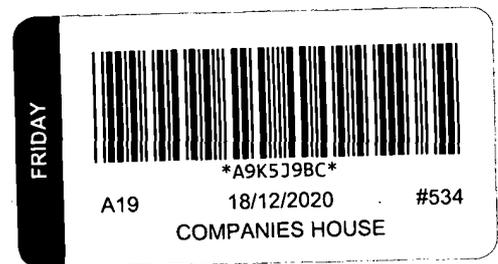




Annual Report & Accounts



Year to 31 March 2020

Company Registration: 2370573
(England and Wales)

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Trustees' report

Strategic Report

About us

We are NCT – the national charity for pregnancy, birth and early parenthood. NCT has a vision of a world in which no parent is isolated. Every year we support thousands of parents through antenatal education classes and infant feeding support. Across the four nations of the UK, we bring over half a million parents together through our postnatal programmes and volunteer-led community events.

We achieve our mission to support all parents to have the best possible experience of pregnancy, birth and early parenthood through three interconnected aims:

Knowledge - we provide evidence-based information for all parents, both online and face-to-face, aiming to give every parent the chance to make informed choices

Networks - we support all parents to build networks in their local communities through our volunteer-led branches, peer support programmes, education and outreach work. We work in communities all across the UK, helping parents form vital, often lifelong, friendships and communities

Voice - we campaign on the issues that matter most to pregnant women and families throughout pregnancy, birth and early parenthood.

Founded in 1956, NCT is the UK's largest and best-known charity for all parents. We are a passionate, grassroots community of volunteers, practitioners, staff and campaigners all committed to providing the best in physical, emotional and practical support for pregnancy, birth and early life with a baby. There are nearly 6,500 colleagues in our NCT community, and we have more than 35,000 members of our charity. Our potential for positive impact across all four nations of the UK is significant.

Core to NCT's new strategy is becoming an open, inclusive and empowering organisation, so that we can support all parents, whoever they are, and whatever their situation.

Our Impact

Over half a million parents supported across the year by our 5,576 volunteers, through over 500 parent support groups

27,010 parents supported to feed their babies by our breastfeeding counsellors.

6,040 calls to our infant feeding support line

91,891 parents supported through NCT classes by 760 practitioners.

Over 6,000 parents have developed life-saving skills through 537 Baby First Aid Courses

12,057 women supported through our four largest externally commissioned breastfeeding services in Glasgow, Bradford, Peterborough and Southampton

6.7m visits by parents to our website for information on pregnancy, labour and birth, infant feeding and life as a parent.

Our Community

141 staff

100 student practitioners now qualified to support the parents of the future

760 practitioners

Our Practitioner Representative Body of 16 practitioners

5,576 volunteers
Regional Volunteer Support Network of 11 regional co-ordinators

Our Board of Trustees

37,292 members

Chair's Welcome



I continue to be immeasurably proud of our work and what we are capable of.

NCT achieved so much once again over the year across all four nations of the UK. Supporting millions of expectant and new parents through pregnancy, birth, early parenthood and feeding their baby, we have made a difference to so many new families at a crucial time.

Particularly gratifying was February's news of a huge success for our #HiddenHalf campaign, when the English government announced it would fund GP maternal postnatal checks. This was a tremendous achievement and shows the scale of societal change that NCT is capable of driving. I'd like to thank our NCT community and all our supporters, stakeholders and partners in government who got behind the campaign and worked hard for over three years to make it happen.

At the start of 2020, we were looking forward to our next chapter and a year of change. The board welcomed our new Chief Executive, Angela McConville, in early January. We'd asked her to focus on delivering the agreed short-term plan, and learn as much as she could about our charity and communities whilst starting to consider what changes are needed for the next stage of the journey.

But with the onset of the Covid-19 pandemic came the introduction of social distancing. Like many other charities, NCT saw its income plunge overnight as face-to-face courses and fundraising activities were no longer possible. Our future survival and long-term support for pregnant women and new parents were at stake. What we were envisaging as a period of renewal suddenly turned into something altogether more urgent and critical.

Crisis requires immediate, visible and hands-on leadership: Angela and her team stepped up to the mark immediately. Under their leadership, and thanks to the extraordinary creativity, goodwill, hard work and sacrifice of our staff, practitioners and volunteers, NCT is cautiously navigating the storm to ensure we can continue our work and remain a going concern. I simply can't thank you all enough.

Despite the pandemic we have continued to increase our reach into more diverse communities. Our partnership with Peppy Health gained NHS funding to trial an app delivering perinatal support to some of the most vulnerable new and expectant parents during lockdown. Over 65% of participants in the pilot were from low income households and participation of Black, Asian and minority ethnic groups was double the national UK average. We are learning, but at a time when the whole charity sector is reflecting deeply on issues of diversity and inclusion, we're also aware of just how much NCT still has to learn. As part of that we are reaffirming our commitment to equality, diversity and inclusion in the coming year so that we can really drive progress to become an open, inclusive and diverse charity and support all parents, whatever their situation, background, ethnicity, community or needs.

Many of us are reflecting on the new realities of pregnancy, birth and parenting when Covid-19 has made inequality and isolation worse than ever. So much of family, social, economic and democratic life is now happening online; how can parents know who and what to trust? Are digital tools and channels a poor substitute for support, or a vital means for us to increase reach?

I believe the next frontier for NCT is harnessing digital positively. All of us at NCT are deeply engaging with this new world: whether that's staff, practitioners and volunteers working with the

different social dynamics of online courses and workshops, or trustees thinking about how to incorporate data ethics into our governance work. Our transition to the Salesforce platform will be an important enabler too.

Finally, I'd like to thank our outgoing Chief Executive, Nick Wilkie, who left NCT at Christmas 2019, and to recognise his hard work and dedication over the last five years. I also want to thank Carey Oppenheim, Caroline Flint and Clarissa Ayo-Dele Smith who stepped down as trustees, and to welcome Sherry Bevan and Jo Powell to the board as President and trustee respectively. And I was delighted to have been re-appointed as Chair of Trustees so that I may support NCT on this vital next chapter of our journey.

Jessica Figueras
Chair

President's Welcome

I feel so incredibly proud and humbled to be NCT President. It's a huge honour to follow in the footsteps of so many inspirational women. Like many of us, I am NCT through to my bones. This year I have just been absolutely blown away by the incredible response and the huge achievements of all our staff, our volunteers and our practitioners in the face of the Covid-19 pandemic.

For many of us, going online with our Bumps & Babies groups, our Early Days courses, our breastfeeding drop-ins, our antenatal courses and more was a very steep learning curve. The feedback from parents has been so overwhelmingly positive.

NCT, like many charities, is facing tough challenges and we've had to refocus our priorities. That's led to some very difficult decisions, none of which were taken easily or lightly.

Whilst the Board of Trustees has necessarily focused on the financial challenges, the other major topic has been our approach to equality, diversity and inclusion. We know we haven't done enough in the past. There is now a very strong and firm commitment to put this right with positive action being taken to make us a more open and inclusive organisation.

It's more important than ever for me to say a HUGE thank you for everything you do for NCT. I know you do this while juggling so much. Thank you from the bottom of my heart.

Sherry Bevan
NCT President

Chief Executive's Welcome

At NCT we occupy a very special, uncontested space in the national story – we are NCT, the national charity for pregnancy, birth and early parenthood in your community.

My early days leading NCT were an incredible first chapter, of two parts. The first, a campaign of learning, getting to know our NCT communities across the country; the second, an exercise in emergency responding and rapid action to the ravaging impact of Covid-19.

In my early weeks, I travelled from Guildford to Manchester, Peterborough to Southampton getting to know the many aspects of our grassroots work. I visited antenatal classes and met excited parents-to-be. I met practitioners and shared their professional development. I experienced first-hand how we best support parents in their local communities – from drop-ins and breastfeeding support, to Bumps & Babies groups and postnatal workshops, Baby Cafes and fundraising sales. Each of these moments resonated with me deeply and I saw echoes of my own journey as a mum and a community advocate. Can there be any more emotive a subject than birth and parenting? Across the four nations, I am moved by the passion and commitment to ensure that every pregnant woman, expectant and new parent has access to information and community in reaching safe, informed, empowered choices.

In February, we celebrated the amazing news that the Department of Health announced funding for the 6-week maternal GP health check in England for all new mothers after three years of campaigning.

Covid-19 necessitated a gear change. Emergency responding, urgent re-planning and rapid decision making was needed to make sure NCT would survive and continue to support parents into the future. I am so proud of the way the NCT community have risen up to respond to the impact on pregnant women, and self-isolating expectant and new parents. I saw the call to rapidly adapt services to support pregnancy and parenting met with heroic embrace in every corner of our charity and across all four nations of the UK. Intrinsic to this is our shared belief that knowledge and community are critical to safer births and better early parenthood. We hold these beliefs strong and our pivot to support parents-to-be and families through live, online delivery is testimony to this.

As we emerged from the initial phase of crisis management, we set out our plans for recovery and renewal. These plans renew our commitment to building an inclusive 'one team' culture at NCT. We look to embrace new opportunities to innovate, reimagine, extend our reach and renew ourselves and with that comes the strength to imagine a new future.

The pandemic also brought into sharp relief the inequalities in maternal outcomes and persistent disadvantages faced by Black, Asian and minority ethnic pregnant women and new parents in the UK. At NCT, we have an important role to play in highlighting these persistent inequalities and working with others to bring about better experiences and more equitable outcomes. We recognise that we have more to do to become an open and inclusive charity so we can support all parents, whoever they are, whatever their background and whatever their situation. In response, our new Senior Leadership Team, in partnership with our board, team and wider NCT community, will focus in the coming year on developing a deliverable action plan to improve, update and embed a holistic approach to equality, diversity and inclusion throughout our work and practices.

Our founding ethos and proud heritage remain as relevant today as it did when we were established in 1956. We remain a passionate, grassroots community of volunteers, practitioners, staff and campaigners all committed to providing the best in physical, emotional and practical support for pregnancy, birth and early life with a baby. It is a daunting responsibility and an incredible honour to hold the future of this charity together in our hands.

I want to thank sincerely our trustees, volunteers, practitioners, students and staff team who have all welcomed and supported me through this extraordinary journey so far. I look forward to serving you and our communities to ensure every pregnant woman, expectant and new parent has access to information and community in reaching safe, informed, empowered choices.

Angela McConville
Chief Executive

Looking to the future – our strategy for recovery and renewal

This annual report documents our work and impact in the period April '19 to March '20. However, we wanted to also comment on the impact of Covid-19 on our work in the months leading up to, and the 6 months since March '20 and in particular highlight the way in which we have responded to the Covid-19 pandemic and how this has influenced our forward plans.

Covid-19 has had a significant impact on our charity, as it has for many other charities across the UK. As we emerged from the initial phase of crisis management, we needed to take action to manage through the continuing crisis and the anticipated recovery period. To guide us through this period, we developed our agreed three priorities, which form the basis of our strategy for recovery and renewal.

1. We will continue to be the UK's most trusted antenatal education and infant feeding charity.

Recovering and growing our antenatal course activity is essential for both national impact and our future financial sustainability. This will be our top priority until we have secured this critical funding stream for our wider work. Our infant feeding support makes a huge difference to women and families in an area of real need. Sustaining, growing and demonstrating the impact of this work will be a core part of our work.

2. We will grow our reputation as the UK's most trusted provider of digital support for pregnancy, birth and early parenthood.

Our Covid-19 response has captured the imagination of the NCT community, and there has been a resounding call to embrace technology and ensure it is a key part of our future. We will protect and promote our digital content for parents, recognising the significant reach and value that this has. Alongside this, we see significant potential in the opportunity to develop our online offer of courses and workshops, improve and expand our digital membership offer, and embrace a 'digital first' approach for engagement and working practices.

3. We will put in place a safe unlock plan to enable our inclusive community of parents supporting parents to flourish safely and with big impact.

Parents working together in their local communities to support other parents is one of the most impactful, far-reaching aspects of our antenatal and postnatal support. Being a voice for parents and influencing policy, especially for vulnerable parents, is how we drive change nationally and for parents in the future.

We will put in place a safe unlock plan to enable our inclusive community of parents supporting parents to flourish safely and with big impact. We will take a planned approach to re-starting our activities in a safe and sustainable way. This will need us to re-imagine how we best support parents in their local communities and to continue our voice and influencing work, particularly for parents at greater risk of isolation or disadvantage.

In all of this, our people are at the heart of our mission and impact. We want them to feel secure, valued and to thrive. Their success delivers the greatest impact for parents. In support of our people and our future, we will build an open, diverse and inclusive 'one team' culture. We will focus on remaining a flexible, dynamic employer of choice, moving to a new, more radical model of education and developing our charity brand and fundraising capabilities for the future.

