of supporting children and families. We work in every local authority in England and across the sector in Northern Ireland. We are experts in place-based system change, where we work intensively in a defined geography to drive improvements in outcomes for children.

These ways of working are part and parcel of NCB's identity, and they are written large in both our achievements in 202-23 and our plans for taking our work forward in the coming years as we create a better childhood for all children.

This Annual Report details our achievements and aspirations, we hope you find reading about them inspiring for your own work and encourages you to engage with us in our shared mission to improve the lives of babies, children, young people and families.

The NCB family

Every member of the NCB family unites people and organisations to drive change on particular issues and help deliver a better childhood for the UK.

Anti-Bullying Alliance

The Anti-Bullying Alliance's vision is to stop bullying and create safer environments in which children and young people can live, grow, play and learn.

Highlights in 2022-23 included:

- Providing CPD to over 45k participants, which included a new course about appearance-targeted bullying with Dr Martens Foundation.
- Delivering Anti-Bullying Week and Odd Socks Day, reaching 7.5 million children with 80% of schools taking part.
- Awarding 217 schools with our United Against Bullying Award.
- Establishing a new School and College Membership.

Find out more about our work at: anti-bullyingalliance.org.uk

Childhood Bereavement Network

The Childhood Bereavement Network is the hub for people supporting grieving children and those caring for them across the UK. We underpin our member's work with essential support and representation.

Highlights in 2022-23 included:

- Securing an extension of bereavement benefits worth around £10,000 a year for families where the parents were cohabiting but not married, with retrospective payments for around 21,000 families who missed out.
- Working with partners to steer the work of the independent UK Commission on Bereavement leading to its landmark report *Bereavement is Everyone's Business*.
- Coordinating Children's Grief Awareness Week across the sector.
- Giving presentations at the inaugural European Grief Conference.

Find out more about our work at: childhoodbereavementnetwork.org.uk

Council for Disabled Children

The Council for Disabled Children drives change in society to deliver a better childhood for disabled children.

Highlights in 2022-23 included:

- Supporting 21 local areas through the DfE-funded RISE programme.
- Our EYSEND programme being shortlisted for a [nasen award](#) for early years provision.
- Winning the Public Sector Children's Team category at the CYPNow Awards, for our work with the Raising Rochdale Integrated SEND Team.
- Giving oral evidence from the Special Educational Consortium at an Education Select Committee [session](#) on the SEND and Alternative Provision Improvement Plan.
- Supporting DfE's launch of the SEND and Alternative Provision Green Paper and subsequent Improvement Plan, including delivery of four consultation events and a literature review to support policy development for National Standards.
- Enabling 69% of SENDIAS services to be jointly commissioned – an achievement made possible through direct support from the IASSN.

Find out more about our work at: councilfordisabledchildren.org.uk

Lambeth Early Action Partnership

The Lambeth Early Action Partnership (LEAP) works to give thousands of children aged 0-3 living in parts of Lambeth a better start.

Highlights in 2022-23 included:

- Our Annual Learning Report showed LEAP reached over 14,200 children and families by April 2021.
- Working in partnership with Dartington Service Design Lab on a local evaluation of the programme.
- Strengthening partnership working with the London Borough of Lambeth and others, particularly on the development of Start for Life and Family Hubs.
- Engaging with nearly 7,000 families attending our community engagement events, including support with the rising costs of living.
- Successful partnership work with 14 local community groups, through our CoCreate Fund.
- Promoting LEAP's work in maternity, including delivering a webinar for the Parent Infant Foundation and presenting LEAP's work to the Maternity Stakeholder Council.

Find out more about our work at: leaplambeth.org.uk

Northern Ireland Anti-Bullying Forum

This year saw the closure of the longstanding Northern Ireland Anti-Bullying Forum (NIABF) following the end of our funding from the Department of Education.

For 18 years, this unique partnership has brought together statutory and voluntary sector organisations to co-create campaigns, resources, and training to help reduce bullying.

NIABF's many achievements include:

- Reaching over 90% of schools in NI through annual Anti-Bullying Week campaigns, raising awareness of bullying and its impact.
- Playing a key role in the implementation of the Addressing Bullying in Schools Act (2016).
- Promoting best-practice to a wide range of staff working with children and young people.

Find out more about our work at: <https://www.ncb.org.uk/about-us/who-we-are/our-ncb-family/northern-ireland-anti-bullying-forum>

Schools Wellbeing Partnership

The Schools' Wellbeing Partnership is a national network of more than 50 member organisations working together to improve the wellbeing and mental health of all children in education.

Highlights in 2022-23 included:

- Convening two joint member events in partnership with the Children and Young People's Mental Health Coalition, with a focus on the needs of children and families, and supporting the children's mental health workforce.
- Growing our membership and schools' forum.
- Working with partners to develop responses to key consultations and advocating for a holistic approach to mental health in schools.

Find out more about our work at: schoolswellbeing.org.uk

Our achievements in 2022-23

Making evidence count

Ensuring decisions affecting children and young people are based on sound research about what works is one of our top priorities. Through our leadership role in the sector, NCB made a far-reaching and demonstrable impact on children's lives through our policy, public affairs and campaigning activity.

Key highlights included:

- NCB's Living Assessments research - [*Supporting and Strengthening Families through Early Help - Rapid Review of the Evidence*](#) was extensively cited in the Independent Review of Children's Social Care [*Final Report*](#), directly shaping future government policy.
- NCB worked in partnership with the University of Cambridge on an umbrella review focusing on the association between child maltreatment and mental health difficulties, the largest ever study of its kind. The pre-publication paper was disseminated to around 100 members of the sector, as well as Department for Education, NHS England, Department for Health and Social Care, and Home Office. Around 30 sector representatives and the senior representatives from each Government department helped to co-produce the policy recommendations.
- In our role as Secretariat for the All-Party Parliamentary Group for Children, NCB delivered a high profile face-to-face parliamentary event on Family Help for vulnerable children and families. Timed to co-inside with the Government response to the Independent Review of Children Social Care - this event attracted an audience of over 100, including senior representatives from the children's sector and Whitehall. The impressive line-up of speakers included Claire Coutinho - the newly appointed Minister for Children, Families and Wellbeing - children and parents with experience of social care, leaders from the Department for Education, Ofsted and the Association of Directors of Children's Services, and the shadow Children's Minister. Speakers, including the Minister, confirmed their commitment to improving children's social care and family help.

Our research highlights this year included:

- Fieldwork and analysis on a three-year evaluation of projects supporting care leavers with insecure immigration status, funded by the Paul Hamlyn Foundation. This involved more than 70 interviews with projects, local authority staff and young people, as well as an analysis of costs associated with providing support.

- Dartington Service Design Lab produced a report for LEAP identifying the 'mechanisms of change' between LEAP activities and improving outcomes. That is, how LEAP families and other beneficiaries engage with and experience LEAP activities and how this leads to positive change. This work is important for LEAP and the wider early year sector because it adds to the evidence base on what creates change.
- NCB led the work to deliver high levels of engagement on a social media campaign to launch the findings from our Northern Ireland shared education impact evaluation. The estimated impact of #SharedEducation (the amount of time the hashtag appeared on social media feeds) numbered 465,000 including LinkedIn, Facebook and Instagram. There were around 200 posts using #SharedEducation, 150 organic views and 1,038 organic impressions of the campaign video.

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

Overall, NCB has increased the amount of work we deliver, and the number of children and young people we work with, as well as their families, and built a strong position for 2023-24.

Key highlights included:

- NCB coordinated a high-level meeting between the Secretary of State for Education, the Chief Secretary to the Treasury, the Children's Commissioner for England and four care-experienced young people. Another NCB young person took part in a parliamentary roundtable with Will Quince MP (then Children's Minister), the Children's Commissioner and Josh Macalister (chair of the Independent Review of Children's Social Care).
- In LEAP, new Community Researchers completed their initial research project "Pathways to Connection" - exploring how parents form connections in their community – in particular the work looked at fathers and Eritrean and Ethiopian communities. The study interviewed 32 fathers and 12 community members, with interviews taking place across a variety of sites in Lambeth including playgrounds, churches, mosques, cafes and markets.
- NCB delivered a series of focus groups with young people and practitioners as part of an ongoing piece of work for Health and Justice commissioned by NHS England. The project aims to understand the views of young people with SEND who have experiences of education and health provision in youth justice settings, and will develop training for staff and resources for young people based on focus groups and interviews.

