

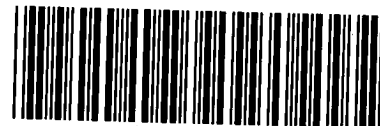


BEST BEGINNINGS
(A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2016

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BEST BEGINNINGS
TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



CONTENTS

	Page
Legal and Administrative Information	3
Report of the Trustees	4 - 27
Trustees' Responsibilities Statement	28
Independent Auditors' Report	29 - 30
Statement of Financial Activities	31
Balance Sheet	32
Statement of Cash Flows	33
Notes to the Financial Statements	34 - 42

BEST BEGINNINGS
TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Chair	Dr Ann Hoskins	Appointed 20 June 2016
	Chair	Prof. Alan Maryon-Davis	Resigned 20 June 2016
	Treasurer	Andrew Harris	
		Obi Amadi	
		David Boyd	
		Andrew Earnshaw	Appointed 30 September 2015
		Rachel Ellison	Resigned 28 September 2015
		Janet Fyle	
		Nadia Gabbie	Appointed 30 September 2015
		Eileen Hayes	
		Philip Nelson	
		Helen Pert	Appointed 15 February 2017
		Sharon Walker	Resigned 28 September 2015
Chief Executive Officer		Alison Baum OBE	
Charity number:		1120054	
Company number		05866886	
Principal address and Registered Office		12 Vale Royal London N7 9AP	
Auditors		HW Fisher & Company Acre House 11-15 William Road London NW1 3ER	
Bankers		The Cooperative Bank P.O. Box 250 Delf House Skelmersdale WN8 6WT	
		CAF Bank Limited 25 Kings Hill Avenue West Malling Kent ME19 4JQ	

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

The Trustees of Best Beginnings, who are also Directors of the charity for the purposes of the Companies Act 2006 submit their Annual Report and Financial Statements for the accounting year ended 31 July 2016.

The financial statements have been prepared in accordance with the accounting policies set out in Note 1 to the financial statements and comply with the Best Beginnings' constitution, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015).

Best Beginnings – A catalyst for change

What we do

Best Beginnings is a national charity dedicated to improving the health and wellbeing of babies and young children in the UK and tackling child health inequalities. Best Beginnings works innovatively to help parents of all backgrounds access the information and support they need to look after their own mental and physical health and give their children the best start in life. We aim to improve health and social outcomes for all children, but particularly those from more disadvantaged backgrounds by informing and empowering parents and the professionals who support them.

We focus on a child's life from pre-conception to their third birthday when the foundations for a healthy and happy life can be laid. Evidence shows that working with families during this 'window of opportunity' supports children's language development and school readiness. It can also break multiple generational cycles of disadvantage and enable social mobility.

The need

Not all children in the UK have an equal start in life. A large gap exists between the health, wellbeing and development of children born into different socio-economic and ethnic backgrounds. For example, a baby born in Birmingham is 4.5 times more likely to die in infancy than a baby born in Bromley.

Every year in the UK, tens of thousands of babies do not get the start they need in life simply because of their family circumstances. Deprivation in its various forms is associated with late booking for antenatal care, premature birth, low birthweight, neonatal illnesses, developmental disorders and deaths in infancy. The health inequalities that exist in infancy often continue through childhood into adulthood. Children from lower socio-economic backgrounds are less likely to arrive at school ready to learn, less likely to leave school with qualifications, and more at risk of suffering from obesity, cancer, heart disease and premature mortality in later life.

Our work is characterised by our philosophy: Embracing innovation, integrity, inclusion and collaboration with families and professionals, statutory bodies, professional bodies and other charities.

A three-stage process underpins Best Beginnings' work.

Stage 1 – Creating national resources

Best Beginnings creates and distributes national resources including films, phone apps and magazines to give parents-to-be and parents the knowledge and confidence to maximise their own wellbeing and their child's physical, emotional and language development. We co-create each of our national resources using our 'ABC approach':

A – Active engagement with parents and professionals as well as our editorial board before we commence production to inform the look, feel and content of each resource.

B – Build and develop resources, including input on rough-cuts of films through collaborating with parents and professionals.