Preparation for and our response to Covid-19

Our vision of “A world in which no parent is isolated” has never been closer to our hearts than during Covid-19. We are wholly committed to protecting and supporting parents, practitioners, volunteers and staff during these unprecedented times.

Recognising the early warnings about the potential impact of Covid-19, an NCT Emergency Response Team was up and running in January. Thanks to this early preparation and strong response from NCT practitioners and volunteers, we were able to adapt immediately to the crisis as it unfolded. Our focus on what parents want and need combined with our culture of homeworking allowed us to adapt quickly, whilst ensuring safety for parents and our communities. Our investment in technology and our culture of cross-team collaboration meant that we were able to deliver online antenatal classes within 24 hours of the social distancing and lockdown announcement in March.

Above all, a dedicated and passionate body of practitioners, staff and volunteers has helped us be there for pregnant women and new families up and down the country, no matter the scale of the challenge.

Campaigning to protect pregnant women and new parents during the pandemic.

In the early weeks of the pandemic, we worked tirelessly to highlight the need to protect services for babies and pregnant women. Since, we have been responding to Covid-19 in relation to maternity services and support for expectant and new parents.

This included working closely with the Pregnancy and Baby Charities Network, Department of Health and Social Care; NHS and Public Health England to influence discussions and efforts to protect and support women and their families at a time of heightened anxiety and rapid re-organisation of services. We joined an alliance of UK pregnancy and baby charities to warn that vital services for women and families were at risk of closure and were one of 40 charities to highlight the need to protect babies and their parents from harm during the Covid-19 response.

Antenatal classes

With the safety of parents and practitioners our utmost priority, we switched our antenatal course online immediately to make sure expectant parents could continue to connect socially with one another in their local area, and get the information and support they needed to prepare for the arrival and early days with their baby during the pandemic.

In March alone, we delivered 237 antenatal classes online to help nearly 3,000 parents prepare for birth and early parenthood.

Our team worked tirelessly over the following weeks to reschedule thousands of sessions from face-to-face to be delivered online, and to communicate these changes to parents. Our practitioners were brilliant in their response to adapt to the challenge of delivering informative and social online sessions - helping each other out, adapting their practice to online sessions using Zoom, sharing resources and success stories. A real team effort!

“The course has been a critical lifeline for us during Covid-19. NCT has been the only area of support that we could both access together and also the only non-consultant support that we've had. I'm not sure how we would have gotten by without it.” Adam, Bingley

"Our course leader has been invaluable in guiding us through the mysteries of labour, childbirth and postnatal care for our newborn, especially in these uncertain times. She has taken so much time to answer any questions and has put a lot of effort into our sessions even though they have had to be virtual. We are so grateful and really appreciate all your help!" Rajaa and Munim, Woldingham

Infant feeding support

Our research shows that accessing feeding support as a new parent is challenging at the best of times, leading to significant anxiety and affecting longer term wellbeing for mum and baby. Since the Covid-19 outbreak, new families have been finding it harder than ever to access support from their midwife, GP or health visitors, and left struggling with challenges of feeding their baby.

We know this additional stress, as well as the heightened sense of isolation new parents face in lockdown, can compound maternal mental health issues. That is why our practitioners and volunteers have made it a priority in Covid-19 to reduce isolation and anxiety around infant feeding, providing specialist support in a variety of ways, virtually and over the phone.

Our infant feeding support line has proved an essential form of support during lockdown, and our breastfeeding counsellors are reporting parents calling with more complex needs and needing support for longer.

"Having a baby during a pandemic is so lonely but you have really listened to me. Knowing I can call again if worried means I feel less alone."

Parent calling our infant feeding support line

With in-person breastfeeding support sessions such as Baby Cafés suspended due to Covid-19, many NCT practitioners have adapted seamlessly to continue to provide mothers with professional, personalised infant feeding support using Zoom, WhatsApp or telephone.

"It's really encouraging in this lockdown time to know that I can have an expert to speak to if needed."

Mum, Hounslow.

NCT branch-run breastfeeding drop-ins were also rapidly switched online to maintain local infant feeding support too. NCT branches across the UK have been using technology to create a safe space for parents to chat socially whilst the local breastfeeding counsellors offers mums one-to-one support.

Community Support

NCT volunteers across the UK have been incredibly proactive during the lockdown period. Acutely aware that parents would need their support more than ever, branches have re-imagined their traditional ways of offering support in a hugely creative range of ways. Examples include weekly Bumps & Babies on-line, Facebook Lives with singalongs, stories and crafts, evening socials, meet ups for new and expectant parents as well as online breastfeeding, single parent and postnatal support groups. Our volunteers have also stepped up their fundraising efforts and shown exceptional resourcefulness as they've walked, run, scooted, climbed stairs, held virtual balloon races, crafted and quizzed in order to raise funds for the charity during lockdown.

Our commissioner-funded services have also adapted to social distancing, using social media, online and telephone support. For our peer support projects, which support new and expectant mums facing mental health difficulties and isolation, the service model has been adapted. The peer supporters are now able to be more flexible with their time, so they can speak to the mums they support when it is more convenient, such as in the evenings when their children are in bed.

"Although we may not be able to meet face-to-face, we can of course continue to listen during these anxious times. Our WhatsApp groups have been gratefully received, providing a sense of community and company at what is such an isolating time."

Holly Flynn, Volunteer Team Leader, Halton, Parents in Mind

Parent support through our online information

We have worked hard to make sure we provide up-to-date and reliable information about Covid-19 and pregnancy and birth, as well as helpful content for new parents. We have updated our online information centre with the latest guidance and evidence-based information. We also added over 30 new articles for new and expectant parents, attracting over quarter of a million readers during the first 3 months of the outbreak alone.

Digital Innovation

In early April, our partnership with Peppy Health gained NHS 'Techforce19' funding to trial an app delivering perinatal support to the most vulnerable new and expectant parents during lockdown. Our practitioners offered chat support, held video consultations, facilitated peer-to-peer support groups and led small group mental wellbeing sessions. Users found the support overwhelmingly positive during the short trial, with 64% of respondents saying it helped them feel less isolated and 71% reporting that they felt more confident in knowing where to access support.

- 10,000 applications participated in the trial within 4 days of funding being awarded
- 1,075 trial participants from across England
- Over 65% low income households
- Participation by Black, Asian and minority ethnic was double the national average
- £916m potential saving based on self-reported usage of NHS services

"This has honestly made a huge difference to me. I've felt it's been very hard to ask for help from the health visitors, and the midwives' lines are so busy where I am. [This service] has meant that I can ask for help without feeling like I'm putting stress on an already overstressed system."

Peppy trial participant

Leading the way in new parent education and infant feeding support

We are the UK's largest parenting charity, delivering the widest range of antenatal course and postnatal workshops to over 90,000 pregnant women and new parents across England, Scotland, Wales and Northern Ireland each year.

Pregnant women and new parent education

Our antenatal classes are at the heart of NCT and help pregnant women and expectant parents grow their knowledge and their social network. Supporting parents through pregnancy, birth and their new life with their baby, our classes help them feel prepared and confident, while making vital connections and life-long friends in their local community.

Every NCT practitioner leading one of our courses is trained and licensed to deliver an antenatal or postnatal course combining the very latest trusted information and practical skills, with in-depth local knowledge.

Developing a common framework through our One Antenatal programme

Work started in May 2019 to design our future antenatal course and produce a single framework for the future. A project team of staff and practitioners worked together to develop the core components, building on our parent research and engaging with our community of practitioners, gathering input and feedback at every stage of the project. The course framework and supporting analysis was finalised in December 2019 and has informed the recommendations for training our students in the future. The investment in our One Antenatal programme was central to our being able to develop our online antenatal course so quickly in response to Covid-19 and the constraints of social distancing.

Impact

This financial year we supported over 90,000 parents through one of our antenatal or postnatal courses.

Of the parents who attended one of our antenatal courses:

88% said they felt more confident about labour and birth

84% said they felt more confident about becoming a parent

84% said they felt more confident about feeding their baby

87% of parents who did an Early Days postnatal course said it helped them feel less lonely or isolated.

"Fantastic course – informal structure meaning it always felt relaxed and the content was very 'student led'. Course leader was excellent, very knowledgeable and approachable."

Antenatal course participant

"Felt like we covered everything in detail, including things like winding, positioning and how partners could support us. The session was both practical and provided some theory, which I found useful."

Antenatal course participant on breastfeeding session

"She has been amazing! My (now enjoyable) breastfeeding journey would not have been possible without her. She is so knowledgeable and relays this in a kind, practical and non-judgmental way."

Parent feedback on breastfeeding counsellor

Infant Feeding Support

Providing specialist infant feeding support to new parents, no matter how they feed their baby, is a cornerstone of our work at NCT. Over the past year we have helped nearly 50,000 families with infant feeding, with a quarter of those families finding support through services offered by their local branch.

We know feeding can be a major cause of anxiety, especially in the early days. We are committed to doing all we can to offer support in our antenatal courses, through postnatal services, and through our infant feeding support line.

With young babies needing milk up to 12 times a day, feeding is one of the most important aspects of any new parents' routine. It is understandable, then, that difficulties with feeding can also be very distressing, impacting on parents' wellbeing and potentially making it even harder to feed. And with so many mums forced to stop breastfeeding before they would like to because of a lack of support, we want to make sure NCT infant feeding expertise is available to anyone who needs it.

We hear repeatedly from new parents that feeding support is vital, and that having a supportive hand to guide them at the right time can change everything.

"We called for the first time in the first few days of my daughter's life. I was concerned about the latch and her not getting enough. The counsellor was just so reassuring and kind. We were exhausted and had no idea whether we were doing the right thing. Having also had a.c-section, it took a little longer for my milk supply to come in."

Bear Brooksbank, one mum who called the NCT infant feeding line.

"We also called back nearly six months later. This time it was to seek help with weaning her onto a bottle as I was preparing to go back to work. It had become a huge source of stress in my head and it was just so nice to chat to someone about it. There is no magic fix, but the counsellor was so kind. Made great suggestions and really listened to all my concerns. As a result, I was able to relax, and it then worked."

Last year we trained hundreds of women to support new parents with infant feeding, either as qualified breastfeeding counsellors or as volunteer breastfeeding peer supporters. It is our hope that having these passionate and skilled women staffing our free infant feeding support line, running sessions within antenatal classes, leading drop-ins locally, attending branch events, and being on hand to offer support in postnatal wards, means new parents everywhere will have access to this support.

We also run 25 Baby Cafés across the country, from Southampton to Glasgow, and from Cumbria to Croydon. Our Baby Cafés are a key part of the social fabric in many communities, offering free and accessible infant feeding support, often in multiple community languages. The services reflect the communities they support, with almost half of mums who visit now describing themselves as non-White British, an increase on last year.

Wherever parents find NCT infant feeding support, they can rest assured that it is evidence-based, parent-centred, and non-judgmental, regardless of how they have decided to feed. As a charity, we are constantly working to promote a culture that celebrates infant feeding, challenging stigmas and dismantling the barriers that prevent women from feeding how, when, and where they like.

"I visited the café when my little boy was less than two weeks old and I was really struggling with breastfeeding. I found the group really friendly and the breastfeeding counsellor I saw was fantastic and helped me with his latch. My little boy is now 7 months old and I'm so glad I persevered. Had we not visited the café, I'm not sure our breastfeeding journey would have been such a success. The support you provide is invaluable to new Mums, so thank you!"
Mum supported at a Baby Café.

Volunteers supporting parents in their local community

Our volunteers are vital in supporting more than half a million parents every year from Belfast to Bournemouth, Aberdeen to Aberconwy and Newcastle to Newquay across over 500 parent support groups.

Having a baby can be a very lonely and overwhelming experience. Through branch activities, events and services, NCT volunteers are able to provide a range of support to families in their communities. A core goal is reaching parents from diverse and less affluent communities, who are often less likely to access statutory services and potentially more likely to be at risk of social isolation; this is an area where NCT volunteers are perfectly placed to meet a need.

Regular activities such as Bumps & Babies, Baby Cafés, Breastfeeding support, Walk and Talk, Meet and Make and father support groups such as Dadurdays, provide an inclusive, friendly regular space for parents and babies to come together whilst building relationships with other parents.

Events such as Baby First Aid courses, Teddy Bears Picnics, Big Push, Cheeky Monkeys Tea Parties and our famous Nearly New Sales help raise money for branches to fund essential services both centrally and in their local communities.

Services such as baby bundles and Baby Cafés, nappy, sling and welly libraries, feed and change tents and breastfeeding support sessions can provide much-needed support to parents that also enables them to share their experiences of parenthood. Volunteer-led branches can also act as a hub for postnatal support and signposting to mental health services, single parent support and other services in their communities that parents may need encouragement and guidance to approach.