Bringing organisations together

NCB has used its convening power to unite all those who can help us put the best interests of children first. We have continued to convene key opportunities for collaboration both through the development of informal cross-sector-partnerships, as well as more formal specialist membership groups on: mental health and wellbeing; anti-bullying; special educational needs and disabilities; bereavement; vulnerable children; and the early years.

NCB has led the way in facilitating information and innovation sharing between stakeholders at all levels including communities of practice, online forums for those working on specific areas, and regional action learning sets focused on building capacity and developing stakeholder relationships at a local level.

Key highlights included:

- NCB's Anti-Bullying Alliance launched a new type of membership called 'School and College Members'. This is to better tailor our information sharing and we will create an online group where these schools and colleges can connect, network and share.
- Following successfully amending government legislation, we have introduced a new funding model for the running of the Children and Young People's Health Policy Influencing Group, a network of around 70 organisations working together to influence children's health policy.
- Schools Wellbeing Partnership joint members event held with DfE and DHCS in attendance. The event facilitated consultation with members on the DHSC 10-year mental health plan and we subsequently wrote up and submitted the consultation to DHSC.

Developing the workforce

We are determined to train and equip an up-to-date and skilled workforce to deliver a better childhood throughout the UK. This year, NCB has provided expert advice and training for the children's workforce, equipping people and services with the knowledge and skills to deliver the changes that make childhood better.

Key highlights included:

- Developing and launching the new What Works in SEND programme and knowledge hub.
- Delivering training on learning disability and autism to the health and justice workforce in the Midlands region.

- Delivering a review of services for children and young people with a learning disability and/or autism in Midland's Liaison & Diversion Services and Werrington Young Offenders Institute.
- Winning the best Public Sector Children's Team category at the CYPNow Awards, for the Council for Disabled Children's work with the Raising Rochdale Integrated SEND Team.

Growing respect and trust

Our work puts into practice our core governance principles of leadership, integrity, transparency and accountability.

Key highlights included:

Strong governance

- Trustee's links with NCB Specialist Membership Groups (SMGs) were established, but need further development. This link between the SMG Advisory Boards and Board of Trustees will strengthen NCB's governance framework and deepen the understanding of the breadth of NCB delivery at Trustee level.
- Governance disclosures in the 2022/23 Trustees Annual Report were updated in line with recommendations made in the external Board Effectiveness Review to ensure compliance with the Code of Charity Governance's 'apply or explain' recommendation.
- For the first time since pre-pandemic, we returned to full in-person Board of Trustee meetings.

Flexible and supportive culture

- Our hybrid working policy was finalised and communicated with all staff.
- Our Cycle to Work scheme was set up.

Financial responsibility

- Training and roll-out to Development and Finance teams of a new forecasting and monitoring tool for statutory, trust and foundation income. This is a new Salesforce-based system to replace separate Finance & Fundraising systems with unified system and process, providing us with a single source of truth.

Looking ahead

The challenges facing babies, children, young people and families are as pressing today as they were when NCB was founded in 1963. Consequently, the National Children's Bureau's is busy planning its work for 2023-24, in order to further its aim to improve childhoods. These plans are centred around the five strategic outcomes that constitute what we do.

Outcome 1: Influencing legislation, policy and practice to ensure it's based on high quality evidence about what works for children

- We will strengthen and grow our programmes, evidence base and influencing work relating to early intervention in youth justice.
- We will expand our programming and external influence using the evidence and learning from the Lambeth Early Action Partnership (LEAP) and A Better Start.
- We will provide external leadership to the sector, and take a coordinated approach across the NCB Family, to impact party manifestos and the next programme for government in the interests of children.

Outcome 2: Enabling children and young people to actively participate in decision making and influence change

- We will grow our understanding of, and engagement with, children and young people and families from minoritised and racialised communities.
- We will convene organisational expertise, including children and young people themselves, to develop a framework to monitor, evaluate and communicate the impact of youth voice work.
- NCB will proactively promote its expertise in the field of children and young people's participation and coproduction to generate new opportunities.

Outcome 3: Bringing organisations together to put the best interests of children first

- We will provide leadership across sectors, convening a range of coalitions to improve outcomes for children and young people, including creating new partnerships that strengthen our anti-bullying work in Northern Ireland and growing our role in supporting the development of the NHS key-working services.
- We will deliver a range of new programmes in partnership where this maximises impact and reach.

- We will develop and deepen our specialist membership organisations to increase their impact and diversify our networks and engagement.

Outcome 4: Developing a workforce that is knowledgeable and skilled to make positive changes for children

- We will build on our tools and resources for key professional groups so that they are more confident and better equipped to support children and young people and their carers.
- We will further extend our reach to the universal workforce so that they are better placed to understand children's needs and signpost for support where more specialist input is required.
- We will develop our evidence-based workforce development training and evaluated CPD approaches and improvement work, giving leaders confidence about what works in improving and upskilling the workforce.

Outcome 5: Building respect and trust as a pioneering and high-performing charity

- We will develop and launch our new strategy, creating a shared vision of strategic direction internally and externally through high levels of staff engagement and external communications.
- We will evolve our operating model to optimise how we work now and align with our new strategic direction; this will incorporate how we best use our people, technology, time allocation and project management.
- We will deliver a compelling external facing campaign to celebrate our 60th anniversary, showcasing our evidence base and thought leadership, engaging existing and new audiences.

Trustees' annual report

Incorporating the Directors' Strategic Report and Administrative Report for Companies Act Purposes.

The Trustees of the National Children's Bureau present their Annual Report for the Year Ended 31st March 2023 under the Charities Act 2011 and the Companies Act 2006, including the Directors' Report and the Strategic Report under the 2006 Act, together with the audited financial statements for the year.

Administrative information

Board of Trustees

Alison O'Sullivan	Chair
Elizabeth Railton, CBE	Vice-Chair
Robert Whelan	Treasurer
Rose Akinsulire	
Emma Beeden	
Yvonne Campbell	
Ajit Dhaliwal	
Bethan Hoggan	
Catriona Hugman	
Fergal McFerran	
Sarah Mullen	
Jadesola Olusanya	
Kathryn Pugh	
Shubhi Rajnish	
Nainan Shah	

Members of the Board of Trustees under charity law are also Directors of the charitable company for the purpose of company law.

Independent committee members

Marjorie James	People & Culture Committee
Sheena Parker	Finance, Risk & Audit Committee
Laura Sercombe	People & Culture Committee
Judith Worthy	Finance, Risk & Audit Committee

Strategic leadership team

Anna Feuchtwang	Chief Executive
Dame Christine Lenehan	Strategic Director - Practice and Programmes
Celine McStravick	Strategic Director – External Affairs (to December 2022)
Phil Anderson	Strategic Director – External Affairs (from March 2023)
Rachel Rand	Chief Operating Officer

Advisors

Auditors

Sayer Vincent LLP
Invicta House
108-114 Golden Lane
London
EC1Y 0TL

Bankers

Barclays Bank PLC
1 Churchill Place
London E14 5HP

Investment managers

CCLA Investment Management Ltd
80 Cheapside
London EC2V 6DZ

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

NCB's Registered Office is at 23 Mentmore Terrace, Hackney, London, E8 3PN

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

- Relieving poverty, sickness and distress
- Safeguarding and maintaining health and well-being
- Encouraging positive and supportive family and other environments for children and young people
- Advancing education and training
- Reducing inequalities
- Ensuring that children and young people have a strong voice in all matters that affect their lives.

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

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

Governance and management

The Board is ultimately accountable for NCB's strategic and financial sustainability and growth and that this is achieved through an organisational culture based on integrity, accountability and transparency. With this, NCB is committed to upholding its organisational culture and values in-line with the seven principles of the Charity Governance Code (updated 2020):

- Organisational purpose
- Leadership
- Integrity
- Decision making, risk and control
- Board effectiveness
- Equality, diversity and inclusion
- Openness and accountability

NCB's Board of Trustees and Strategic Leadership Team reflect these standards across practices, function and behaviours, conscious of the fact that the organisational culture is influenced and embedded from these levels. The Governance Code is also embedded across NCB particularly with regard to setting the foundations for the governance objectives and outcomes in the organisational strategy 2018-2023.

As set out in the Memorandum and Articles of Association, NCB's Board of Trustees comprises a maximum membership of fifteen, including the Chair, Vice-Chair, and Treasurer and at least

two Trustees must be under the age of 25 years at the time of appointment to fulfil NCB's young governance requirements. The maximum size of the Board of Trustees exceeds the Governance Code's recommended maximum in recognition of the fact younger trustees are at a stage in life where they typically have less control over their time so are less likely to be able to attend all meetings.