C – Consult with our editorial board and parent panel to review and make final tweaks and secure sign-off and endorsement.

To date our evidence-based resources have reached over 2 million families often thanks to healthcare professional recommendation. Our resources are also used to support staff training and development.

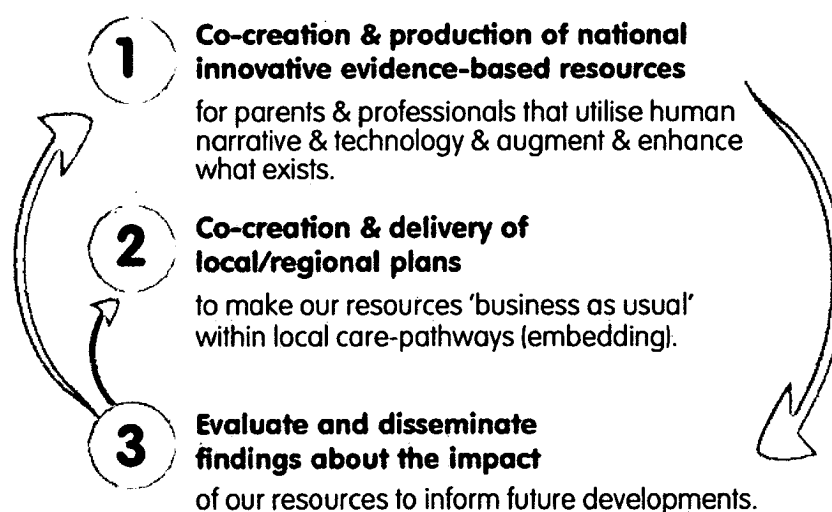
Stage 2 – Embedding resources into local care-pathways

Wherever we are funded to do so, we work in areas using our tried and tested process of co-creation with multi-disciplinary senior managers, front line workers and parents to integrate our national resources into local care pathways and services. We call this our embedding programme.

Stage 3 – Evaluation and dissemination of findings

We undertake in-house evaluations as well as commission independent academic evaluations of all our interventions. Learnings from these evaluations inform future developments.

As is highlighted below, a process of iterative learning is central to the three-stage process:



BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

Aims and objects of the charity

Best Beginnings' charitable objects, as outlined in our Articles of Association updated in June 2016, are:

- To promote the physical, mental and emotional health and development of children, parents, prospective parents and carers through the provision of support, education and practical advice, with an emphasis on innovation, collaboration and evidence;
- To promote equal access to health and social care services for families with children so that people who have difficulty accessing these services are enabled to do so; and
- To advance the education of the public about health and physical, emotional and social development, with an emphasis on parenting and the early years.

To deliver its purpose, Best Beginnings has four strategic objectives:

- To support the capacity of parents and carers to look after their own physical and mental wellbeing.
- To give parents the knowledge and confidence they need to support and raise their babies and young children.
- To support health professionals in their work with families.
- To inform and influence policy with a focus on reducing health inequalities.

Best Beginnings aspires to have at least 60 per cent of the UK's birth cohort using its Baby Buddy app by 2022.

Ten years as a charity

Best Beginnings registered as a Company at Companies House on 5 July 2006 and subsequently as a registered charity on 12 July 2007. As we approach our 10th anniversary as a charity next year, it is important to note that we've reached over two million families to-date and to acknowledge that our success has been achieved thanks to the support of very many people and organisations.

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

HIGHLIGHTS OF OUR YEAR

Our co-creative approach and reputation for producing innovative, evidence-based resources, in collaboration with parents and professionals, has established Best Beginnings as a 'go-to' organisation for charities and health organisations for the delivery of new initiatives or creation of new content.

National Campaigns

In the last 12 months, we have become partners in two important national campaigns. Working in collaboration with the charity Sands (Stillbirth and Neonatal Death Society), we have led the development of Our Chance, the safer pregnancy campaign supported by the Department of Health and NHS England. Also, we have been chosen by the Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry to be one of the eight official charity partners of the Heads Together campaign to help shape the way we think and talk about mental health.