The evolution of technology and social media, particularly during the pandemic, has affected the volunteer experience, both positively and negatively. We will continue to explore new and innovative ways not only to support parents but also to make sure volunteering remains a relevant and attractive role for people to take on. The need for community, support and a sense of togetherness is more crucial than ever. This is something that our amazing network of more than 5,600 volunteers provide every day.

Fiona's Story

After a short-lived relationship broke down in the thirteenth week of my pregnancy, NCT became a vital source of support for me. My NCT teacher and the other mums in my group were wonderful; they gave me strength, kept me company, offered advice and never once made me feel bad about myself or my situation. My expectations of what it was to be a part of NCT were turned inside out in the best way.

As a single parent, I didn't want to become just another statistic. I grew up happily in a mixed heritage household with my parents and sisters all sharing a one bedroom flat in London. My parents worked hard to give us opportunities and I worked hard to make the most of them; I didn't want being a single parent to set me back after I'd come so far against other odds. I began volunteering with NCT to change the narrative around people's expectations of single parents, and to break barriers I had felt and seen in my lived experiences around gender and race.

More and more people are bringing up families in non-traditional households. We're meeting them at NCT classes; they're coming to weekly NCT meet ups; they're bringing their babies along to buggy walks, Nearly New Sales and Baby Cafés. I continue to volunteer to shine a light on these families, families just like mine. We too are NCT.

Birth and Beyond Community Supporters

We have been able to support hundreds of families through our Birth and Beyond Community Supporters (BBCS) programme, thanks to a grant from the National Lottery Community Fund, and funding from Hounslow Clinical Commissioning Group.

Running in Peterborough, Lincolnshire and Hounslow, BBCS is a peer support programme for new and expectant mothers in less affluent communities. In some cases, the families we support may be seeking asylum, fleeing domestic violence or facing financial hardship. In all cases, however, they are families who are traditionally less likely to use statutory services and are at greater risk of social isolation.

There is a wealth of evidence that community support, such as the one to one peer support we provide through BBCS, reduces stress, and increases self-esteem, parental confidence and emotional wellbeing. This in turn improves parents' relationships with their children and facilitates a better home learning environment.

The external evaluation of the programme, conducted by Goldfinch consultancy, found that BBCS achieved its intended outcomes, with clinically significant improvements to the wellbeing and social trust scores of the women supported.

The evaluation also found that BBCS is reaching women who would not normally access statutory or NCT support, with parents supported having the following attributes:

- 70% non-white British
- 33% single
- 61% from the most deprived areas in England
- 11% aged 18-22

Feedback from mums receiving support has confirmed that the project really works, with:

- 89% feeling more confident accessing local and statutory services
- 85% feeling more positive
- 92% feeling that they had benefitted from the programme.

Parents in Mind

Parents in Mind (PiM) provides one-to-one and group peer support to new and expectant mothers who have mental health difficulties. The peer supporters are all local mothers with lived experience of mental health issues themselves, who are given OCN-accredited training in active listening, role-modelling and perinatal mental health.

Thanks to this programme and its team of volunteer peer supporters, beneficiaries reported a statistically significant reduction to both their anxiety and depression levels. One such mum is Lauren, who was supported by the project in Warrington.



"The birth of my little boy was traumatic. I had a 35-hour labour which felt like torture and when my baby was finally born he wasn't breathing properly which was terrifying. After I was discharged from hospital I couldn't sleep for days. After three days of sleep deprivation, I started shaking and had a panic attack. I couldn't calm down and had to call an ambulance. I was referred to see the GP the next day and was given diazepam to help me sleep. It didn't work and I became more anxious. I stopped eating and felt very low. A doctor then prescribed antidepressants which also didn't have an impact. Every day was a struggle to get out of bed.

After about a month of this, I was referred to the local mental health crisis team. A mental health worker came to see me every few days and my medication was changed, but I still felt nothing was working. I was referred for CBT but still couldn't control the anxiety. I had a constant sense of unease and was plagued by negative thoughts. I saw a psychiatrist privately who diagnosed me with PTSD and general anxiety disorder.

I heard about Parents in Mind (PiM) from a local baby group and joined PiM roughly 4-6 months after becoming a mum. I initially met with a small group of volunteer peer supporters and other mums who were struggling and also had one-to-one sessions with a PiM volunteer. Finding other mothers who felt how I felt was a huge relief. I always came away feeling more positive as we just talked about normal things and it wasn't all doom and gloom. Peer support made what I was going through seem a lot more normal. It stopped me from feeling ashamed, as though I had to hide it. The manager of the PiM project held reviews periodically where my anxiety was measured. It was really helpful for me to see evidence of my anxiety decreasing.

When my baby was around 10 months old, I felt well enough to go back to my job as a nurse but even now I still meet up with my PiM group which has become an informal friendship group. I make sure I meditate every day and I run every couple of days as a way of managing my feelings. I now volunteer as a PiM peer supporter myself. The PiM programme helped me so I wanted to give something back. I know how it feels to struggle with mental health after having a baby so I know I'm in a good position to help other people through it."

We are able to continue supporting mums like Lauren across our three sites in Newham, Halton and St. Helens, and Coventry and Warwickshire, thanks to the local Clinical Commissioning Groups who have commissioned the project.

Impact

The Parents in Mind pilot was evaluated by a team from City, University of London, which tracked mothers' mental health using the Hospital Anxiety and Depression Scale (HADS), a validated self-report questionnaire, and qualitative questions.

'Parents in Mind has helped me to...'

- Feel less isolated and alone (86%)
- Feel there is someone I can talk to who understands me (86%)
- Know where to get help if I need it (86%)
- Access the services I need (84%)
- Feel more hopeful about the future (74%)

Across the women supported through Parents in Mind, average anxiety scores reduced from clinically significant to mild, and average depression scores reduced from mild to normal.

Campaigning for change

We have been campaigning for over sixty years to support all parents to have the best possible experience of pregnancy, birth and early parenthood.

Hidden Half Campaign

After a three-year campaign to bring maternal mental health out of hiding, we are delighted to announce that in February 2020 we successfully secured NHS England funding for a dedicated six-week postnatal check-up for mothers.

In February '20, we celebrated a victory for our #HiddenHalf campaign on maternal mental health, as NHS England announced funding for a dedicated six-week postnatal check-up for new mothers. Since 2017, we have been vigorously campaigning for this outcome. Our initial research showed nearly half of mothers' postnatal mental health problems were not being picked up by healthcare professionals and in 2019; our research found that 47% of mothers got less than three minutes for a discussion about their own health at the six-week check.

From April 2020, NHS England new contract arrangements will fund GP practices so that mothers will get a dedicated six-week postnatal check to discuss all aspects of their postnatal health with a GP or healthcare professional.

This progress couldn't have happened without each and every one of our amazing supporters who have joined us to take action from our community of volunteers, practitioners, staff and members. We are grateful to the Royal College of General Practitioners, Royal College of Obstetricians and Gynaecologists, Royal College of Midwives, Royal College of Psychologists, Maternal Mental Health Alliance and Netmums for their important contributions to the campaigns.

#HIDDENHALF IN NUMBERS

- 14,000 supporters took action online
- 40 volunteers lobbied MPs or run events
- 80 MPs supported the campaign in parliament
- 5 Government Ministers supported our call for a dedicated maternal check
- 4 Royal Colleges supported the campaign

Kavita Trevena story – Thank you to Kavita who helped us to shine a light on the issue

"Getting pregnant on honeymoon was an unexpected shock for Kavita and then she ended up having an emergency caesarean - which she found extremely traumatic. She came out of hospital two days later and felt very overwhelmed, lonely and vulnerable as she couldn't do anything for herself and couldn't hold her baby without pain. Breastfeeding wasn't going well either. During her pregnancy, she was diagnosed with gestational diabetes and due to some error was without a midwife for 2 months missing a few routine appointments. At her worst Kavita was crying a lot, was argumentative and angry and rejected her son in a way – although she'd hold him, she didn't want to. She sometimes 'couldn't deal with his crying' and had to walk away. She also felt guilty for topping up her son's feeds with formula due to her struggles with breastfeeding. Her health visitor visited about 10 days after the birth and referred her to a specialist who referred her to a pilot CAMS treatment programme, which helped her a lot. She saw a nurse practitioner at her 6-8 week check and when asked if she had the 'baby blues' explained she was receiving counselling. The nurse said: 'I'm sure you'll get over it'. She felt dismissed and it put her off seeing a doctor for a while afterwards. When her baby was 10 months old Kavita told her health visitor she was

anxious about returning to work and was referred to the CAMS programme once again - she was given an extra two sessions. She also self-referred to MIND. She says she now feels 100% better and is still friends with a couple of mums from her NCT antenatal course. She writes a blog – “The Unlikely Mummy”- so called because she'd been told as a teenager that it was unlikely that she'd have children.”

We have continued our ongoing influencing work to improve maternity services and women's experience of birth and the postnatal period. This has included:

Maternity Care

NCT was part of a UK-wide 'thought leadership group' which created a new set of proficiency standards for qualifying midwives, called 'The Future Midwife'. These have now been launched and were welcomed in all four nations. NCT continued to be represented at Scottish meetings of The Best Start maternity policy and delivery groups, working on continuity of care and workforce issues.

Postnatal Care and Infant Feeding

In November 2019, NCT convened a symposium of stakeholders and experts to lobby for improvements in postnatal care, including feeding support for new mothers. We are discussing our draft report with government representatives in all UK countries.

NCT was part of the Welsh Chief Nursing Officer's All Wales Breastfeeding Five Year Action Plan Strategic Steering Group. This is a wide-ranging drive with improved training, new coordinator posts, enhanced data collection and support for local action by the seven Welsh health boards

Tackling inequalities in Birth Outcomes

There is clear evidence that maternity outcomes for Black, Asian and minority ethnic women are poorer than for white women. The 2019 MBRRACE-UK report found that Black women are at five times greater risk of dying during pregnancy or after birth compared to white women, while mixed-race women are three times as likely and Asian women are twice as likely to die. NCT has an important role to play in highlighting these inequalities and in working with others to bring about better experiences and more equitable outcomes. We have started to make some fundamental changes and talk to other organisations about allied work and partnerships so that we can really drive progress to become an open, inclusive and diverse charity and drive progress to address persistent inequalities in maternal outcomes to support all parents.

Reaching more parents through digital support

Our aim is to grow our reputation as the UK's most trusted provider of digital support for pregnancy, birth and early parenthood.

In this financial year we saw 6.8m visits to our website from parents seeking trusted information and support for pregnancy, birth and early parenthood. In December 2019, after a long and thorough evidence review process, spanning nearly three years, we reached our goal of ensuring all parent information pages on the website are evidence-based. There are now over 500 articles on our website covering topics ranging from hospital bag checklist to the first stage of labour; from bleeding after birth, to feeding and what to do if your child has a fever.

Our Covid-19 response was second to none, and our community of practitioners, staff and volunteers was quick to embrace technology as the best way to maintain critical services to parents. We quickly delivered our antenatal classes and breastfeeding support online and piloted a number of online postnatal courses successfully. Moreover, in the early weeks after the Government's announcement that pregnant women were considered in the 'vulnerable' category, more than 250,000 parents visited our website looking for critical Coronavirus-specific information on pregnancy, birth, breastfeeding and looking after a newborn baby. We also adapted a broad range of engagement and training to online - and it has shown us how we can do so much more with imagination and despite restricted budgets.

Looking ahead, we see that in a world where we must do more with less, digital technology offers us the opportunity to reach more parents, in more parts of the UK, and enables us to be more responsive to a rapidly changing world.

Training the NCT practitioners of the future

In September, we welcomed 75 new students all excited to start their journey with NCT and the University of Worcester. Who could have predicted the year that was to come?

By early March, all our teaching and learning had moved online with our tutors doing an amazing job to support all our 205 students across all levels. From planned face-to-face sessions (tutorials, study days and assessments), online exams and more informally to drop in clinics/ space to practice and discuss assessments the students were quick to adapt and settle in juggling studying with childcare and busy home lives. Then of course, we needed to make sure that our students finishing their qualifications this academic year were prepared and supported to run sessions for parents online if they needed to.

In the meantime, work continued apace to develop our new education model to train high quality practitioners, in the right parts of the country to meet current and potential demand, who are motivated to work with NCT, committed to their own CPD and are flexible to the changing needs of our charity. As with some of our other projects, co-production worked very well as we were able to reach out to a large number of practitioners to guide our decision-making.