Each Board member serves a maximum of two terms each of three-years, with the possibility of a one-year extension at the end of their second term in exceptional circumstances. At Year-end 31st March 2023, the Board membership was fifteen with the above requirements met.

Over the reporting period there has been no change in the membership of the Board.

The Board remains fully committed to promoting an inclusive approach recognising that a more diverse Board better supports its leadership, effectiveness and decision making from harnessing a broader range of perspectives and that lived experience is as equally valuable as professional expertise. The Board seeks to continuously develop and enhance its structures and ways of working to support inclusivity. As part of the process, the Board periodically reviews its collective membership and individual expertise, lived experience and development requirements. Annual one to ones are held with each Trustee and either the Chair or Vice-Chair and external effectiveness reviews are undertaken periodically to obtain independent assessment and advice.

A detailed independent assessment of board effectiveness was completed last year that concluded that NCB demonstrates an impressive breadth and depth of compliance with the recommendations held within the Charity Governance Code for Board effectiveness.

The Board has continued to seek ongoing improvement through the year, implementing a number of the minor recommendations made in the independent assessment report including updates to committee terms of reference and formalising the recruitment of chairs of sub-committees.

Operating virtually in response to the COVID-19 pandemic confirmed that the Board could work effectively in this way whilst acknowledging not all benefits of spending time together in person can be fully replicated in an online environment. After a thorough review of its arrangements the Board has adopted a hybrid model in future with sub-committee meetings and half of full Board meetings being held virtually to improve accessibility, reduce time commitments and minimise costs.

The Finance, Risk and Audit Committee (FRAC) ensures that NCB is compliant in its financial obligations, auditing standards and legal requirements of regulatory bodies, including the Charity Commission, through an appropriate framework of policies, processes and controls.

The People and Culture Committee is focused on all matters pertaining to 'people' including Board membership, succession planning, Trustee recruitment, diversity, equity and inclusion (DEI) and delivery of key strategic objectives set out in NCB's People Plan. .

The Board may establish advisory groups to support the development of strategic objectives. The Strategic Advisory Group (SAG) continues its work to support the diversification of NCB's income generation.

Senior pay

NCB aims to ensure that all staff are paid on a grade appropriate to the nature of the work and the experience, knowledge and skills needed to carry out the job within the organisation.

NCB also aims to ensure that all jobs are at a pay level which is reasonable when compared with the external market pay ranges for the charity and civil service sectors. The grades of all roles are assessed as part of NCB's job evaluation process, with the exception of the Chief Executive's and Directors' salaries which are proposed by the People and Culture Committee of the Board of Trustees for determination by the Board of Trustees.

Fundraising

NCB has not contracted the services of professional fundraisers or commercial participants.

NCB benefits as one of four recipients from donations secured by Childlife, a consortium charity whose methods include door-to-door, street fundraising and payroll giving. All activity lines are rigorously observant of industry recognised, best practice in ethical fundraising.

We delegate our low-level individual giving because our work does not lend itself to a large scale, fundraising opportunity with the general public. Accordingly, the advice we give to those wishing to fundraise on our behalf, is offered on a case-by-case basis, with Institute of Fundraising best practice in mind.

NCB and Childlife are registered with the Fundraising Regulator. No complaints have been received about our fundraising activities.

Risk and internal control

The Trustees continue to review the risks facing NCB group, controls in place and mitigating actions being taken using the organisation's general statement of risk appetite with its corresponding set of principles around generally acceptable levels of risks.

The Trustees remain of the view that appropriate control procedures are in place to manage risks and that the systems of financial control comply in all material aspects with the guidelines issued by the Charity Commission.

Risk	Key mitigating actions
Financial: Cost inflation, rising energy prices and rising employment costs will all put pressure on operating margins, especially in multi-year contracts where increased costs cannot be passed on to the funder. NCB's financial operating model requires the organisation to be of a certain size to cover fixed operating costs. A failure to secure a sufficient level of funding and a lack of	<ul style="list-style-type: none">• Retention of financial planning with extended, five-year, time horizons.• Staff pay bands linked to benchmark reflecting triennial market rate analysis.• Multi-year development strategy in operation to focus on areas with most potential for income growth and diversification.

diversification of income increases the risk of operating deficits eroding free reserves.	
<p>Delivery:</p> <p>As we have moved beyond the initial reliance on virtual delivery necessitated by the pandemic a significant proportion of virtual delivery has continued with funders and end users becoming more discerning. We must continuously evolve our digital offer to ensure we maintain delivery of the highest quality.</p>	<ul style="list-style-type: none"> • Dedicated Digital team expanded to support in selection, integration and adoption of digital solutions as well as providing ongoing support of current digital tools. • Project costing tools regularly revised and updated to accurately reflect the costs of high-quality virtual delivery. • Detailed evaluations undertaken to establish impact of delivery as well as reach.
<p>People:</p> <p>Success in securing a number of significant new pieces of work in the last months of 2022/23 brings great opportunities but also presents risks including insufficient resourcing and over-utilisation of our staff leading to reduced wellbeing, burn-out, increased staff turnover and erosion of workplace culture.</p>	<ul style="list-style-type: none"> • Overall headcount growing with resource in the People & Culture team increased to support the high level of recruitment. • Ongoing clear two-way communication with staff ensuring feedback from staff is considered at all stages as well as staff being made aware of the range of support available to them from regular meetings with line managers through to the Employee Assistance Programme • Extended reporting on staff turnover, exit interview findings and induction experiences. • Planned development and implementation of a detailed recruitment and retention strategy to improve efficiency and effectiveness, ensuring levels of flexibility that match our emerging operating model.

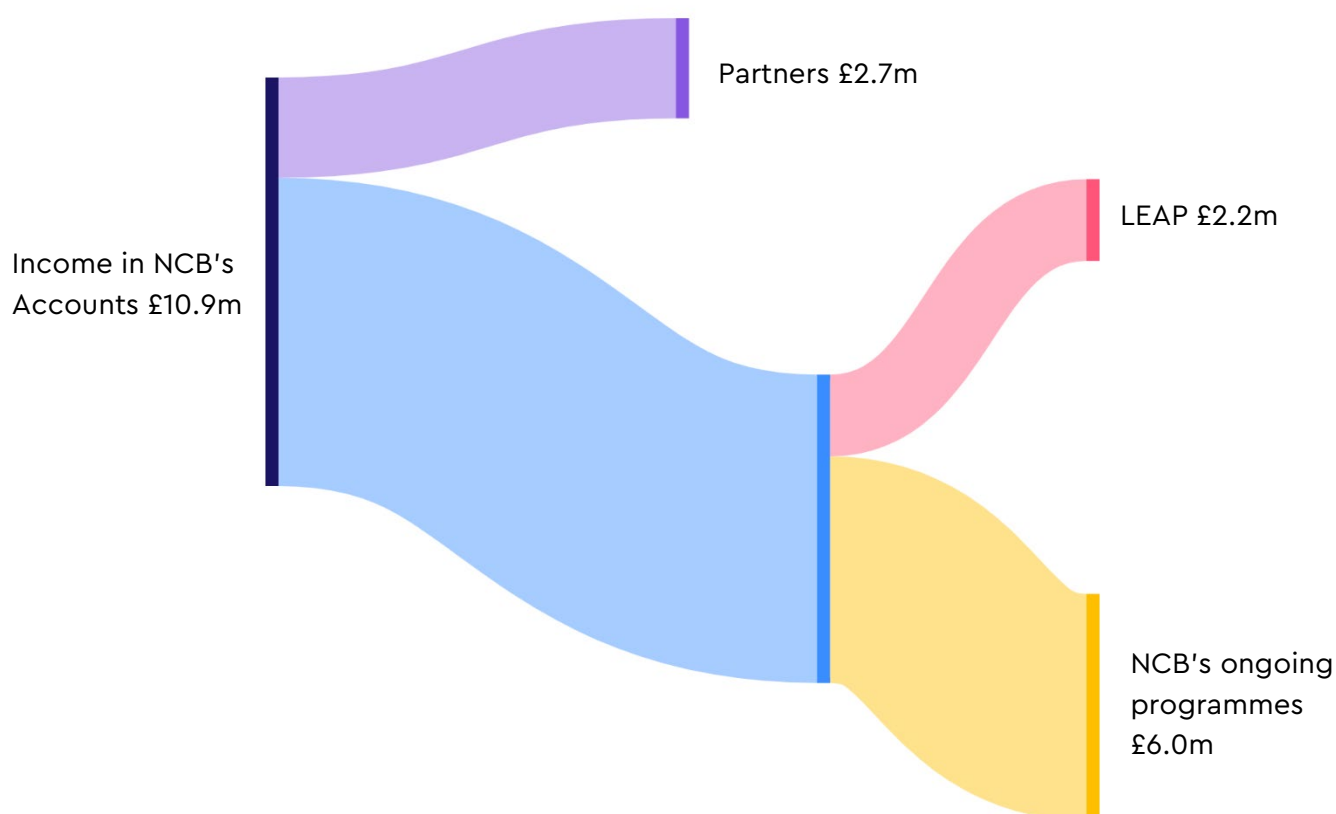
Financial review

Understanding NCB's finances

Leading partnerships

We are entrusted by our funders to convene and lead many programmes in partnership with other organisations. To simplify how these larger projects are managed, funders often require that we receive and disburse income to partners.