Maternity Review

Our Founder and Chief Executive, Alison Baum OBE, was one of 17 experts chosen by Baroness Cumberlege to be on the National Maternity Review, a major and potentially game-changing piece of work to shape the future of maternity services nationally.

Partnerships

Best Beginnings continues to work collaboratively with health professionals, parents and other stakeholders. We have continued to maintain our existing partnerships, and have been excited to foster new ones including The Royal Foundation for Heads Together and Sands for Our Chance.

Leeds South and East CCG commissioned us to create a series of short videos inspired by their Understanding Your Baby book, an extension of content we were already creating as part of our Maternal and Infant Mental Health work. We have partnered with accident prevention organisation RoSPA to generate content and Health Education England E-learning to work on health modules for professional use.

#BesideYou Breastfeeding in Medway

We are excited to be working on the development of the new #BesideYou Breastfeeding campaign in Medway. Medway Council approached Best Beginnings to lead this campaign, aimed at normalising breastfeeding amongst young mothers in an area which has markedly lower rates than the rest of the UK.

Baby Buddy

At the core of all we do – and as the portal for so much of Best Beginnings' content, the Baby Buddy app was launched in November 2014. During this financial year, more than 80 new films were added into Baby Buddy and by 31 July 2016 more than 85,000 people had downloaded the app.

Small Wonders Change Programme Evaluation

Completion of the academic evaluation of our Small Wonders Change Programme has provided a robust evidence base for the positive impact of this piece of work, proving it to be an effective initiative for increasing professional and parental knowledge and confidence and improving maternal knowledge and confidence. Thanks to funding from the Department of Health, the evaluation outcomes were presented at a national conference in June 2016.

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

Fundraising event

Best Beginnings was selected by Glorious Goodwood for the third time as one of the charities benefiting from the renowned Regency Ball and Magnolia Cup Ladies' Race raising over £20,000 to support delivery of Best Beginnings programmes.

SpringBoard

In January 2016, we began laying foundations for our new major donor giving programme, SpringBoard, by introducing key philanthropists to the charity's work through an event hosted by the Earl of Listowel at the House of Lords. Guests heard directly from some of Best Beginnings' parent collaborators, staff and funders. This new fundraising programme provides an opportunity for potential donors to step on board to help Best Beginnings continue its core work.

Awards

The quality and impact of Best Beginnings has been recognised this year with several awards including an EVCOM award for our Maternal Mental Health film, Beyond Baby Blue; the Journal of Health Visiting Awards for innovation and for mental health; and the RCM Midwifery Award for Baby Buddy.

Conferences

Our CEO has maintained a high national profile for the charity at conferences including the Bradford Baby Clear Launch, Transforming Maternity Services event and the pan-London Rotary Conference. The team attended other national events including the UNICEF BFI Neonatal Conference, the Institute of Health Visiting Conference, NHS Navigation Hack on the Google Campus and the Royal College of Midwives conference.