We ran two pilots in Wales and North East of England, which looked to test a faster and more flexible approach. The pilots provided invaluable learning about how to best support and recruit students to inform our future thinking. The value of prior experience in a relevant field and the importance of practical, hands-on experience and observing during training were key findings from the pilots.

As we start the new academic year and get used to the new normal, we'll be joined by our new students, recruited through online applicant days, ready to study to become one of our future NCT practitioners.

Managing through the Covid-19 crisis has given us a lot of learning that we are keen to apply to our new model of education that will train new students ready to practice in 2022 and support more parents through pregnancy, birth and life with their new baby.

Working together to strengthen our charity

Value of co-production

Co-production has been leading our thinking and our decision to bring together tutors, staff and a range of practitioners, including breastfeeding counsellors, to share their expertise and review evidence to guide our decisions through an open and collaborative process.

As many voices as possible are needed to make this work well and understand the many choices and decisions needed, whether that's to design a new model of education or a common framework for our antenatal courses. The co-production teams consulted with parents and practitioners from all specialties through social media surveys, small focus groups and practitioner or parent forums. The result was many different ideas from what practitioner education should look like or how we could develop a common framework for our antenatal courses to how we best communicate information about infant feeding in a positive and supportive way. With a lot of listening, the common themes started to float to the surface and conclusions were drawn. It was challenging at times to bring our passionate community together but there is no doubt it helped us respond quickly when the Covid-19 crisis unfolded. And, as we look to recover and embrace the opportunities going forward, we know that incredible things happen when we work together.

"It was a big ask to solve how we address the education of our future students.... But one that we addressed head on, question by question. It feels like lots of voices are being heard and it's exciting to be part of this journey."

Helen Allmark, practitioner and staff member

"Working on this project was really interesting and certainly challenged some of my core ideas about our education. The discussion was wide ranging, passionate and sometimes a bit difficult, but overall has strengthened my view that NCT practitioners love what they do, are proud of their training and give their best to the parents they support."

Rachael Bickley, Antenatal Practitioner

Migration to Salesforce

This financial year saw a significant step change in the pace by which we are moving towards updating our technology platforms and transforming the way we manage our data. This is vital if we are to make it easier for all parents to engage with NCT online, from booking their courses quickly and simply, to applying for NCT membership.

It's also critical to make sure we meet our data compliance obligations and can communicate effectively with parents and our wider NCT community. It will also address the costs and risks that are associated with reliance on our current highly bespoke system, that is unique to NCT.

Migrating from our current platforms to our customised version of Salesforce hasn't been easy given the 15 years of complexity that developed on our previous platform. We have transformed how we ran the project, using a proven agile project management methodology, with external assurance, putting our business owners together in small teams with the technology developers. This new way of working, which allows constant testing and learning and immediate feedback during dedicated and focused 'sprints', has truly accelerated the pace of development. This strong progress means that we are confident in our plans to go live with the system for our courses in 2020.

Our thanks

We'd like to say a special thank you to all our supporters, volunteers and practitioners who have helped us reach, connect and support parents throughout their pregnancy, birth and early parenthood.

In recognition

Helen Shanahan: Congratulations to Helen Shanahan, NCT Breastfeeding Counsellor who received a British Empire Award in the Queen's New Year Honours 2020. The prestigious award acknowledges Helen's volunteer work at a breastfeeding group in Falmouth for over 22 years and supporting mums in Cornwall in her work as a midwife.

We pay tribute to Eileen Hutton, former Chair and President of NCT who passed away on 5 February 2020. Eileen was very much a promoter of women's health, autonomy and wellbeing and we're truly grateful for her commitment to women, childbirth and NCT.

Hidden Half Campaign support

Royal College of General Practitioners, Royal College of Obstetricians and Gynaecologists, Royal College of Midwives, Royal College of Psychologists, Maternal Mental Health Alliance, Netmums, British Medical Association

Our Partners

Pregnancy and Baby Charity Network members

Royal College of Midwives and Royal College of Obstetricians and Gynaecologists on Covid-19 guidance

One Voice partnership and Gill Walton, Chair

Lego

Lidl

Peppy Health and NHSX TechForce 19 for the Covid-19 Peppy-NCT pilot

All our public sector and voluntary commissioners; Bradford City Council, Countess of Chester Hospitals

Trust, Coventry City Council, Glasgow City Health and Social Care Partnership, Halton CCG, Hounslow

CCG, Leeds City Council, Manchester Settlement, Medway Community Healthcare, Newham CCG, NHS

Lothian, Paddington Development Trust, Peabody, Peterborough City Council, Royal Berkshire NHS

Trust, Scottish Government, Southampton City Council, St Helens CCG, Twins Trust, Venture

Community Association, Warwickshire County Council

Spring Impact

National Lottery Community Fund

Our delivery partners for our Birth & Beyond Community Supporters project: Cross Keys Homes in Peterborough; Better Births in Lincolnshire; and Reach Foundation in Hounslow.

Our community

Practitioner Representative Body (PRB) – Sara McMahon, Chair, Noreen Hart, Vice-Chair and all members of the PRB

All practitioners on Model of Education, Infant Feeding and One Antenatal co-production groups

All our practitioners

Fiona Doyle, Chair, Regional Volunteer Support Network and all members of RVSN

Elgan Owen, Outgoing Chair (17-20), Regional Volunteer Support Network

All branch co-ordinators

All our volunteers

Financial review

Overall summary

We have made significant headway on a number of critical risk mitigation projects including our Salesforce course management system, the review of our model of education and towards a harmonized antenatal course syllabus. However, progress was set against a challenging financial backdrop, with total income reducing by £0.9m (6%) to £14.3m.

We measure this underlying operating surplus as the reported operating surplus/ deficit before investment income, strategic investment and exceptional costs. This is our main financial target. During the year the group delivered a reported operating deficit of £140k against a budget of £40k. The variance of £100k amounts to 0.7% of income despite income £500k below budget; this has been achieved through tight cost management in the year including the decision to carry a number of vacancies.

Investment in our Salesforce systems migration has been material in the period. At the start of the year this challenging project had fallen significantly behind schedule and a re-planning exercise was completed in quarter one. With the benefit of a revised team the project has subsequently progressed well with expenditure approximately 10% above target and a total of £1.7m spent since the restart on top of £0.25m spent in relation to the re-planning exercise.

Course delivery direct to parents

Delivery of antenatal and other courses to parents is at the heart of NCT's activities. Income in this area exceeds expenditure. The surplus funds the education and development of practitioners, our commissioned contracts in the health sector, policy, research, campaigns, content and information work.

Income of £10.3m represents a £0.2m reduction on the prior year (2019: £10.5m). A falling birth rate, increased competition and a reduction in the availability of trained NCT practitioners go some way towards explaining this reduction.

Total costs increased to £8.2m from £7.7m in 2019, which is accounted for by a combination of direct costs. An increase in practitioner fees and venue cost inflation as well as increased support costs, which include the cost of our Salesforce systems project, and an increasing allocation following the demerger of MIDIRS activity, mean our support costs are now allocated over a smaller pool of activities.

NCT Education and Practice

To address our reducing practitioner base, we have recruited more students to train as practitioners than ever before. This will help ensure we can meet the needs of parents in the future. This has enabled us to increase bursaries to encourage the development of practitioners in geographical areas with greater need. Even so, reforming NCT's model of practitioner education is a key current piece of work being taken forwards to ensure we continue to have a diverse body of suitably trained practitioners able to deliver courses in the areas where parents want and need them.

The increase in student numbers has seen a corresponding increase in NCT education and practice income which has risen from £0.7m to £0.8m. Costs have increased by a proportionately smaller amount from £2.6m to £2.7m as a result of careful cost management in this team.

Professional Publications

In the prior year the MIDIRS midwifery digest and reference database generated £0.4m of this income. Following the decision to transfer to the Royal College of Midwives with effect from 1 April 2019, these funds were not received in current financial year. This was matched by a corresponding reduction in costs and has therefore not affected the operating position of the charity.

Commissioned Service Contracts

These contracts, which are supported on behalf of the National Health Service and Local Authorities, deliver free at the point of access services. Income has risen by 9% to £0.5m (2019: £0.3m). Costs attributed to this work amount to £1.4m and are comparable with the prior year (2019: £1.4m) and included £0.3m of expenditure on restricted projects. Although most individual projects cover the direct costs of delivery, this income is not sufficient to cover the costs of the contract management team or support cost allocations.

Donations

Total donation income has fallen 17% to £1.4m (2019: £1.7m). While grants receivable and other donation income is consistent with the prior period, there was a significant reduction in membership donations. This had been anticipated as part of a longer-term trend and we continue to work to develop an attractive and engaging membership proposition for parents and supporters.

Other trading activities

Community fundraising income has fallen by 23% due to lower nearly new sales activity throughout the year. However this reduction was compounded by events cancelled due to Covid-19 in March 2020. This decline is concerning to the charity, which is committed to working with our branch volunteers to develop a sustainable fundraising model into the future.

Investment income

Income received as a result of interest on cash balances and investment portfolio returns amounts to £155k. The £35k reduction on the prior year is a result of lower funds held in our investment portfolio during the year.

An unrealised loss on the investment portfolio of £423k was recorded at 31 March 2020. Despite strong performance during the year, market performance in March 2020 was heavily impacted by the Covid-19 crisis. These funds are held as long term investments and it is anticipated their value will be restored over time. The charity will monitor this closely and continue to take regular advice from its investment managers.

Going concern

Significant consideration has been given by the trustees to the appropriateness of the going concern basis for accounting as a result of the uncertainties introduced by the Covid-19 crisis. Whilst the crisis has had a significant negative impact on the charity at the point of writing this report, a large-scale cost reduction and restructure exercise was completed in summer 2020 reducing the ongoing costs within the organisation. Subsequent modelling indicates this has significantly increased the organisation's resilience to further reductions in income. On this basis, the trustees are satisfied that the charity is well positioned to respond to a reasonable worst-case scenario, acknowledging that in the most severe scenarios further cost reductions are likely to be necessary.

Investment policy

NCT adopted a revised investment policy in December 2014.

Under this policy NCT considers that it holds a mixed motive investment in NCT Trading Limited. This is because the investment has two aims: firstly to provide funding which will generate a financial return for NCT; and secondly to contribute to NCT's charitable purpose by promoting goods and services that are beneficial and dilemma solving to prospective and new parents. This will assist the charity in achieving its strategic objective of providing new parent support.

The investment in NCT Trading Limited has been made through holding 100% of its issued share capital at a cost of £100.

Reserves policy

The policy provides a dynamic framework for determining reserves by identifying the three components of the risk management reserve, which comprise the costs of winding down, funds to protect against uncertainty identified in the risk management process and cash flow requirements. Any surplus funds represent the strategic development reserve.

The trustees have determined a target risk management reserve level of £4.8m, comprising the costs of winding down (£2.0m), funds to protect against uncertainty identified in the risk management process (£2.0m) and cash flow requirements (£0.8m).

At 31 March 2020, the risk management reserve level amounted to £4.1m (2019: £4.8m). This means that the charity holds sufficient funds to perform an orderly wind up but seeks to hold a higher level of funds to manage risks as they arise.

The trustees plan to reach the target level of risk reserves by maintaining a break even operating position but applying investment income and gains to the risk reserve in future periods. A breakeven operating budget is planned for 2020-21 to enable the charity to complete several structural cost reduction projects and to address key strategic risks.

The strategic development reserve was £nil (2019: £1.7m). The reduction in strategic development reserve followed investment in IT systems.

The policy also addresses what form each element should be held in. The Fixed Asset Fund represents assets which cannot be converted to cash in the short-term including property and equipment; given their illiquid nature these funds are allocated to the element of the risk management reserve which would cover the costs of winding up the charity. At 31 March 2020 the fund amounted to £1.4m (2019: £1.5m).

Financial position

The Group balance sheet at 31 March 2020 shows total funds of £4.1m (2019: £6.7m) of which £0.2m (2019: £0.2m) is restricted and £1.4m (2019: £1.5m) is designated as the fixed assets fund. Restricted funds, analysed in Note 15, comprise donations and grants subject to donor-imposed conditions. The balance of the group general funds, representing the 'free reserves', of the group at 31 March 2020 was £2.6m (2019: £5.0m).

Risk management

Our risk management process helps us identify the uncertainties or events that could stop us achieving our strategic objectives. This work is a key driver of our one and three year plans.

Trustees acknowledge their responsibility for ensuring effective risk management systems and procedures at NCT. The charity engages the Senior Leadership Team and the Board of Trustees in the identification and mitigation of risk.

As trustees, our focus on ensuring that the most significant risks are being identified and management effectively. We participate in periodic workshops designed to identify and analyse

individual risks and articulate organisational risk appetite. The charity risk register is reviewed at four of our meetings of the Board of Trustees throughout the year.