Crucially, this means that just **£8.2m** this year goes to NCB's core activities, and £6.0m of that to ongoing areas of work.

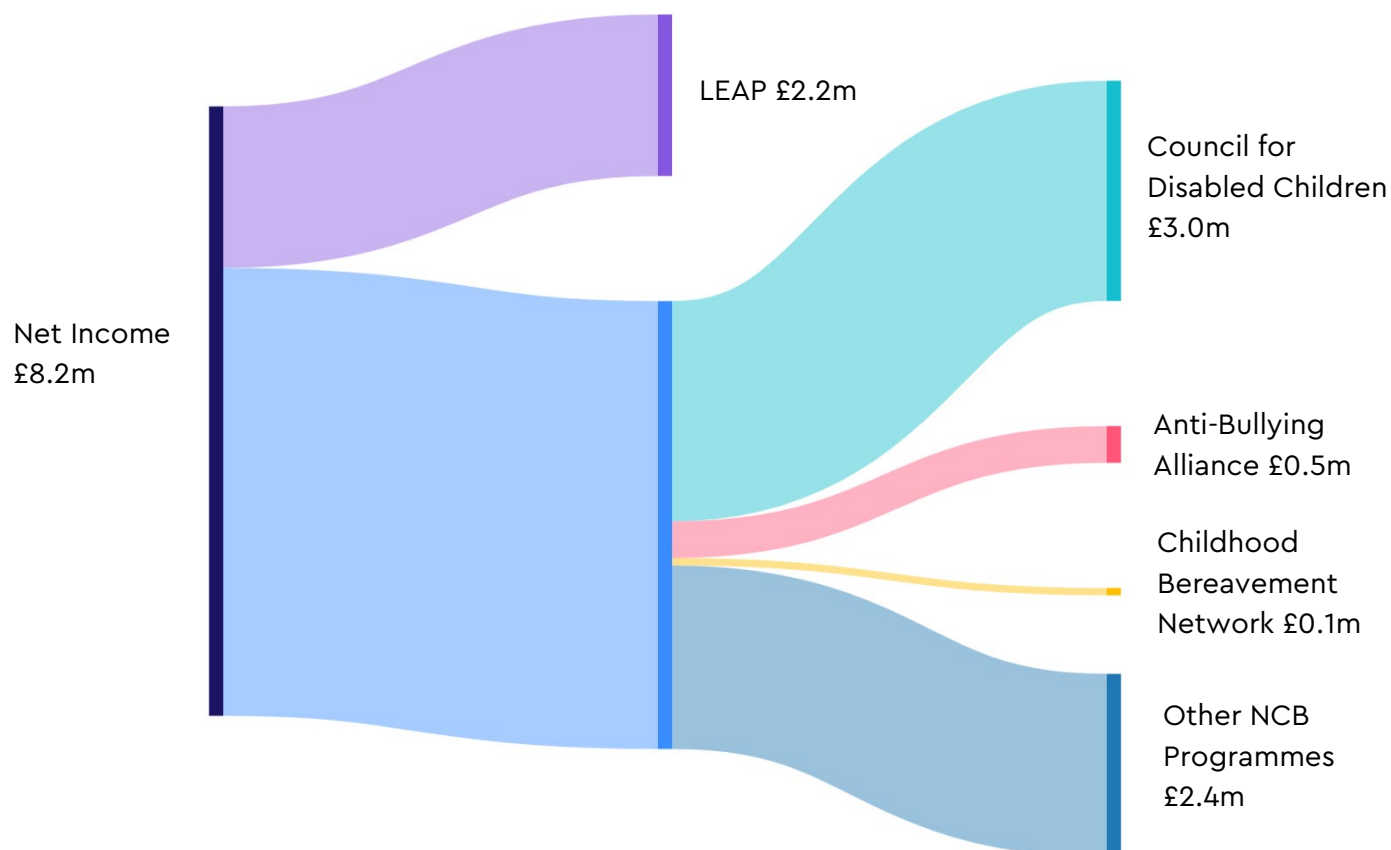


All income received that we manage must, for technical accounting reasons, be classed as NCB's own income - even though much of it is not ultimately spent by NCB. Our income figure may therefore give an overly inflated perspective of how much funding we can truly spend at our discretion.

NCB's structure

NCB is a unifying voice in the sector and our core family of membership networks play a vital role to help us achieve our charitable mission.

The £8.2m 2022/23 net income above is broadly broken down as follows:



NCB's unrestricted income

Our accounts show £4.6m of "Unrestricted" income this year. Counter-intuitively most of the income labelled "Unrestricted" is not at our discretion to spend, as it relates to contractual income for specific services, where all the costs of delivery must be met from this income. Accounting standards dictate that these very real limitations on discretion to spend do not constitute 'restrictions' for accounting purposes.

While this may give the impression that we have a large sum of money to cover discretionary costs or projects we choose to undertake, in fact, only £102k (1% of our income) was given to us with free choice as to how we spend it, alongside £87k of investment income generated.

NCB's reserves and reserves policy

NCB's Trustees maintain a reserve policy in line with the Charity Commission's best practice.

Risks and Requirements

The Trustees have adapted a benchmarked framework to assess risks to the organisation, informed by the organisation's risk register, and considered the possible financial impacts that these may have, alongside anticipated requirements to spend funds. The most material items are:

- Cessation of, or delays or cuts to, funding including at short notice. These could arise from disruption to government spending plans or change of funder priorities and require NCB to cover staff and other continuity costs.
- A need to invest in new products, services and income streams, and methods of delivery thereof, to continue meet emerging and evolving policy aims and societal needs. The costs of this are often not recoverable through our grant and contract funding.
- Adverse events that require unbudgeted payments, such as failure of compliance with HMRC or GDPR, despite controls and insurance cover.
- Costs associated with closing the charity down, e.g., ensuring the continuity of services, administrator costs, redundancies. (This is not even perceived as being remotely likely or needed but considered prudent to meet what we assess to be potentially significant, given the complexity of NCB.)

NCB's Current Reserves

The £1m of restricted funds held are merely funds given in advance, and ring-fenced, by funders for agreed projects. The majority of our reserve funds shown are the value of our office property and other fixed assets (£4.5m); this value is tied up in the property, providing office space and reducing our running costs, and not available as cash to use. We have designated funds where we expect upcoming obligations, commitments or plans; currently to cover strategic investment in meeting evolving needs, as well as to continue to improve our digital delivery, quality and consistency, and for VAT and other costs relating to the property purchase (totalling £0.7m).

Most of our free reserves are from a one-off event, being the net proceeds from selling our previous freehold office; unlike some charities, the funds are not from donors who expect these to be spent to achieve impact swiftly. With only around £100k of truly unrestricted income each year (plus interest earned from time to time), it is also extremely difficult to rebuild any reserves that are spent. As NCB's mission involves systemic improvement across a wide-range of themes, we do not have an ambition to spend reserves to "complete" this mission at any foreseeable point in the future. Trustees therefore take a rightly prudent view on retaining these free reserves where possible. Free reserves currently stand at £2.7m, and are therefore to cover the risks and requirements set out above, over a practically unlimited time frame.