BEST BEGINNINGS TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

DEVELOPING, DELIVERING AND EVALUATING OUR RESOURCES, INTERVENTIONS AND CAMPAIGNS

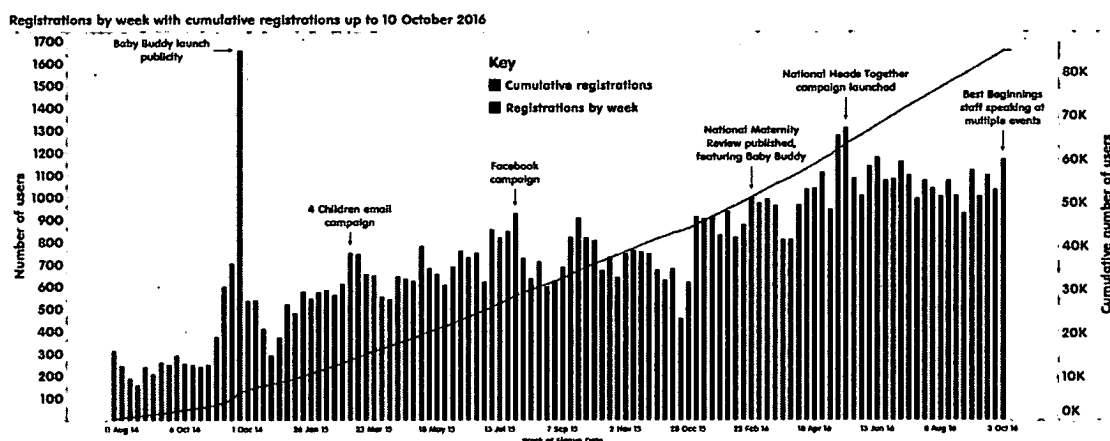
Baby Buddy

Best Beginnings' free multi-award-winning app Baby Buddy offers parents and parents-to-be personalised content approved by the Department of Health and multiple Royal Colleges and other professional bodies, spanning the pregnancy through until the first six months after the birth.

Now in its third year, Baby Buddy has seen a phenomenal expansion and development of its reach, content and functionality. The app is widely being acknowledged as an important resource in supporting women in their mental and physical transition to parenthood and to enable them to give their children the best start.

Impact and reach

- There is an impressive and consistent growth in downloads. In this financial year alone Baby Buddy has had over 52,500 downloads – almost double the download total for the previous year, with average weekly downloads rising from 800 in August 2015 to over 1100 by July 2016.



Baby Buddy is reaching an ever-increasing audience, with the ongoing development of the app crucially informed by feedback from our customers.

One message we recently received from a 16-year-old mother stands out:

'This app has literally been a life saver! I know you can find everything on Google these days but it can't be trusted but this app gives me everything I need to know... It also thinks about the mum not just the baby as most apps are all about the baby. It reminds me to take time for myself – away from my little boy - and, amazingly, it accommodates age. I am 16 years-old and I don't feel patronised or like what I have done is wrong. This app makes me feel that age does not matter and I will recommend it to others.'

BEST BEGINNINGS TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

- Our in-app analytics have shown that the age distribution of Baby Buddy users broadly maps onto the age distribution of pregnant women (from ONS data) but with an overrepresentation of Baby Buddy users under 25 years old (27.26% of Baby Buddy users compared to 19.9% of pregnant women). This illustrates that our strategic targeting of the app to appeal to younger and statistically more 'at risk' age group has been successful.
- Our data also shows that mothers for whom English is not their first language are using Baby Buddy in higher proportion compared with the proportion of that group in the general UK population.
- In addition, Baby Buddy downloads are highest in local authorities where we have worked with local professionals and parents and embedded the app into local care pathways. More about our embedding programme can be found on page 22.
- Parents who use the Baby Buddy app rate it very highly via the in-app questions that pop up after they've been using the app for a few weeks.

Here is what parents tell us:

- Easy to use (n=6604): 99%
- Easy to understand (n=6571): 99%
- Helps me look after my own health (n=2820): 94%
- Helps me feel closer to my baby (n=1938): 90%
- Helps me feel more confident caring for my baby (n=1953): 97%
- Helps me get more out of my appointments (n=3653): 86%

New content

- During this financial year, we have created a considerable amount of new content for Baby Buddy, adding over 80 new films to the app. These videos have had a warm reception on social media and at project launch events – being both informative and accessible.
- In partnership with eleven local authorities, during this financial year we have also added over a hundred new locations to our Bump/Baby Around feature giving users information about health services and groups specific to their area.

Functionality

- In response to feedback from users, we have made various in-app improvements, including significant changes to the home screen to make navigating the app more intuitive. Of the users who responded to our survey, 91.76% said Baby Buddy was 'very easy to use'.

Mum Amrita: 'Baby Buddy has been a lifeline, all throughout pregnancy the regular updates helped me understand the changes in my body and enabled me to track my baby's development. The 'Ask Me' section was great as it provided clear and concise information... What I loved most about the app was that it always provided clear and concise information.'

This year we also made the switch to a new analytics system, Tableau, although challenging to implement, has given us much more flexibility when it comes to pulling out data about app uptake, usage and feedback, as an anonymised aggregated data-set. User feedback has enabled us to keep making improvements.