The Audit, Risk and Scrutiny Committee has delegated authority from the board to review risk management systems and procedures and to advise the board as to the principal risks faced by the NCT Group. The committee drives continued improvement in the sophistication and impact of our risk management process as well as scrutinising the Senior Leadership Team's analysis and response to risks identified through its regular reviews of the risk register at each meeting. In addition to this the committee receives a deep dive review of at least one key risk from the Senior Leadership Team at each meeting.

Each risk is owned by a member of the Senior Leadership Team, who work to implement actions and report on their impact.

Through the risk management policy, NCT aims to recognise the level of gross risk in our current and proposed activities and seeks to reduce this to an acceptable level of net risk.

For each identified risk we identify likelihood and impact. Risks are then categorized by velocity, which is a measure of the time they would take to fully manifest. Over the year we have begun to formalize our approach to risk tolerance by assigning each risk to group, such as strategic, people, finance, market or technology. This allows the organisation to express a risk appetite for each broad category and the responses to individual risks to be developed in light of this intention.

At 31 March 2020 the five most significant risks to our strategy were identified as:

- Covid-19 Public Health Crisis

From its emergence in March 2020, Covid-19 has presented an existential threat to NCT. Operationally it has been possible to respond to the impact of social distancing measures by the introduction of online course delivery, home working and remote delivery of other activities. However, in addition to material reductions in our primary course income stream, the majority of our branch parent support and fundraising activities were paused. Despite significant cost reduction activities, the continued uncertainty arising from the ongoing situation continues to threaten our financial stability and ability to achieve our charitable objectives. The charity will monitor this closely with additional Board of Trustee meetings to provide timely review and decision making.

- Failure to maintain secure and reliable information systems

NCT continues to face a number of technology challenges. Our information systems enable our diverse base of volunteers and specialist practitioners to deliver their valuable work and enable parents to engage with our services. We are aware the impact that the failure to maintain consistent access to these systems or the failure to safeguard personal data would have on the charity's ability to achieve its aims. Having completed a number of remedial actions, NCT is in the final stages of a major systems migration to a platform chosen to enable secure and reliable systems into the future.

- Inadequate safeguarding

Failure to protect staff, children and vulnerable adults at risk represents a major risk to NCT in the delivery of antenatal and postnatal support to parents in a wide variety of communities and contexts. NCT has undertaken a safeguarding review and continues to implement a range of developments that have embedded good practice and raised awareness across service delivery. A programme is underway to further strengthen safeguarding leadership across NCT's services and a refreshed programme of safeguarding training is planned for late 2020.

Reduction in demand for antenatal education

Changes to new parent behaviour, a shift in the competitive landscape and a c.10% reduction in live births in the United Kingdom since 2012 present a threat NCT's ability to operate at the current level. The resultant reduction in delivery (and operating margin) would reduce NCT's ability to increase the reach and expand the scope of its work. In parallel, NCT faces the risk of being unable to match the supply of practitioners to parents geographically distributed demand. Work is underway to safeguard practitioner availability, ensure positive engagement with practitioners across the country and the charity is committed to ensuring we have a sustainable education programme in place to develop future generations of qualified practitioners.

Decline in branch income

Our ability to deliver low or no cost services through our network of 330 branches is limited by continued pressure on branch income. Shifting parent behaviour and developments in technology have reduced the income from our core Nearly New Sale events. A key part of our strategy is driving improved engagement and experience to attract more volunteers to support branches.

Other Information

Public Benefit Statement

We believe that we have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance (as published by the Charity Commission in its guidance documents PB1 "Public benefit, the public benefit requirement", PB2 "Public benefit: running a charity and PB3 "Public benefit: reporting"), because our charitable services provide value to the public in general and new parents in particular.

Structure and governance

NCT (The National Childbirth Trust) is a registered charity. It is a company limited by guarantee governed by its Articles of Association as adopted on 26th September 2015.

NCT is governed by a Board of Trustees who are the directors of the Charity for the purposes of the Companies Act. The names of trustees at the date at which the accounts were approved, or who served during the period, are given below. The board is very grateful for the work and commitment of trustees who have served NCT and stood down in 2019-20. We also welcomed two trustees to the board in this period.

	Date of most recent appointment	Date of resignation
Carey Oppenheim	Appointed 7 August 2017	Resigned 18 October 2019
Caroline Flint	Elected 26 September 2015	Resigned 16 November 2019
Clarissa Ayo-Dele Smith	Elected 13 October 2018	Resigned 11 September 2020
David Shanks (Vice Chair)	Appointed 7 August 2017	-
Elaine Lambe	Elected 4 November 2017	-
Heather Trickey (Honorary Secretary)	Elected 13 October 2018	-
Jessica Figueras (Chair)	Elected 8 October 2016	-
Joanne Powell	Elected 16 November 2019	-
Peter Brown	Elected 13 October 2018	-
Richard Smothers (Honorary Treasurer)	Appointed 5 February 2020*	-
Sarah Brown (Honorary Secretary)	Elected 4 November 2017	-
Seána Talbot (President)	Elected 4 November 2017	Resigned 12 April 2019
Sherry Bevan (President)	Elected 16 November 2019	-
Stephanie Maurel	Appointed 7 August 2017	-

* Second appointment, initial appointment 5 February 2016

The Charity is a membership charity. Members are organised locally into 333 branches covering every postcode in the UK. Many members and volunteers to carry out the work of the Charity at local level. Many members also train as NCT Practitioners.

Recruitment and appointment of trustees

The Board of Trustees may have up to eight member-elected trustees and four appointed trustees. Any member may stand for election as a trustee provided they gain the nomination of two other members, are not disbarred from being a trustee and support the aims and objectives of the Charity.

Member-elected trustees are elected to coincide with the Annual General Meeting whilst appointed trustees may be appointed during the course of the year. Any member-elected trustee vacancies arising during the year may also be filled by the board.

Elected and Appointed Trustees have a term of four years and the President has a term of five years. An individual may serve a maximum of two terms as an Elected Trustee, two terms as an Appointed Trustee and two terms as President.

The Nominations and Remuneration Committee of the board has the responsibility for maintaining and enhancing the mix, diversity and balance of NCT's trustees. To this end it keeps under review the vacancies and likely vacancies available on the board and the skills, experience, diversity profile and other qualities the board needs. Prior to the Annual General Meeting the Committee notifies members of the number of elected trustee vacancies available and the skills and experience being sought at the time and invites nominations. Roles are advertised on the charity's website where a downloadable candidate information pack is available. Opportunities are offered for those expressing an interest to discuss, with current trustees, the role and how they could contribute.

The board, usually upon the recommendation of the Nominations and Remuneration Committee, may fill any vacancy for an Elected Trustee by making a temporary appointment lasting up until the next AGM.

Chief Executive Recruitment

During the year to 31 March 2020 the charity appointed a new Chief Executive. In order to secure the best outcome for the charity, NCT partnered with an executive search firm to manage the process. This involved an extensive search and advertisement process, detailed long listing and short listing, a multi-stage recruitment process involving stakeholders from across the movement and a due diligence and reference taking process.

Induction and training of trustees

Induction for new trustees currently consists of comprehensive written briefing about trustees' responsibilities, the work of the board and the charity's strategy, policies, and governance. In addition, new trustees have induction meetings with the Chair, Chief Executive and other members of the Senior Leadership Team.

Training is also provided during the year for trustees as required on topics relevant to the board's current work and strategy.

The Board of Trustees

The Board of Trustees is ultimately responsible for the governance of the Charity to ensure that it acts in the best interests of all parents, who are the Charity's beneficiaries. The Board of Trustees sets the strategy, policy and financial framework for the Charity and has the responsibility for its overall direction and control. Additionally, the board has responsibility for ensuring the Charity complies with the law and the safeguarding of the Charity's assets, including its money, property and reputation.

Authority for the day-to-day management of the Charity within that framework is delegated to the Chief Executive, supported by the Senior Leadership Team. The Senior Leadership Team comprises senior staff, who support the Chief Executive in meeting their responsibilities. Together they formulate strategy, policy and financial plans for the board's approval, ensure delivery of required performance, and oversee the Charity's day-to-day operations.

Each year the board reviews past performance and sets plans within a three-year planning horizon. As part of that review and planning process the trustees consider how future plans and performance relate to our aims and vision, and thus to our charitable purpose.

The trustees are committed to ensuring NCT's governance and constitutional framework reflect current thinking on best practice. The Board of Trustees are committed to the principles of the Charity Governance Code.

Board committees

The Board of Trustees is supported in its work by committees. Implementing a recommendation of the governance reviews noted above, the committee structure was streamlined during the year to reduce duplication in governance processes. There are two board committees:

- Audit, Risk and Scrutiny – covering the adequacy of financial control, external reporting of performance, and budget and risk management.
- Nominations and Remuneration - covering people issues, inclusion, trustee recruitment and remuneration policy for senior management and other key groups

In addition, a number of advisory groups across NCT's work enable internal and external stakeholders to be involved in decision-making.

Trustees have also taken on 'lead trustee' roles in relation to a number of key strands of NCT's work to provide additional support, scrutiny and oversight in priority areas. The full board maintains collective responsibility for these areas and receive update reports from lead trustees at board meetings.

Independent committee members are not trustees who bring additional skills, experience and perspectives to the work of our sub-committees.

Committee membership and lead trustee roles as at 31 March 2020 are detailed in the table below.

Name	Role	Committee membership	Lead trustee role
Clarissa Ayo-Dele Smith**	Trustee		
David Shanks	Trustee / Vice Chair	Nominations & Remuneration	
Elaine Lambe	Trustee	Audit, Risk & Scrutiny	Salesforce Engagement
Heather Trickey	Trustee	Nominations & Remuneration	
Jessica Figueras*	Trustee / Chair	All ex-officio	
Peter Brown	Trustee	Audit, Risk & Scrutiny	
Richard Smothers	Trustee / Honorary Treasurer	Audit, Risk & Scrutiny (Chair)	
Sarah Brown	Trustee / Honorary Secretary	Nominations & Remuneration (Chair)	
Stephanie Maurel	Trustee	Audit, Risk & Scrutiny	Safeguarding
Naomi Horsfall	Independent Committee Member	Audit, Risk & Scrutiny	

*The Chair sits ex officio on all committees.

**Clarissa Ayo-Dele Smith held the lead trustee role for Equality Diversity and Inclusion until 15 October 2019. Subsequently the Terms of Reference and composition of the Nominations and Remuneration Committee have been amended to include this area of work.

Key relationships

NCT wholly owns one active commercial company, NCT Trading Ltd, which gift aids its profits to the Charity. The board of NCT Trading Ltd is responsible for its activities, which during 2019-20 consisted of commercial fundraising and sponsorship.

Charity Commission guidance makes it clear that the Board of Trustees is responsible for establishing the overarching principles within which its subsidiary's trading activities must take place. Trustees have established a comprehensive Commercial Activities Policy within which the Trading Board is required to operate.

Trustee benefits

Under the terms of its Articles, the Charity is enabled to pay trustees for the provision of services to achieve its objectives, subject to certain safeguards. This includes the requirement that a majority of the trustees must have received no payments from the NCT either as employees or for goods and services supplied to NCT. No (2019: No) member of the Board of Trustees received any remuneration in respect of their services as trustees during the period. Expenses and other payments to trustees are detailed in Note 9.

Statement of the board's responsibilities as trustees

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

Company law requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP.
- make judgments and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards, including FRS102, 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 charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006, as amended by the Charities Accounts (Scotland) Amendment (No. 2) Regulations 2014. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

In so far as the trustees are aware:

- there is no relevant audit information of which NCT's auditor is unaware.
- they have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Employees and volunteers

The Board of Trustees would like to thank all NCT staff, volunteers, NCT practitioners, members and supporters for their commitment to the vision and work of NCT.

During 2019-20, NCT (including NCT Trading Limited and MIDIRS) employed an average of 141 (2019: 158) full time equivalent salaried staff. Employees are based at the UK Office in Euston Square, London, Brunel House in Bristol, or work from home.

At the end of March 2020, NCT had 37,292 (2019: 44,665) members. The charity anticipated a reduction in membership numbers as the result of changes we have made to make the membership process more transparent. In addition, the charity had 5,576 (2019: 5,587) registered volunteers, 760 (2019: 784) trained NCT practitioners (antenatal course leaders, breastfeeding counsellors and postnatal leaders) and 205 (2019: 232) students.

Volunteers are the lifeblood of NCT, not just running our branches and regions, but also giving their time in many other ways including helping at Nearly New Sales, delivering newsletters, running Bumps & Babies groups, hosting coffee mornings and in many other crucial roles where a few hours of time can make such a difference.