Trustees consider £1m of free reserves an absolute minimum and we would explain here if reserves fell below this. Our reserves are currently safely above this. Our largest programme, LEAP, is due to conclude in 2024/25 and will drive some transition, legacy and knowledge management costs over the next few years. We expect the funding climate to remain

challenging, meaning covering necessary in-year costs fully may be difficult. The defined benefit pensions scheme closed towards the end of this year, removing a very large financial risk from NCB. In this new context, and with a new five-year strategy being developed, trustees will use the next period to review whether some further reserves can be safely utilised for investing in NCB's long-term future. We will continue to seek funding for all programmes, including funding for developing new solutions to emerging needs.

Summary for the year under review

2022/23 sees NCB come towards the end of a five-year strategy. We have developed a new five-year financial model and development plan, as we move towards a new strategic period. The plan is designed to grow and strengthen the diversity of income as we meet evolving and emerging needs, maintaining economies of scale and value. The focus on financial balance has seen us break-even this year (as in the previous three years), matching unrestricted income and expenditure, and maintaining our strong reserves. Our aim is to continue to do so in future years.

The result seen in the financial statements can be broken down as follows:

There was a small operating surplus on unrestricted funds (excluding the pension scheme) of £0.03m (2022 £0.1m), representing an important continuation of running at break-even whilst maintaining investment in income generation for future years.

Net income on operational restricted funds was £0.5m, reflecting merely the timing of spend on grant funded projects.

This resulted in the net of NCB's assets and current liabilities being strengthened to £8.9m (2022 £8.4m) and free reserves strengthened to £2.7m (2022 £1.8m), which included the release of the remaining designated pension reserve no longer required. NCB is therefore in a strong financial position, with free reserves above the policy minimum set out above, a significant property asset and a strategic plan for income generation to continue this strong financial performance in the years ahead.

Alongside this positive result and position, NCB's overall net assets increased from £4.9m to £9.0m due to the elimination of the long-term pension liability (2022 £3.5m) on exiting the scheme.

Financial performance

Income

As expected, overall income decreased during the year from £12.4m in 2021/22 to £10.9m. Unrestricted income reduced to £4.6m (£5.7m in 2021/22), reflecting mainly the ending of the IASP contract. Restricted income lessened from £6.7m to £6.3m, reflecting particularly the change in activity in our 'A Better Start' programme for National Lottery Community Fund. Outside of these the charity continues to hold a number of government contracts for the

future and has secured significant grants for its projects and research from a range of government, trust and other sources.

Expenditure

Expenditure decreased in line with the changes in activity on our major contracts and grants, as expected and outlined above, from £12.9m last year to £11.1m this year. Following a review of planned expenditure in the final two years of the ten-year LEAP programme, a financial shortfall was identified. Trustees agreed to allocate an additional £550k of expenditure to unrestricted funds in the year, to ensure that the desired outcomes of the programme can be achieved in full.

Financial position

NCB's total reserves increased from £4.9m at the start of the year to £8.9m at the end of the year. NCB has a strong general funds position (£2.7m) retained in line with the reserves policy by virtue of the break-even performance in the year and the release of designated funds after the removal of pension risk, alongside further funds designated to meet specific needs or risks in the near future. In addition, total assets, less current liabilities of £8.9m (£8.4m 2022), includes the funds invested in our main London office.

Other matters

Leasehold property

Trustees have retained a small amount of designated funds to allow for some necessary enhancements to our main London office, as set out in note 16 to the accounts.

Pension fund

As at 30th November 2022 NCB closed its defined benefit pension scheme to future accrual. This impacted 17% of staff, but enabled us to proceed with an overall exit from the scheme, operated by South Yorkshire Pension Authority. In line with the scheme rules this triggered a cessation valuation and in the actuary's assessment, and as agreed to by both parties, no further payment was due to or from either party on closure. NCB no longer has any obligation to the scheme, with no active employee members, and the scheme responsible for meeting all obligations to pensioners and deferred members. The scheme actuary's assessment was based on the valuation at 30th November 2022, was agreed by both parties in March, and paperwork formally signed-off in May 2023.

Going concern

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

increased scrutiny on this exercise in light of the impact and future economic influences caused by the Covid-19 virus.

The sale of the freehold property, and subsequent investment in a new property put NCB in a strong reserves and cash position. This took place alongside restructuring, subsequent years of break-even financial performance in running our charitable activities and the establishment of a medium-term financial strategy to strengthen the diversity of our income while continuing to break-even each year. This plan began to strengthen our finances in 2022/23 and will do so further in the years ahead.

NCB currently holds £2.8m of free reserves (in excess of designated funds), which meets the reserves policy set out above, including in light of the impacts from the Covid-19 disruption described above, and assures the Board of Trustees we can meet any risks that become issues, and puts NCB in a good position for the coming period.

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

Subsidiary

National Children's Bureau Enterprises Ltd exists to manage, as and when appropriate, conference and lettings programmes, various funding activities and support services for other charities. The majority of work has largely been stopped, and the residual, incidental trading activity handled within the charity itself, resulting in no turnover or profit in the company for the year, as was the case in the prior year. The company was dormant throughout the financial year. Any profit made by NCB Enterprises' is gift-aided to the charity.

Joint Venture

Childlife is a joint venture between four charities, with NCB therefore having an equal 25% share of voting rights. NCB recognised income of £100,000 from Childlife in the year.

Investment policy

NCB's investment policy is to limit investment in more volatile assets and to keep key reserves in cash deposits. The Trustees continue to monitor this approach to investment, to ensure the best use of the significant funds from the sale of the freehold property. This is the role of the Finance, Risk and Audit Committee which is chaired by the Treasurer, with the Chair attending as an observer, and with the Chief Executive and the Chief Operating Officer in attendance.

The Committee advises the Board on investment policy to ensure risk, return and liquidity are balanced in the best interests of the charity and, where necessary, will seek independent external advice. In addition, it recommends to the Board the proportion of its investments to

be held in longer term funds against maintaining prudent cash, or cash equivalent, balances, or retaining for use directly on charitable activities, infrastructure and operations.

The risk appetite of the policy above makes it unlikely we will invest significantly in this area, but for any future investment in equities and other financial products, the charity will continue with an ethical investment policy, including avoiding companies with more than 50 per cent of their turnover in gambling, tobacco or armaments. The Committee will also advise the Board on maintaining a reasoned ethical approach, and will seek to take external advice to set this against the need for proper returns on new funds.

Statement of responsibilities

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

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

The trustees are responsible for keeping proper accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Compliance with statutory requirements

The financial statements have been prepared in compliance with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice 'Accounting and Reporting by Charities' (SORP FRS 102) issued under the auspices of the Charity Commission.

Funders, stakeholders and sponsors

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

Auditors

Sayer Vincent LLP has indicated its willingness to be reappointed statutory auditor. This Annual Report of the Trustees, under the Charities Act 2011 and the Companies Act 2006, was approved by the Board of Trustees on 28th June 2023, including approving in their capacity as company directors the Strategic Report contained therein, and is signed as authorised on its behalf by:



Alison O'Sullivan
Chair
National Children's Bureau
Company Number: 952717

Independent Auditor's Report

Independent auditor's report to the members of National Children's Bureau

Opinion

We have audited the financial statements of National Children's Bureau (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows 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 FRS 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 charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on National Children's Bureau'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 other information comprises the information included in the trustees' annual report, including the strategic report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, 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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the

financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Joanna Pittman (Senior statutory auditor)

12 July 2023

For and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Statement of financial activity

(Incorporating an Income and Expenditure Account)

Year ended 31st March 2023.

	Notes 1 & 2	Restricted Funds £'000	Unrestricted Pension Reserve £'000	Unrestricted Other Funds £'000	2023 £'000	2022 £'000
Income from:						
Donations and legacies		135	-	102	237	209
Charitable activities		6,160	-	4,422	10,582	12,178
Other trading activities		-	-	4	4	4
Income from investments		-	-	87	87	2
Total		6,295	-	4,615	10,910	12,393
Expenditure on:	1, 3 & 6					
Raising funds						
Fundraising		-	-	39	39	35
Charitable activities		5,805	-	4,542	10,347	12,555
Operating pension scheme movements in year	17	-	744	-	744	349
Total		5,805	744	4,581	11,130	12,939
Net income (expenditure)		490	(744)	34	(220)	(546)
Other recognised gains / (losses):						
Actuarial gains on defined benefit pension scheme	17	-	4,219	-	4,219	3,999
Net movement in funds		490	3,475	34	3,999	3,453
Reconciliation of funds						
Total funds brought forward		592	(3,475)	7,826	4,943	1,490
Total funds carried forward		1,082	-	7,860	8,942	4,943

Notes 1 to 19 form part of these financial statements

Full comparative figures are shown in note 18.