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

Awards

The significant impact of the Baby Buddy resource has been recognised through national awards this year including:

- RCM Midwifery Award in consumer category of Best Online resource for mums and mums-to-be.
- Finalist in the EHI awards 'Healthcare IT Product Innovation' category – this was a notable achievement for Best Beginnings given the size and calibre of the other organisations short-listed.

Evaluating Baby Buddy

Best Beginnings is a learning organisation and as such we place a high priority on evaluating and evidencing the quality and impact of our resources and interventions. We are committed to learning what does and does not work, what we do well, what we could do better and what we should do more of. We are dedicated to sharing our learning with others to support better outcomes for parents and parents-to-be and the professionals working with them. We continue to build a body of evidence that validates our approach and gives others confidence and trust in the resources we create and share. Specific pieces of work include:

- Working with the Research Centre for Children, Families and Communities at Canterbury Christ Church University to analyse data about the dissemination, uptake and use of the Baby Buddy smart phone app. The evaluation, funded by a grant from Guy's and St Thomas' charity, focused on the Guys' and St Thomas' NHS Foundation Trust (GSTT) area in the London Boroughs of Lambeth and Southwark.

Findings, reported back in June 2016, showed very positive perceptions and attitudes toward the app amongst health professionals, parents-to-be and new parents, including:

- Greater awareness of Baby Buddy and inclination to download in the embedded areas.
- Baby Buddy is perceived by mothers as being easy to use, fun, interesting and a good source of information.
- Midwives regarded the app highly compared with other pregnancy apps and were comfortable using it as part of maternity care.
- In addition to the Canterbury Christ Church University evaluation, the plans for a multi-site academic evaluation funded by the Big Lottery Fund also progressed during this financial year. It became clear that it would be helpful to undertake an evaluation in more sites, so we were delighted to be able to put this in place with the multi-site academic evaluation getting underway in five locations: Coventry, Lewisham, Blackpool, Leicester and Bradford.
- This independent evaluation, BaBBLEs (Bumps and Babies Longitudinal Study), is being conducted in collaboration with University of the West of England and other partner universities using mixed methods of collecting data through focus groups and interviews, as well as questionnaires and the in-app data.

BEST BEGINNINGS TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

Due for completion in 2018, the aims of the evaluation are to understand:

- the impact of the Baby Buddy app on maternal self-efficacy, parenting competency and wellbeing.
- when, why and how mothers use the app and any benefits the app may offer them in relation to their parenting, health, relationships or communication with their child friends and family or health professionals.

Successes

Despite the constant pressures of capacity and funding, Baby Buddy's small team achieved the work of a team of more than double its size with some key and well-deserved successes this year.

- **Heads Together:** We are thrilled to be a focal part of the Royal Foundation's Heads Together campaign launch on 16 May 2016. Best Beginnings is one of eight charities chosen to work on this campaign. Some of our Maternal and Infant Mental Health content, specifically 50 short film clips we have been creating for Best Beginnings' new Out of the Blue project (detailed later), were incorporated into Baby Buddy in time for the launch of the Heads Together campaign.

The launch attracted widespread national media coverage with Baby Buddy featuring prominently. This provided a powerful opportunity for us to reach so many more parents. Baby Buddy had 1,400 downloads that week alone and a general uplift to an average of 1,250 a week in the couple of months to follow – a significant rise from the 950 a week average in the 6 weeks prior to the launch.

- **National Maternity Review:** Another significant spike in downloads coincided with the publication of the National Maternity Review in February. While the focus of our CEO's involvement in this important piece of work has been to use her expertise to help shape the future of maternity services, the review chose independently to feature Baby Buddy in its report. The Maternity Review Report 'Better Births' recognised the role Baby Buddy has in: *'helping to increase parents' knowledge and confidence, look after their own health, feel more prepared for the arrival of their baby, feel closer to their baby and get more out of appointments.'* It concluded that *'evaluation of the app has shown impact with all ages, but particularly among women under the age of 25'.*
- Baby Buddy was mentioned in the Department of Health's workshops on developing their Child Health Digital Strategy and was acknowledged by Public Health England's breastfeeding campaign.

Challenges

With Big Lottery Fund funding for app development coming to an end during this financial year, the cost of maintaining Baby Buddy and responding to technical issues has come from core funding. This presents an increasing challenge for our limited team of two staff managing a demanding programme of work for the development and delivery of this core service offer.