Remuneration policy

NCT recognises that pay is part of a wider employment offer to staff, which also includes the satisfaction of working for a charity, personal development, family-friendly policies and working practices and a range of other benefits including access to the charity's pension scheme.

NCT operates a benchmarked market rate system, using reputable and appropriate data. NCT aims to pay employees between plus/minus 10% margin of the market median salary for most roles. Employees will not normally be paid less than the lower decile or higher than the higher decile for any role. NCT will take into account the following factors when benchmarking pay and benefits including comparing against charities of similar size, employee numbers and income, workplace location and competitors. Additionally, a specialist consultancy will be commissioned to independently review the market rate for the salaries of the Senior Leadership Team every three years.

Each year NCT will consider whether to uplift all employees by the cost of living. This will take into account the Consumer Price Index, Retail Price Index and the national average increase in earnings. Any decision will be based on affordability.

Equality, Diversity and Inclusion

NCT is committed to equality, diversity and inclusion across service delivery, programmes, volunteering, communications, fundraising and in our employment practices. We aim to ensure that no parent, volunteer, student, contractor, practitioner, supplier or employee receives less favourable treatment on the grounds of race, colour, national or ethnic origins, sex, sexual orientation or perceived sexuality, marital status, disability, class, age, politics, religion or beliefs.

It is our policy to meet the provisions of the Sex Discrimination Act, the Equal Pay Act, the Race Relations Act, the Disability Discrimination Act, and the Equality Act 2010.

Over the last few years NCT has been progressing an action plan to become a more diverse and inclusive organisation. More recently, as part of setting our new strategy for recovery, NCT has re-doubled its commitment to equality, diversity and inclusion. Core to our new strategy is the explicit aim of becoming a more inclusive, open and empowering charity so that we can support all parents, whoever they are, and whatever their situation.

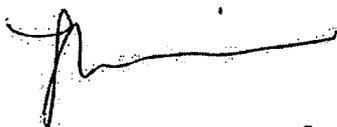
A reinvigorated plan has been approved by the board, an independent equality and inclusion adviser has been appointed and a new NCT Diversity Network has been established to help drive forward these aims. Over the next year we aim to set core equality, diversity and inclusion goals for all areas of our work, services and campaigns. We are also pursuing a positive action programme to further diversify our governance and leadership make up and practices.

Appointment of Auditors

Moore Kingston Smith LLP have indicated their willingness to continue in office and are deemed reappointed in accordance with section 487(2) of the Companies Act 2006.

The strategic report, which forms part of the Trustees' Annual Report, is approved by the trustees in their capacity as directors of the company. The Trustees' Report is approved by the Board of Trustees and signed on its behalf by:

Jessica Figueras
Chair
15 October 2020



10.12.20

Independent Auditor's Report to the Trustees and Members of NCT

Opinion

We have audited the financial statements of The National Childbirth Trust (NCT) for the year ended 31 March 2020 which comprise Group and Parent Charitable Company Statements of Financial Activities (incorporating the Summary Income and Expenditure Account), the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended) and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of 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

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's and parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the strategic report and the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the trustees' annual report have 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 group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 or the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 23, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent 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 group or parent 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

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report to you in accordance with regulations made under those Acts.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 and to the charitable company's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which we are required to state to them in an auditor's report addressed to them and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

15 December 2020

Andrew Stickland, Senior Statutory Auditor
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London EC1M 7AD

Moore Kingston Smith LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

NCT Consolidated Group Statement of Financial Activities

Including Income & Expenditure Account for the Year Ended 31 March 2020

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2020 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2019 £'000
Notes						
Income from						
Charitable activities						
NCT Courses	10,258	-	10,258	10,471	-	10,471
Education and Practice	753	-	753	692	-	692
Professional Publications	-	-	-	361	-	361
Commissioned Services	515	4	519	371	106	477
	11,526	4	11,530	11,895	106	12,001
Donations						
Membership	945	-	945	1,184	-	1,184
Donations	34	-	34	52	-	52
Grants receivable	82	339	421	88	361	449
	1,061	339	1,400	1,324	361	1,685
Other trading activities						
Community fundraising	800	-	800	1,041	-	1,041
Commercial fundraising	312	-	312	216	-	216
Trading	28	-	28	44	-	44
	1,140	-	1,140	1,301	-	1,301
Investments						
Interest	9	-	9	14	-	14
Investment portfolio income	146	-	146	176	-	176
	155	-	155	190	-	190
Other income						
Other income receivable	120	-	120	108	-	108
Total incoming resources	14,002	343	14,345	14,818	467	15,285
Expenditure on						
Charitable activities						
NCT Courses	8,169	124	8,293	7,545	166	7,711
Education and Practice	2,685	-	2,685	2,625	10	2,635
Commissioned Services	1,174	261	1,435	1,066	324	1,390
Policy, research and information	2,440	-	2,440	3,219	-	3,219
	14,468	385	14,853	14,455	500	14,955
Other trading activities						
Community fundraising	691	-	691	736	-	736
Commercial fundraising	174	-	174	136	-	136
Trading	120	-	120	19	-	19
	985	-	985	891	-	891
Raising funds						
Membership	628	-	628	876	-	876
Total Expenditure	16,081	385	16,466	16,222	500	16,722
Net operating income/(expenditure)	(2,079)	(42)	(2,121)	(1,404)	(33)	(1,437)
Gain/ (loss) on investment assets	(423)	-	(423)	227	-	227
Net Income/(expenditure) and net movement in funds	(2,502)	(42)	(2,544)	(1,177)	(33)	(1,210)
Reconciliation of funds						
Total funds brought forward	6,474	204	6,678	7,651	237	7,888
Total funds carried forward	3,972	162	4,134	6,474	204	6,678

All of the group's activities derived from continuing operations during the above two financial periods. The group has no recognised gains or losses other than those shown above. The movement in reserves is shown above.

NCT Charity Statement of Financial Activities

Including Income & Expenditure Account for the Year Ended 31 March 2020

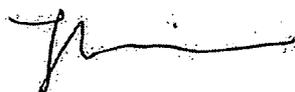
	Unrestricted Funds £'000	Restricted Funds £'000	Total 2020 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2019 £'000
Income from						
Charitable Activities						
NCT Courses	10,258	-	10,258	10,471	-	10,471
Education and Practice	753	-	753	692	-	692
Professional Publications	-	-	-	361	-	361
Commissioned Services	515	4	519	371	106	477
	11,526	4	11,530	11,895	106	12,001
Donations and legacies						
Membership	945	-	945	1,184	-	1,184
Donations	159	-	159	322	-	322
Grants receivable	82	339	421	88	361	449
	1,186	339	1,525	1,594	361	1,955
Other trading activities						
Community fundraising	800	-	800	1,041	-	1,041
Trading	28	-	28	44	-	44
	828	-	828	1,085	-	1,085
Investments						
Interest	9	-	9	14	-	14
Investment portfolio income	146	-	146	176	-	176
	155	-	155	190	-	190
Other income						
	145	-	145	133	-	133
Total income	13,840	343	14,183	14,897	467	15,364
Expenditure on						
Charitable activities						
NCT Courses	8,169	124	8,293	7,545	166	7,711
Education and Practice	2,685	-	2,685	2,625	10	2,635
Commissioned Services	1,174	261	1,435	1,066	324	1,390
Policy, research and information	2,440	-	2,440	3,219	-	3,219
	14,468	385	14,853	14,455	500	14,955
Other trading activities						
Community fundraising	691	-	691	736	-	736
Trading	132	-	132	30	-	30
	823	-	823	766	-	766
Raising funds						
Membership	628	-	628	876	-	876
Total resources expended	15,919	385	16,304	16,097	500	16,597
Net operating income/(expenditure)	(2,079)	(42)	(2,121)	(1,200)	(33)	(1,233)
Gain/ (loss) on investment assets	(423)	-	(423)	227	-	227
Net income/(expenditure) and net movement in funds	(2,502)	(42)	(2,544)	(973)	(33)	(1,006)
Reconciliation of funds						
Total funds brought forward	6,474	204	6,678	7,447	237	7,684
Total funds carried forward	3,972	162	4,134	6,474	204	6,678

All of the NCT's activities derived from continuing operations during the above two financial periods. The Charity has no recognised gains or losses other than those shown above. The movement in reserves is shown above.

NCT Balance Sheets as at 31 March 2020

	Notes	2020 Group £'000	2020 Charity £'000	2019 Group £'000	2019 Charity £'000
Fixed Assets					
Intangible Assets	10	-	-	10	10
Tangible Assets	11	1,410	1,410	1,512	1,512
Investments	12	3,976	3,976	5,285	5,285
Total Fixed Assets		5,386	5,386	6,807	6,807
Current Assets					
Debtors	13	1,064	1,103	1,351	1,545
Short term deposits		75	75	315	315
Cash at bank and in hand		1,549	1,430	2,083	1,840
		2,688	2,608	3,749	3,700
Creditors					
Amounts falling due within one year	14	(3,940)	(3,860)	(3,878)	(3,829)
Net current liabilities		(1,252)	(1,252)	(129)	(129)
Total net assets		4,134	4,134	6,678	6,678
Fund balances					
Charitable funds					
Restricted funds	15	162	162	204	204
Unrestricted funds	16				
General funds		2,562	2,562	4,952	4,952
Fixed asset fund		1,410	1,410	1,522	1,522
		3,972	3,972	6,474	6,474
Total funds	17	4,134	4,134	6,678	6,678

Approved by the Board of Trustees and signed on its behalf



Jessica Figueras
Chair
15 October 2020

Company Number: 2370573 (England & Wales)

NCT Consolidated Cash Flow Statement for the Year Ended 31 March 2020

Cashflows from Operating Activities

	2020 £'000	2019 £'000
Net deficit for the reporting period	(2,544)	(1,210)
(Gains)/ Losses on investments	423	(227)
Depreciation and amortisation charge	122	118
Loss on disposal of fixed assets	-	2
Investment income	(146)	(176)
Interest receivable	(9)	(14)
(Increase) / decrease in debtors	287	46
Increase / (decrease) in creditors	72	31
Net cash provided by operating activities	(1,795)	(1,430)

Cash flows from Investing Activities

Payments to acquire tangible fixed assets	(10)	(47)
Purchase of Investments	(408)	(293)
Proceeds from the sale of Investments	1,072	225
Dividends received	146	176
Interest receivable	9	14
Net cash from investing activities	809	75

Cash flows from Financing Activities

Payments for finance leases	(10)	(10)
Net cash from financing activities	(10)	(10)

Change in cash and cash equivalents in the reporting period	(996)	(1,365)
Cash and cash equivalents at the beginning of the reporting period	2,758	4,123
Cash and cash equivalents at end of the reporting period	1,762	2,758

Analysis of cash and cash equivalents

	2020 £'000	2019 £'000
Cash at bank and in hand	1,549	2,083
Short term deposits	75	315
Cash held by investment managers	138	360
Total cash and cash equivalents	1,762	2,758

Notes to the Financial Statements

1 Principal Accounting Policies

a) Basis of accounting

The financial statements have been prepared in accordance with the accounting policies below and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published on 16 July 2014, the Charities Trust Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 as amended in 2014. The charity is a public benefit entity for the purposes of FRS 102 and a registered charity. The charity has therefore also prepared its individual and consolidated financial statements in accordance with FRS 102' (The Charities SORP (FRS 102)).

The financial statements have been prepared on a going concern basis and on the historical cost basis, except for the measurement of investments and certain financial assets and liabilities at fair value with movements in value reported within the Statement of Financial Activities (SOFA). The principal accounting policies adopted are set out below and have been applied consistently throughout the year.

The financial statements are prepared in sterling, which is the functional currency of the charity. Amounts included in the financial statements are rounded to the nearest thousand pounds.

b) Preparation of the accounts on a going concern basis

The trustees have adopted the going concern basis in preparing these accounts after assessing the principal risks and having considered the impact of a severe but plausible downside scenario for COVID-19. The major variables are the depth and the duration of COVID-19.

The trustees considered the impact of the current COVID-19 environment on the business for the next 12 months, the viability period and the longer term. Whilst the situation evolves week by week, making scenario planning difficult, we have considered a number of impacts on income, expenditure and cash flow.

We have assumed that our operations will continue to be disrupted by social distancing measures. In practice this means online delivery of our courses and commissioned services and significant disruption to our volunteer led branch activities. Taking into account the range of potential outcomes, we have taken steps to reduce our cost base, significantly reducing our headcount, office space and other non-staff costs. In addition we have paused investment in future projects.

This has enabled the NCT to manage a range of potential downside scenarios and triggers for further action in the event of the most severe scenarios have been identified.