Balance sheet

As at 31st March 2023.

	Notes	2023 £'000	2022 £'000
Fixed assets:			
Tangible assets	1 & 6	4,454	4,613
Shares in subsidiary undertaking	9	-	-
Total fixed assets		<u>4,454</u>	<u>4,613</u>
Current assets:			
Debtors	11	1,794	1,389
Notice deposits	8	522	512
Cash at bank		4,989	5,216
Total current assets		<u>7,305</u>	<u>7,117</u>
Liabilities:			
Creditors: Amounts falling due within one year	12	(2,817)	(3,312)
Net current assets		<u>4,488</u>	<u>3,805</u>
Total assets less current liabilities		8,942	8,418
Defined benefit pension scheme liability		-	(3,475)
Total net assets	16	<u>8,942</u>	<u>4,943</u>
The funds of the charity:			
Restricted Funds	1 & 14	1,082	592
General Funds (Free Reserves)	1 & 15	2,741	1,775
Designated Unrestricted Funds	1 & 15	5,119	6,051
		<u>8,942</u>	<u>8,418</u>
Unrestricted pension reserve	18	-	(3,475)
Total charity funds		<u>8,942</u>	<u>4,943</u>

Notes 1 to 19 from part of these financial statements. The net result for the period ending 31 March 2023 was a surplus of £4.0m (2021 surplus of £3.5m). The financial statements were approved and authorised for issue by the trustees on 28th June 2023 and were signed on their behalf by:



Alison O'Sullivan, Chair
National Children's Bureau
Company number 952717

Cash flow statement

For year ended 31st March 2023.

	2023 £'000	2022 £'000
Cash flows from operating activities		
Net cash used in operating activities	<u>(251)</u>	<u>(1,656)</u>
Cash flows from investing activities		
Interest from investments	87	2
Purchase of leasehold property and equipment	(53)	(156)
Net cash provided by investing activities	<u>34</u>	<u>(154)</u>
Change in cash and cash equivalents in the reporting period	(217)	(1,810)
Cash and cash equivalents at the beginning of the reporting period	<u>5,728</u>	<u>7,538</u>
Cash and cash equivalents at the end of the reporting period	<u><u>5,511</u></u>	<u><u>5,728</u></u>
Analysis of cash and cash equivalents	2023 £'000	2022 £'000
Cash in hand	4,989	5,216
Notice deposits	522	512
Total cash and cash equivalents	<u><u>5,511</u></u>	<u><u>5,728</u></u>
Reconciliation of cash flows from operating activities	2023 £'000	2022 £'000
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(220)	(546)
Adjustments for:		
Depreciation charges	212	205
Decrease in creditors	(495)	(1,599)
Increase in debtors	(405)	(63)
Interest receivable	(87)	(2)
Pension reserve net expense, excluding actuarial gains	744	349
Net cash used in operating activities	<u><u>(251)</u></u>	<u><u>(1,656)</u></u>

Notes to the financial statements

For the year ended 31st March 2023.

1. Accounting policies

Statutory information

National Children's Bureau (NCB) is a registered charity and company limited by guarantee, incorporated in the United Kingdom. The registered office address and principal place of business is 23 Mentmore Terrace, London, England E8 3PN.

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) - Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the Trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects the current and future periods.

Details of the main accounting estimates can be found in the notes to the accounts. The valuation of the defined benefit pension scheme is in note 17.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

Going Concern

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

Consortium charity

NCB is one of four charities in the field of childcare which receive grants from the consortium undertaking, Childlife. The grants are recognised in the Statement of Financial Activities with Donations and appeals. Under the SORP the accounts of Childlife do not have to be consolidate. Financial details are set out in note 10.

Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on Raising funds relate to the staff costs and other expenditure incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on Charitable Activities includes staff costs and other expenditure undertaken to further the purposes of the charity and their associated support costs

NCB is a partially-exempt body for VAT purposes. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Delivery partners

Expenditure subcontracted, or managed on, to partners is recognised to the same policy as expenditure above, or when funds are passed on, as a grant, as agreed.

Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on a basis consistent with the budgeted use of the resources. Support services are allocated by income or by full-time equivalent staff.

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

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities including trustees, audit and general legal expenses.

Operating leases

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

Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- | | |
|------------------------------|--------------|
| • Leasehold property | 100 years |
| • Fitting out costs | 20 years |
| • Furniture and IT equipment | 3 to 5 years |
| • Software | 7 years |

Investments

Investments in subsidiaries are at cost.

Cash at bank and in hand

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

Notice deposits

Notice Deposits are liquid investments with a notice period greater than one month.

Debtors

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

Creditors and provisions

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

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Pension costs

For part of the year NCB was an admitted body of the South Yorkshire Pension fund (SYPF), which is a defined benefit scheme. Employer's contribution to the pension scheme, which are made in accordance with consulting actuaries' periodic calculations to spread the cost of pensions over the employees' working lives, are charged in the year in which they become payable.

A cost of pension is calculated by the actuaries to comply with the accounting standard FRS 102 allocated to activities in proportion to employer contributions.

Employers' contributions are also made to a defined contribution scheme, managed by Standard Life, and employees' personal pensions. These are charged in the year in which they become payable.

2. Income

	Restricted £'000	Unrestricted £'000	2023 £'000	Restricted £'000	Unrestricted £'000	2022 £'000
Donations and legacies	135	102	237	78	131	209
Charitable activities						
Government grants	1,087	-	1,087	1,053	-	1,053
National Lottery Community Fund grants	4,546	-	4,546	5,104	-	5,104
Other project grants	525	-	525	472	-	472
Other income	-	4,422	4,422	-	5,549	5,549
Other activities	-	4	4	-	4	4
Income from investments						
Bank and other interest receivable	-	87	87	-	2	2
	<u>6,293</u>	<u>4,615</u>	<u>10,908</u>	<u>6,707</u>	<u>5,686</u>	<u>12,393</u>

Government grants are for project delivery work secured by a bidding process.
Significant items are shown in note 14.

3. Expenditure

	Staff £'000	Delivery partners £'000	Other expenses £'000	Support services £'000	2023 £'000
Raising funds					
Fundraising	33	-	6	-	39
Charitable activities	4,742	2,675	1,659	1,271	10,347
Support Services	478	-	764	(1,242)	-
Governance costs	-	-	29	(29)	-
Expenditure before					
pension scheme movements	<u>5,253</u>	<u>2,675</u>	<u>2,458</u>	<u>-</u>	<u>10,386</u>

Comparative figures for the prior year

	Staff £'000	Delivery partners £'000	Other expenses £'000	Support services £'000	2022 £'000
Raising funds					
Fundraising	33	-	2	-	35
Charitable activities	4,845	5,027	1,423	1,260	12,555
Support Services	514	-	704	(1,218)	-
Governance costs	-	-	42	(42)	-
Expenditure before					
pension scheme movements	<u>5,392</u>	<u>5,027</u>	<u>2,171</u>	<u>-</u>	<u>12,590</u>

	2023 £'000	2022 £'000
Support Services		
Facilities	675	657
Human resources	183	174
Finance	266	251
Management	<u>118</u>	<u>136</u>
	<u>1,242</u>	<u>1,218</u>
Governance costs		
Trustees' expenses	2	-

Auditors' remuneration (excluding non-governance services listed below)	25	22
Other expenses	2	20
	<u>29</u>	<u>42</u>
	2023	2022
	£'000	£'000
Expenditure includes		
Depreciation	212	205
Auditors' remuneration - Statutory audit current year provision	25	23
- Statutory audit (over) provision prior year	-	(1)
- Project audits prior and current years	6	4
- Other work	-	-
	<u>-</u>	<u>-</u>

Non-staff expenditure on governance and support services (including auditors' remuneration) shown includes partially irrecoverable VAT (where charged by suppliers) according to the balance of business and non-business, and exempt, activity supported. For 2022-23 62% of this VAT was irrecoverable (2021-22 58%), i.e. adding 12.4% (2021-22 11.5%) to relevant costs.

4. Delivery partners

	2023	2022
	£'000	£'000
LEAP (Lambeth Early Action Partnership)	2,285	2,582
IASP (Independent Advice and Support Partnership)	-	1,892
Early Years SEND Partnership	376	553
Other	<u>14</u>	<u>-</u>
	<u>2,675</u>	<u>5,027</u>

NCB works in partnership to achieve the aims of its programmes; amounts shown here are subcontracting, or passing on and over-seeing the use of funding, where there is a high degree of visibility for other organisations to the ultimate funder. NCB worked with 89 organisations in this way in the year (2022: 202).

5. Staff and trustees

	2023 £'000	2022 £'000
Staff costs		
Salaries and wages	4,372	4,499
Social Security costs	485	471
Staff pension costs	396	422
	<u>5,253</u>	<u>5,392</u>

	2023 number	2022 number
Average head count staff numbers		
Full-time staff	91	92
Part-time staff	23	21
	<u>114</u>	<u>113</u>

Staff earning over £60,000		
between £60,000 and £70,000	7	5
between £70,000 and £80,000	1	1
between £100,000 and £110,000	<u>1</u>	<u>1</u>

The key management personnel of the Charity, comprise the Trustees, Chief Executive, Chief Operating Officer, Strategic Director - Practice & Programmes Director and Strategic Director - External Affairs (only part of the year). The total employee remuneration and benefits received by the four key management personnel were £357k (2022 five £435k).

In compliance with recommendations for disclosure from the National Council for Voluntary Organisations (NCVO), NCB has chosen to disclose the full-time equivalent, gross salaries of the senior leadership team at 31 March 2023, which were:

Role	2023	2022
Chief Executive	£ 106,689	£ 105,196
Chief Operating Officer	£ 79,640	£ 78,196
Strategic Director - Practice & Programmes	£ 78,701	£ 77,038
Strategic Director - External Affairs	£ 80,363	£ 65,597

The Strategic Director - External Affairs role was relocated to London during the year and appointed at the 23/24 salary level. The other Strategic Director and Chief Operating Officer's salaries were also aligned to this point on 1st April 2023.

No remuneration is payable to trustees. Travel and accommodation expenses totalling £ 2,326 (2022: none) were reimbursed to five trustees, reflecting an increased return to in-person meetings in London.

Trustee Indemnity Insurance £896 (2022: £896) was purchased in the year.

6. Tangible fixed assets

Cost	Leasehold property	Furniture and equipment	Total
Cost as at 1 April 2022	4,628	645	5,273
Additions	15	38	53
Disposals	-	(94)	(94)
Cost as at 31 March 2023	4,643	589	5,232
Depreciation as at 1 April 2022	247	413	660
Charge	99	113	212
Disposals	-	(94)	(94)
Depreciation as at 31 March 2023	346	432	778
Net book value as at 31 March 2023	4,297	157	4,454
Net book value as at 31 March 2022	4,381	232	4,613

7. Operating lease commitments

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

	2023 £'000	2022 £'000
Due within one year		
Land and buildings	2	2
Equipment	-	2
2 to 5 years		
Equipment	3	-
	<u>5</u>	<u>4</u>

8. Notice deposits

	2023 £'000	2022 £'000
Notice deposits		
Barclays	<u>522</u>	<u>512</u>

9. Shares in subsidiary undertaking

This represents NCB's holding of 100 ordinary shares of £1 each, which is a 100% interest, in the share capital of National Children's Bureau Enterprises Limited, a company registered in England and Wales (no. 2633796) and a wholly owned subsidiary of the charity. Financial statements are filed with the Registrar of Companies.

The company has been dormant for the whole financial year. The net assets brought and carried forward are £5k, with the debtor due from the charity, NCB. An audit was not performed.

Activity may start up again in future, through letting of the new office, or from other emerging fundraising approaches.

10. Joint venture

Childlife is a joint venture between four charities, with NCB therefore having an equal 25% share of voting rights. The information below shows the full activities, liabilities and assets, of which NCB has a 25% interest. The 25% share of these amounts are not consolidated into NCB's financial statements. NCB recognised income of £100,000 from Childlife in the year. Notes 1 and 13 provide further information on our relationship.

	2023 £'000	2022 £'000
Income	1,290	1,174
Expenditure	918	945
Net income	372	229
Distribution to member charities	(400)	(320)
Net movement in funds	(28)	(91)

The aggregate of assets, liabilities and funds was:

Assets	506	478
Liabilities	(111)	(55)
Net assets	395	423
Total funds	395	423

Prior year figures are restated, with no impact elsewhere in these accounts.

11. Debtors

	2023 £'000	2022 £'000
Trade debtors	823	662
Other debtors and prepayments	109	17
Accrued income (unrestricted)	393	292
Accrued income (grants due for projects)	469	418
	1,794	1,389

12. Creditors falling due within one year

	2023 £'000	2022 £'000
Trade Creditors	458	946
Social Security and other taxes	548	612
Pension contributions	35	16
Amount due to subsidiary undertaking	5	5
Other creditors and accrued charges	1,274	1,461
Income received in advance	497	272
	<u>2,817</u>	<u>3,312</u>

	B/fwd 1 Apr 2022 £'000	Received 2023 £'000	Income 2023 £'000	C/fwd 31 March 2023 £'000
Income received in advance in respect of 2022/23				
Services and other income	272	4,840	4,615	497
	<u>272</u>	<u>4,840</u>	<u>4,615</u>	<u>497</u>

13. Related party transactions

NCB Enterprises Ltd (a wholly owned subsidiary of NCB, also registered at 23 Mentmore Terrace, London E8 3PN) did not trade in 2022-23.

The amount owed from the parent company at 31st March 2023 was £5,374 (2022: £5,374). Further details are shown in note 9.

Celine McStravick was a director of Childlife to December 2022 and Lawrence Walker was a director from March 2023; a consortium which donated £100,000 to NCB during 2022-23. No donations were received from any other related parties.

14. Restricted funds

Project and Unit funds		B/fwd 1 April 2022	Income	Expense s	C/fwd 31 March 2023
Project	Funder	£'000	£'000	£'000	£'000
Early Years SEND	Department for Education	-	657	(657)	-
United Against Bullying	Department for Education	-	230	(230)	-
Other Grants from Government Departments		35	200	(199)	36
Lambeth Early Action Partnership	National Lottery Community Fund	96	4,546	(3,982)	660
	London Borough of Lambeth	117	-	(117)	-
REAL in Lewisham	Charity of Sir Richard Whittington	150	121	(78)	193
Other grants and income		171	541	(542)	170
		569	6,295	(5,805)	1,059
Other funds		23	-	-	23
		592	6,295	(5,805)	1,082

Comparative figures for prior year

Project and Unit funds		B/fwd 1 April 2021	Income	Expense s	C/fwd 31 Mar 2022
Project	Funder	£'000	£'000	£'000	£'000
Early Years SEND	Department for Education	-	772	(772)	-
United Against Bullying	Department for Education	-	146	(146)	-
Other Grants from Government Departments		160	135	(260)	35
Lambeth Early Action Partnership	National Lottery Community Fund	55	5,104	(5,063)	96
	London Borough of Lambeth	117	-	-	117
REAL Programme	Education Endowment Foundation	221	50	(260)	11
REAL in Lewisham	Charity of Sir Richard Whittington	113	116	(79)	150
Other grants and income		227	384	(451)	160
		893	6,707	(7,031)	569
Other funds		23	-	-	23
		916	6,707	(7,031)	592

All restricted funds represent grants for specific projects, as agreed with the funder in an application process and carried forward to continue the agreed project, with the exception of the £135k of donations shown on the Statement of Financial Activities and Note 2 (£78k in 2021-22, shown in note 18), which were mainly given by individuals in response to our Anti-Bullying Week campaign, or by organisations to our Special Education Consortium.

15. Unrestricted other funds

	B/fwd 1 Apr 2022 £'000	Income £'000	Expenses £'000	Allocation s and Transfers £'000	C/fwd 31 March 2023 £'000
Designated funds					
Fixed asset fund	4,613	-	(212)	54	4,455
Strategic priorities fund	400	-	(76)	-	324
Capital Goods Scheme fund	323	-	-	(51)	272
New building fund	68	-	-	-	68
Pension fund	647	4	(78)	(573)	-
	6,051	4	(366)	(570)	5,119
General Funds (Free Reserves)	1,775	4,611	(4,215)	570	2,741
Group - unrestricted funds before pension reserve	7,826	4,615	(4,581)	-	7,860

Comparative figures for the prior year

	B/fwd 1 Apr 2021 £'000	Income £'000	Expenses £'000	Allocation s and Transfers £'000	C/fwd 31 Mar 2022 £'000
Designated funds					
Fixed asset fund - designated element	4,661	-	(205)	157	4,613
Strategic priorities fund	400	-	-	-	400
Capital Goods Scheme fund	375	-	-	(52)	323
New building fund	68	-	-	-	68
Pension fund	416	4	(44)	271	647
	5,920	4	(249)	376	6,051
General Funds (Free Reserves)	1,779	5,682	(5,310)	(376)	1,775
Group - unrestricted funds before pension reserve	7,699	5,686	(5,559)	-	7,826

The fixed asset fund represents the net book value of tangible fixed assets; our office building and its contents, as well as our laptops and systems.