On this basis the trustees have concluded that there are no material uncertainties that impact the use of the going concern basis and that the charity will be able to settle its debts as they fall due for a period of at least 12 months from the date of approval of these financial statements. Accordingly the going concern basis has continued to be adopted in the preparation of the financial statements.

c) Basis of consolidation

The statement of financial activities and balance sheet consolidate on a line-by-line basis the financial statements of the Charity and all its subsidiary undertakings made up to the balance sheet date. Immaterial subsidiaries are not consolidated. The decision on consolidation is based on the degree of control that, in substance, NCT exercises over each undertaking and the extent to which it operates on a unified basis with the parent undertaking.

d) Income

Incoming resources are recognised in the period in which the Charity is entitled to receipt, the receipt is probable and the amount can be measured reliably. Income is deferred only when the Charity has to fulfil conditions before becoming entitled to it or when the donor or funder has specified that the income is to be expended in a future accounting period. Legacies are included in the statement of financial activities when the Charity is advised by the personal representative of an estate, that payment will be made or property transferred and the amount involved can be measured reliably. Grants have been included as income from charitable activities where these amount to a contract for services. NCT affiliate courses are included in full within incoming resources.

Notes to the Financial Statements (continued)

e) Expenditure

Expenditure is included in the statement of financial activities when incurred and includes any attributable VAT, which cannot be recovered. Resources expended comprise the following:

- *Expenditure on raising funds* is categorised into membership only. *Membership* expenditure comprises the costs of the department that services members and prospective members and the team that provides support to members and Branches.
- *Other trading activities* is categorised into community fundraising, commercial fundraising, and retail trading.
 - *Community fundraising*, which comprises the community fundraising support team, the costs of Branch fundraising activities, and costs associated with the administration of Branches. Many of the fundraising events held by the branches have two objectives, to raise funds for the Charity, as well as meeting the aims of the Charity in terms of providing postnatal support for families. There is no meaningful way of apportioning the costs of Branch fundraising events between fundraising costs and charitable activities.
 - *Commercial fundraising* is the cost of obtaining and managing the sponsorship of activities and events and undertakes other business activity on behalf of NCT by NCT Trading Limited.
 - *Trading* comprises the costs of branch newsletters.
- *Charitable activities*, which comprises expenditure on the Charity's primary purposes and are categorised as NCT Courses, Education and Practice, Commissioned Services, and Policy, Research and Information.
 - *NCT Courses* comprises the costs of providing courses, for parents and prospective parents where the participant generally books the course.
 - *Education and Practice* comprises the costs of providing training and support for NCT Practitioners who deliver NCT courses.
 - *Commissioned Services* comprises the costs of delivering services procured under a contract for services or a grant.
 - *Policy, research and information* comprises the cost of the research team, the library, communications, marketing and providing specialist helplines and journals.

f) Basis of apportioning support costs

Support costs, which includes governance costs represent indirect charitable expenditure. In order to carry out the primary purposes of NCT it is necessary to provide support in the form of human resources, financial operations and management, information technology, general management and administration and office services. These costs are apportioned to the other activities within the Charity based on the average number of full-time equivalent employees utilised by the activity.

g) Gifts in kind

Assets donated to the Charity for its own use, are included in the incoming resources and resources expended at their value to the charity as at the time of the gift.

h) Tangible and intangible fixed assets

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised. Leasehold properties used for the work of the Charity are included in these accounts at the cost of acquisition. Software development is capitalised when there is future economic benefit to the charity and ongoing lease costs are not required to use the developed software. Fixed assets are capitalised and depreciated at the following rates per annum, based on cost, in order to write them off over their estimated useful lives:

Category	Asset Group	Rate per annum
Property	Leasehold	2%
	Leasehold improvements	Lease length, minimum 2%
Equipment	End user computer equipment and software	33%
	Computer and telecoms network infrastructure and software	20%
	Furniture	20%
	Other equipment	33%

At the end of each reporting period residual values and useful lives are reviewed and adjusted as necessary. Assets are also reviewed annually for impairment.

Notes to the Financial Statements (continued)

i) Fixed asset investments

Listed equities are included in the financial statements at fair value as at the balance sheet date. Investments in subsidiary undertakings are held at cost less impairment. Realised and unrealised gains (or losses) are credited (or debited) to the statement of financial activities in the year in which they arise.

j) Stocks

Stocks represent goods for resale and are stated at the lower of cost and net realisable value.

k) Fund accounting

Restricted funds are monies raised for, or their use restricted to, a specific purpose, or contributions subject to donor imposed conditions.

The fixed assets fund represents the net book value of the tangible and intangible fixed assets used in the day-to-day operations of NCT. The value of this fund is not available for working capital.

General funds represent those monies, which are freely available for application towards achieving any charitable purpose that falls within the Charity's charitable objects.

l) Leased assets

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged on a straight-line basis over the lease term.

Rental applicable to finance leases where the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee are recognized as assets at the lower of the assets fair value at the date of inception and the present value of minimum lease payments. The related liability is included in the balance sheet as a finance lease obligation. Lease payments are treated as consisting of capital and interest elements. The interest is charged to the Statement of Financial Activity so as to produce a constant periodic rate of interest in the remaining balance of the liability.

m) Branches

Branch transactions are considered transactions of the Charity.

n) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

o) Pension costs

The Charity as an employer contributes to personal pension plans of its employees. The contributions are set at up to 5% of gross salary and are available to all employees whose contracts are permanent and who have completed three months' service with the Charity.

p) Financial Instruments

The National Childbirth Trust 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 amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise trade and other creditors.

Notes to the Financial Statements (continued)

q) Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Any bank overdrafts would be shown within borrowings in current liabilities.

r) Irrecoverable VAT

All expenditure is charged to the SOFA on an accruals basis including the charge for VAT which is not recoverable.

s) Accounting judgements and estimation uncertainty

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the board to have most significant effect on amounts recognised in the financial statements.

Tangible fixed assets are depreciated to their estimated residual value over their estimated useful economic life as detailed above.

Accrued course expenditure is estimated at the year end date using algorithmic modelling based on contracted hours and pre-agreed rates and anticipated venue costs.

Notes to the Financial Statements (continued)

2 Commercial trading operations

The National Childbirth Trust owns the entire called up ordinary share capital of four companies incorporated in the United Kingdom:

- NCT Trading Limited, which has two principal activities; the promotion of the work of NCT and profit generation;
- NCT (Maternity Sales) Limited which did not trade during the period of these accounts;
- NCT Publishing Limited which did not trade during the period of these accounts;
- First 1,000 Days Foundation which did not trade during the period of these accounts.

NCT Trading Limited has a deed of covenant to distribute its taxable profit to NCT. A summary of the results of the trading subsidiary for the period are given below.

Profit and loss account – NCT Trading Ltd	2020	2019
	£'000	£'000
Turnover	312	216
Cost of sales	-	-
Gross profit	<u>312</u>	<u>216</u>
Administrative expenses	(187)	(150)
Operating profit before interest	<u>125</u>	<u>66</u>
Interest payable	-	-
Comprehensive Income for the period	<u>125</u>	<u>66</u>
Balance Sheet – NCT Trading Ltd	31 March	31 March
	2020	2019
	£'000	£'000
Current Assets	207	323
Amounts falling due within one year	(207)	(323)
Net Assets	<u>0</u>	<u>0</u>

The above figures exclude any consolidation adjustments for inter-group profits/losses, which have been reflected in the consolidated statement of financial activities. The accounts figures have been consolidated on a line-by-line basis.

Notes to the Financial Statements (continued)

3 Income: commissioned service contracts

Group and Charity	Unrestricted Funds £'000	Restricted Funds £'000	Total 2020 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2019 £'000
National Health Service	280	-	280	184	106	290
Local Authorities	203	4	207	148	-	148
Baby Café	2	-	2	3	-	3
Other	30	-	30	36	-	36
	515	4	519	371	106	477

4 Income: grants receivable

Group and Charity	Unrestricted Funds £'000	Restricted Funds £'000	Total 2020 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2019 £'000
Parents in Mind	7	-	7	-	90	90
NESTA	-	19	19	-	146	146
Grants to branches	75	133	208	88	125	213
BBCS	-	97	97	-	-	-
Scottish Health	-	90	90	-	-	-
	82	339	421	88	361	449

5 Expenditure: NCT courses

Group and Charity	Unrestricted Funds £'000	Restricted Funds £'000	Total 2020 £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total 2019 £'000
Antenatal	4,842	-	4,842	4,962	-	4,962
Breastfeeding support	398	-	398	411	-	411
Postnatal	295	-	295	340	-	340
General Parental Support	720	124	844	764	166	930
Apportioned support costs	1,914	-	1,914	1,068	-	1,068
	8,169	124	8,293	7,545	166	7,711

6 Expenditure: community fundraising

Group and Charity	Unrestricted Funds £'000	Restricted Funds £'000	Total 2020 £'000	Total 2019 £'000
Branch fundraising	518	-	518	543
Central fundraising	173	-	173	193
	691	-	691	736

Notes to the Financial Statements (continued)

7 Support cost allocations

Support costs are allocated to the expenditure headings in the Statement of Financial Activities, on the basis stated in Accounting Policies (note 1), as stated in the tables below:

Group	Membership £'000	Community Fundraising £'000	Commercial Fundraising £'000	Trading £'000	NCT Courses £'000	Education and Practice £'000	Commissioned Services £'000	Policy, Research & Information £'000	Total 2020 £'000
Staff costs	18	91	-	29	493	351	143	152	1,277
Depreciation	2	9	-	3	47	34	14	15	124
Premises and equipment	4	21	-	7	113	80	33	35	293
Office supplies	5	26	-	8	140	99	40	43	361
Insurance	1	5	-	2	27	19	8	8	70
Irrecoverable VAT	7	34	-	11	184	131	53	57	477
Other	33	169	-	54	911	649	264	282	2,362
Support Costs	70	355	-	114	1,915	1,363	555	592	4,964
Direct Costs	558	336	174	6	6,378	1,322	880	1,848	11,502
Total Costs	628	691	174	120	8,293	2,685	1,435	2,440	16,466

Group	Membership £'000	Community Fundraising £'000	Commercial Fundraising £'000	Trading £'000	NCT Courses £'000	Education and Practice £'000	Commissioned Services £'000	Policy, Research & Information £'000	Total 2019 £'000
Staff costs	92	102	-	-	369	374	156	285	1,378
Depreciation	8	9	-	-	32	32	13	24	118
Premises and equipment	24	25	-	-	93	94	39	71	346
Office supplies	24	26	-	-	97	98	41	74	360
Insurance	5	5	-	-	19	20	8	15	72
Irrecoverable VAT	19	21	-	-	78	78	33	60	289
Other	94	104	-	-	380	384	159	292	1,413
Support Costs	266	292	-	-	1,068	1,080	449	821	3,976
Direct Costs	610	443	136	19	6,643	1,556	941	2,398	12,746
Total Costs	876	735	136	19	7,711	2,636	1,390	3,219	16,722

Charity	Membership £'000	Community Fundraising £'000	Trading £'000	NCT Courses £'000	Education and Practice £'000	Commissioned Services £'000	Policy, Research & Information £'000	Total 2020 £'000
Staff costs	18	91	29	493	351	143	152	1,277
Depreciation	2	9	3	47	34	14	15	124
Premises and equipment	4	21	7	113	80	33	35	293
Office supplies	5	26	8	140	99	40	43	361
Insurance	1	5	2	27	19	8	8	70
Irrecoverable VAT	7	34	11	184	131	53	57	477
Other	33	169	54	911	649	264	282	2,362
Support Costs	70	355	114	1,915	1,363	555	592	4,964
Direct Costs	558	336	18	6,378	1,322	880	1,848	11,340
Total Costs	628	691	132	8,293	2,685	1,435	2,440	16,304

Notes to the Financial Statements (continued)

Charity	Community		Trading	Education		Commissioned Services	Policy, Research & Information	Total 2019
	Membership	Fundraising		NCT Courses	and Practice			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs	92	102	-	369	374	156	285	1,378
Depreciation	8	9	-	32	32	13	24	118
Premises and equipment	24	25	-	93	94	39	71	346
Office supplies	24	26	-	97	98	41	74	360
Insurance	5	5	-	19	20	8	15	72
Irrecoverable VAT	19	21	-	78	78	33	60	289
Other	94	104	-	380	384	159	292	1,413
Support Costs	266	292	-	1,068	1,080	449	821	3,976
Direct Costs	610	443	30	6,643	1,556	941	2,398	12,621
Total Costs	876	735	30	7,711	2,636	1,390	3,219	16,597

8 Net movement in funds

	Group		Charity	
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
Net movement in funds is stated after charging:				
Depreciation/amortisation of fixed assets	122	118	122	118
Staff costs (excluding agency staff)	5,324	5,807	5,239	5,746
Operating lease rentals	157	157	157	157
Auditors' remuneration: audit services	39	38	34	32
Auditors' remuneration: non-audit services	2	1	1	1

9 Staff costs and remuneration of the Board of Trustees

Staff costs during the period were as follows:

	Group		Charity	
	Total	Total	Total	Total
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
Wages and salaries	4,673	5,193	4,600	5,140
Redundancy costs	81	-	81	-
Social security costs	352	419	345	413
Other pension costs	217	195	213	193
	5,323	5,807	5,239	5,746
Payments to agency staff	15	1	15	1
	5,338	5,808	5,254	5,747

Staff costs by function were as follows:

	Group		Charity	
	Total	Total	Total	Total
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
Raising funds	513	598	513	598
Other trading activities	205	162	121	101
Charitable activities	4,620	5,048	4,620	5,048
	5,338	5,808	5,254	5,747

Notes to the Financial Statements (continued)

Higher paid employees:

	Group		Charity	
	Total 2020	Total 2019	Total 2020	Total 2019
£60,000 – 69,999	5	5	5	5
£70,000 – 79,999	2	-	2	-
£80,000 – 89,999	1	2	1	2
£90,000 – 99,999	1	1	1	1
£100,000 – 110,999	-	1	-	1
	9	9	9	9

The pension cost for these employees, was £35,327 (2019: £32,336), which includes the Chief Executives who received salaries totalling £101,308 (2019: £96,900) and pension contributions of £3,839 (2019: £4,845).