The new building fund is set aside to fund the remaining costs for the fit-out, maintenance and enhancement of our main London office property.

The capital goods scheme fund is set aside for any additional expense of recovered VAT during the ten-year period of the capital goods scheme that NCB is required to run regarding expenditure on the new leasehold property. This represents NCB's full exposure through the period.

The strategic priorities fund is set aside for investment in the coming year (or just beyond) in the transition, knowledge management and legacy of our 10 year LEAP programme as it starts to come to an end, enhancing our digital capabilities and programme management, strengthening the diversity and scale of our income, adapting to new needs for our expertise and celebrating and involving children and young people in NCB's 60th anniversary, as well as continuing to manage the cost of inflationary pressures.

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

16. Analysis of net assets / (liabilities) between funds

	Tangible Fixed Assets £'000	Net Current Assets £'000	Pension Scheme Liability £'000	Total £'000
Restricted Funds	-	1,082	-	1,082
Unrestricted - Designated funds	4,455	664	-	5,119
- General funds	-	2,741	-	2,741
Net Assets before Pension Reserve	4,455	4,487	-	8,942
Pension Reserve	-	-	-	-
Group Net Assets	4,455	4,487	-	8,942

Comparative figures for the prior year

	Tangible Fixed Assets £'000	Net Current Assets £'000	Pension Scheme Liability £'000	Total £'000
Restricted Funds	-	592	-	592
Unrestricted - Designated funds	4,613	1,438	-	6,051
- General funds	-	1,775	-	1,775
Net Assets before Pension Reserve	4,613	3,805	-	8,418
Pension Reserve	-	-	(3,475)	(3,475)
Group Net Assets	4,613	3,805	(3,475)	4,943

17. Pension arrangements

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

Defined benefit scheme

On 30 November 2022 the charity closed to the defined benefit scheme, managed by the South Yorkshire Pension Authority (SYPA), to future accrual, which impacted 19 members of staff. The assets of the scheme are held separately from those of the charity by South Yorkshire Pensions Authority. Contributions to the scheme were charged to the Statement of Financial Activities so as to spread the cost of pensions over the employees' working lives with the charity. The cost of NCB's contribution to SYPF for the period ended 30 November 2022 was £124,433 (2022 £195,548).

Cessation valuation

An actuarial valuation of the charity was carried out to determine the assets and liabilities of the South Yorkshire Pension Fund in respect of the charity's current and former employees, as required under Regulation 64 of the LGPS Regulations 2013, as at 30th November 2022. Based on the Fund's cessation approach, the valuation report confirmed in March 2023 that no cessation debt is due from the charity, and no exit credit is payable to the charity.

Set out below are disclosures required for the purposes of FRS 102.

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

	Nov 2022 £'000	2022 £'000
Assets		
Equities		27,964
Government & other bonds		10,169
Property		3,813
Cash		424
Other		-
Total market value of assets	42,783	42,369
Present value of scheme liabilities	(42,783)	(45,844)
(Deficit) in the scheme	-	(3,475)

	Nov 2022 Assumptions	2022 Assumptions	2021 Assumptions	2020 Assumptions	2019 Assumptions
The major assumptions used by the actuary were:					
Increase in salaries	2.9%	4.2%	3.0%	3.4%	2.8%
Rate of increase in pensions	2.3%	3.2%	2.8%	2.2%	2.3%
Discount rate	3.0%	2.7%	2.1%	2.4%	2.4%
Inflation assumption	9.9%	3.7%	2.7%	2.1%	2.2%
	2022 £'000	2022 £'000	2021 £'000	2020 £'000	2019 £'000
Analysis of the amount charged to operating result					
Current service cost	856	378	321	370	347
Past service cost		-	-	306	-
Administration expenses	3	5	5	5	5
Curtailement loss		-	-	150	-
Total operating charge	859	383	326	831	352
Analysis of other finance (expense) income					
Expected return on pension scheme assets		821	805	862	933
Interest on pension scheme liabilities		(973)	(982)	(1,075)	(1,106)
Net (expense) income	0	(152)	(177)	(213)	(173)
Analysis of remeasurements - liabilities and assets					
Remeasurements - assets		2,911	5,738	(2,324)	1,100
Remeasurements - liabilities		(176)	996	2,282	-
Change in assumptions	4,219	1,264	(6,108)	2,090	(3,228)
Net (loss) / gain	4,219	3,999	626	2,048	(2,128)
Movement in (deficit) during the year:					
Deficit in scheme at beginning of year	(3,475)	(7,125)	(7,446)	(8,885)	(6,570)
Movements in year					
Operating charge	(859)	(383)	(326)	(831)	(352)
Employer contributions	115	186	198	435	338
Other finance expense	0	(152)	(177)	(213)	(173)
Remeasurements (loss) gain - liabilities and assets	4,219	3,999	626	2,048	(2,128)
Deficit in scheme at end of year	-	(3,475)	(7,125)	(7,446)	(8,885)

Defined contribution scheme

The charity participates in a defined contribution scheme independently managed by Standard Life. Contributions to the scheme are charged to the statement of financial activities as they become payable. NCB makes twice the employees' percentage contribution, up to a maximum of 8% of pensionable salaries. The cost of NCB's contributions for the year ended 31 March 2023 was £215,085 (2022: £199,814).

Personal pension plans

Payments can also be made to employees' personal pensions which are charged in the year in which they become payable. NCB matches employees' contributions up to a maximum of 8% of pensionable salaries. No contributions were made for the year ended 31 March 2023 (2022: £3,015).

18. Statement of financial activities with comparatives

	Notes	Restricted Funds £'000	Unrestricted Pension Reserve £'000	Unrestricted Other Funds £'000	2023 £'000	Restricted Funds £'000	Unrestricted Pension Reserve £'000	Unrestricted Other Funds £'000	2022 £'000
	1 & 2								
Income from:									
Donations and legacies		135	-	102	237	78	-	131	209
Charitable activities		6,160	-	4,422	10,582	6,629	-	5,549	12,178
Other trading activities		-	-	4	4	-	-	4	4
Income from investments		-	-	87	87	-	-	2	2
Total		6,295	-	4,615	10,910	6,707	-	5,686	12,393
Expenditure on:	1, 3 & 6								
Raising funds									
Fundraising		-	-	39	39	-	-	35	35
Other trading activities		-	-	-	-	-	-	-	-
Charitable activities		5,805	-	4,542	10,347	7,031	-	5,524	12,555
Operating pension scheme movements in year	17	-	744	-	744	-	349	-	349
Total		5,805	744	4,581	11,130	7,031	349	5,559	12,939
Net (expenditure)		490	(744)	34	(220)	(324)	(349)	127	(546)
Other recognised (losses) / gains:									
Actuarial gains / (losses) on defined benefit pension scheme	17	-	4,219	-	4,219	-	3,999	-	3,999
Net movement in funds		490	3,475	34	3,999	(324)	3,650	127	3,453

19. Financial instruments

At the balance sheet date the group held financial assets at amortised cost of £1687k (2022 £1372k) and financial liabilities at amortised cost of £1737k (2022 £2412k).

Workings:		2023	2022
Current assets:		£'000	£'000
Debtors	11	1,794	1,389
exclude prepayments		(107)	(17)
		<hr/>	<hr/>
		1,687	1,372
Liabilities:			
Creditors: due within one year	12	2,817	3,312
exclude: Social Security etc		(548)	(612)
exclude: Pension		(35)	(16)
exclude income recvd in adv		(497)	(272)
		<hr/>	<hr/>
		1,737	2,412

United for a better childhood

For 60 years, the National Children's Bureau has worked to champion the rights of children and young people in the UK. We interrogate policy and uncover evidence to shape future legislation and develop more effective ways of supporting children and families.

As a leading children's charity, we take the voices of children to the heart of Government, bringing people and organisations together to drive change in society and deliver a better childhood for the UK. We are united for a better childhood.

Let's work together: 020 7843 6000 | info@ncb.org.uk | www.ncb.org.uk | @NCBtweets

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