The headcount including part-time staff, analysed by function was:

	Group		Charity	
	Number 2020	Number 2019	Number 2020	Number 2019
Raising funds	2	10	2	10
Other trading activities	12	11	12	11
Charitable activities	186	200	184	200
Support	20	24	20	24
	220	245	218	245

The average number of full time equivalents, analysed by function was:

	Group		Charity	
	FTEs 2020	FTEs 2019	FTEs 2020	FTEs 2019
Raising funds	1.7	9.0	1.7	9.0
Other trading activities	11.4	9.9	11.4	9.9
Charitable activities	108.4	115.8	106.4	113.8
Support	19.0	23.2	19.0	23.2
	140.5	157.9	138.5	155.9

The key management personnel of the charity comprise the trustees and the executive team. The total employee benefits of the key management personnel of the charity were £394,774 (2019: £386,820).

Expenses were reimbursed to 9 (2019: 11) members of the Board of Trustees during the year. Their expenses amounted to £4,235 (2019: £5,234) in respect of expenses incurred as a trustee in attending board and related meetings, and £13,059 (2019: £2,653) in respect of expenses incurred for regional and branch support and fees as practitioners or breastfeeding counsellors. No trustees were remunerated in the current or prior year.

Notes to the Financial Statements (continued)

10 Intangible fixed assets

Group and charity	Software	Total
	£'000	31 March £'000
Cost or valuation		
At 1 April 2019	163	163
Additions	-	-
Disposals	-	-
At 31 March 2020		
Amortisation		
At 1 April 2019	153	153
Charge for period	10	10
On disposals	-	-
At 31 March 2020	163	163
Net book values		
At 31 March 2020		
At 31 March 2019	10	10

11 Tangible fixed assets

Group and charity	Property	Equipment	Total
	£'000	£'000	31 March £'000
Cost or valuation			
At 1 April 2019	1,504	384	1,888
Additions	-	10	10
Disposals	-	-	-
At 31 March 2020	1,504	394	1,898
Depreciation			
At 1 April 2019	116	260	376
Charge for period	30	82	112
On disposals	-	-	-
At 31 March 2020	146	342	488
Net book values			
At 31 March 2020	1,358	52	1,410
At 31 March 2019	1,388	124	1,512

Property relates to a leasehold building.

Notes to the Financial Statements (continued)

12 Fixed asset investments

	Group		Charity	
	2020	2019	2020	2019
	31 March	31 March	31 March	31 March
	£	£	£	£
Investment in group undertakings:				
NCT (Maternity Sales) Limited	-	-	6	6
NCT Trading Limited	-	-	100	100
NCT Publishing Limited	-	-	2	2
First 1,000 Days Foundation	-	-	-	-
Other investments:				
Managed investment funds	3,975,622	5,284,929	3,975,622	5,284,929
	3,975,622	5,284,929	3,975,730	5,285,037

Material investments held in the portfolio include the following:

Treasury Stock	979,557	1,151,918	807,693	1,151,918
SPDR Series Trust S&P 500 ETF (GBP)	634,905	825,246	634,905	825,246
Ishares PLC MSCO Far East Ex-Japan	152,400	200,328	152,400	200,328
BH Global Ltd NPV Sterling Shares	144,068	129,105	144,068	129,105

On 7 August 2013, the 'First 1,000 Days Foundation' was formed as a company limited by guarantee (registered in England and Wales 864816) with the sole member as The National Childbirth Trust. The Company has been dormant since incorporation. Investments in NCT (Maternity Sales) Limited, NCT Trading Limited, and NCT Publishing Limited represent the entire called up share capital of the companies, all of which are incorporated in England.

	Registered	Reserves at	Reserves at
	Company	31 March	31 March
	Number	2020	2019
		£	£
Investment in Group undertakings:			
NCT (Maternity Sales) Limited	01291517	6	6
NCT Trading Limited	02488491	-	-
NCT Publishing Limited	03017833	2	2
First 1000 Days Foundation	08641816	-	-

Managed investment funds

Group and Charity	2020	2019
	31 March	31 March
	£'000	£'000
Market value at 1 April 2019	4,925	4,630
Acquisitions	408	293
Disposals	(1,072)	(225)
Net investment gains/ (losses)	(423)	227
Market value at 31 March 2020	3,838	4,925
The Market value is represented by:		
Equities	980	3,773
Bonds	2,858	1,152
	3,838	4,925
Cash held by investment managers	138	360
Total Investment fund	3,976	5,285

The charity's actively managed investment fund is revalued annually at the balance sheet date. The increase or decrease in value as a result of this valuation is recognised as an unrealised investment gain or loss.

Notes to the Financial Statements (continued)

13 Debtors

	Group		Charity	
	2020 31 March £'000	2019 31 March £'000	2020 31 March £'000	2019 31 March £'000
Amounts due from subsidiary undertakings	-	-	127	273
Prepayments and accrued income	598	836	598	825
Trade and branch debtors	457	500	369	432
Tax recoverable	9	15	9	15
Other debtors	-	-	-	-
	1,064	1,351	1,103	1,545

14 Creditors: amounts falling due within one year

	Group		Charity	
	2020 31 March £'000	2019 31 March £'000	2020 31 March £'000	2019 31 March £'000
Obligation under finance lease	5	15	5	15
Expense creditors	729	474	729	469
Social security and other taxes	110	140	110	140
Deferred income	2,499	2,609	2,425	2,573
Accruals	597	640	591	632
	3,940	3,878	3,860	3,829

Deferred income relates to sponsorship, training courses and grants.

15 Restricted funds

The income funds of the Charity and the group include restricted funds comprising the following unexpended balances of donations and grants held on trusts to be applied for specific purposes:

	At 1 April 2019 £'000	Movements in Funds:			At 31 March 2020 £'000
		Incoming Resources £'000	Outgoing Resources £'000	Fund Transfer £'000	
Grants and donations received by branches	125	133	(125)	-	133
Glasgow Service Delivery	77	90	(166)	-	1
Parents in Mind	-	4	(4)	-	-
NESTA	2	19	(21)	-	-
BBCS	-	97	(69)	-	28
	204	343	(385)	-	162

Notes to the Financial Statements (continued)

16 Unrestricted funds

Group	At 1 April 2019 £'000	Incoming Resources £'000	Outgoing Resources £'000	Unrealised Investment Gains £'000	Transfer Between Funds £'000	At 31 March 2020 £'000
General Funds	4,952	14,002	(16,081)	(423)	112	2,562
Fixed Assets Fund	1,522	-	-	-	(112)	1,410
	6,474	14,002	(16,081)	(423)	-	3,972

Charity	At 1 April 2019 £'000	Incoming Resources £'000	Outgoing Resources £'000	Unrealised Investment Gains £'000	Transfer Between Funds £'000	At 31 March 2020 £'000
General Funds	4,952	13,840	(15,919)	(423)	112	2,562
Fixed Assets Fund	1,522	-	-	-	(112)	1,410
	6,474	13,840	(15,919)	(423)	-	3,972

17 Analysis of net assets between funds

Fund balances at 31 March 2020 are represented by:

Group	Unrestricted Funds:			2020 Total £'000
	General Funds £'000	Fixed Asset Fund £'000	Restricted Funds £'000	
Fixed assets	-	1,410	-	1,410
Investment assets	3,976	-	-	3,976
Net current assets	(1,414)	-	162	(1,252)
Total net assets	2,562	1,410	162	4,134

Charity	Unrestricted Funds:			2020 Total £'000
	General Funds £'000	Fixed Asset Fund £'000	Restricted Funds £'000	
Fixed assets	-	1,410	-	1,410
Investment assets	3,976	-	-	3,976
Net current assets	(1,414)	-	162	(1,252)
Total net assets	2,562	1,410	162	4,134

Notes to the Financial Statements (continued)

18 Taxation

The National Childbirth Trust is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities. Each year subsidiary companies, which do not have charitable status, may Gift Aid any taxable profits to The National Childbirth Trust. The Charity and group is not able to reclaim all VAT suffered on expenditure due to the partial exemption regulations.

19 Operating lease commitments

At 31 March 2020 the group's future minimum operating lease payments were as follows:

	Group		Charity	
	2020 31 March £'000	2019 31 March £'000	2020 31 March £'000	2019 31 March £'000
Expire				
Within one year	157	157	157	157
Between one and five years		118		118
	157	275	157	275

20 Financial Instruments

The financial statements include the following in respect of items held at fair value at the balance sheet date

	Group		Charity	
	2020 31 March £'000	2019 31 March £'000	2020 31 March £'000	2019 31 March £'000
Financial assets measured at fair value through profit and loss	3,838	4,925	3,838	4,925
Financial assets measured at amortised cost	615	719	527	640
Financial liabilities measured at amortised cost	(1,159)	(1,333)	(1,026)	(1,046)
	3,294	4,311	3,339	4,519

21 Related party transactions

NCT Trading Limited is a subsidiary of The National Childbirth Trust and its shares are 100% controlled within the group.

During the year the National Childbirth Trust purchased services from NCT Trading of £7k (2019: £7k) on normal commercial terms. The National Childbirth Trust supplied services to NCT Trading of £32k (2019: £32k).

At the 31 March 2020 NCT Trading Limited owed The National Childbirth Trust £127k (2019: £273k).

No members of the Board of Trustees (2019: Nil) had a beneficial interest in contracts with the Charity. No member of the board (2019: Nil) had a beneficial interest in a contract with a wholly owned subsidiary of The National Childbirth Trust during the period. At the date of signing the accounts, nil (2019: nil) trustee was also a Director of NCT Trading Limited.

There are no other related party transactions to disclose other than set out elsewhere in these accounts.

Reference and Administrative information

Charity Registrations:

The National Childbirth Trust ('NCT')
Company Registration: 2370573 (England & Wales)
Registered Charity: 801395
Charity Registered in Scotland: SC041592
VAT: GB 115 0789 24

Registered Office:

30 Euston Square
Stephenson Way
London
NW1 2FB

Board of Trustees:

David Shanks (Vice Chair)	Joanne Powell
Elaine Lambe	Richard Smothers (Hon. Treasurer)
Heather Trickey (Hon. Secretary)	Sarah Brown
Jessica Figueras (Chair)	Sherry Bevan
Peter Brown	Stephanie Maurel

Executive Team:

Angela McConville, Chief Executive
Cate Kirkbride, Executive Director of Communications and Development
Juliet Mountford, Deputy Chief Executive and Executive Director for Parent Services
Thom Harvey, Executive Director of Organisational Services

Company Secretary

Thom Harvey

Auditors:

Moore Kingston Smith LLP
Devonshire House
60 Goswell Road
London
EC1M 7AD

Bankers:

Lloyds Bank plc.
39 Threadneedle Street
London
EC2R 8AU

Investment Advisors:

Rathbone Brothers PLC
1 Curzon Street
London
W1J 5FB

Solicitors:

Bates Wells & Braithwaite London LLP	Kemp Little
10 Queen Street Place	Cheapside House
London	138 Cheapside
EC4R 1BE	London
	EC2V 6BJ

Subsidiaries:

First 1,000 Days Foundation (limited by guarantee, dormant)
NCT Trading Limited
NCT (Maternity Sales) Limited (dormant)
NCT Publishing Limited (dormant)