Looking ahead

Next steps for the app are our plans for a Baby Buddy 2.0 which will include the dad's version of Baby Buddy.

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

Small Wonders Change Programme

The Small Wonders Change Programme (SWCP) was launched in 2012 to support parents of premature and sick babies to be at the centre of their babies' care and to support staff training and development around family-centred care in neonatal units. Evidence has shown that increased parental involvement including breastfeeding and extended periods of kangaroo care can make a difference to their babies' health and wellbeing down the line.

At the heart of the SWCP is our Small Wonders DVD, which we made co-collaboratively, filming 14 families through their experience of having a baby on the neo-natal unit until their babies' 1st birthday. The 12 films cover birth, expressing milk, transition to independent feeding, time in hospital through to preparing for home, multiple births and bereavement.

Small Wonders Academic Evaluation

In last year's report, we detailed the academic evaluation of SWCP which was being undertaken by Liverpool Women's Hospital, the University of Central Lancashire (UCLAN) and Coventry University, funded by Department of Health and Guy's and St Thomas' charity.

These three separate research groups collected data at two different neonatal units, Liverpool Women's Hospital (LWH) and Guy's and St Thomas' Hospital (GSTT) where the SWCP had been delivered. The two neonatal units serve differing populations. Prior to the SWCP their pre-term breastmilk feeding at discharge rates were 15% at LWH compared to 70% at GSTT. These two evaluation sites were chosen to measure the impact of the SWCP in different settings. For each site a baseline collection of data was performed prior to SWCP being embedded into clinical practice.

During this financial year, the three research teams completed the tail-end of data collection, analysed the data and wrote-up their findings in a substantial report. The evaluation looked at the impact of the programme on:

- Staff knowledge, confidence and attitudes;
- Parents' knowledge, experience and attitudes;
- Feeding and clinical outcomes for babies.

Sharing the Evidence Day

The findings of the evaluation were shared at a national event in June 2016, attended by health professionals and parents from all over the UK and the Republic of Ireland.

Recommendations

The evaluation report recommended that SWCP should continue with increased vigour. With DVDs becoming increasingly outdated, it was suggested that it would be wise to review the media platform on which SWCP films are delivered. Provision of the films within an app for parents of sick or premature babies was recommended. In advance of funding being available for this the Small Wonders films have been incorporated into the Baby Buddy.

The evaluation report also highlighted the importance of the staff 'champions' or facilitators as pivotal to the success of the programme, with an emphasis on adequate training for them. It was also suggested the Parent Champion Pilot should be further developed.

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

Successes

Feedback from the Liverpool 'Sharing the Evidence' event was hugely positive with 41.66% of delegates who completed survey said day was 'very good' and 58.33% saying it was 'excellent'.

Challenges

For reasons beyond our control there was a delay between the delivery of the SWCP and the post- intervention data collection. It is possible that the impressive findings do not actually show the full impact of SWCP, because change theory has demonstrated that the effect of an intervention can tail off over time.

The delay in receiving the final findings also prevented us from using this evidence to apply for the funding we need to ensure this powerful intervention can be used most effectively throughout the country.

In last year's report, we detailed our SWCP funded by the Department of Health: four Champions' Day which were held in the last financial year with over 200 'staff champions' – predominantly neonatal staff and midwives - from hospitals throughout the UK. These immersion days trained professionals to successfully use Small Wonders resources and disseminate them effectively throughout the staff at their hospitals. However, without funding to continue these Champions' Days we are unable to return to the Champions to maintain their commitment to the SWCP and keep them energised. We are also unable to train up new hospital and community Champions where staff have moved on. Inevitably this will lead to a reduction in effectiveness of SWCP.

Looking ahead

As per the Evaluation recommendations, we are seeking funding to continue with Small Wonders Champions' Days and to develop a neonatal version of Baby Buddy for parents of premature and sick babies. We hope to collaborate further with other charities on Small Wonders.

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

Baby Express

Baby Express is a printed magazine, designed to be delivered to parents every month throughout the first year of their baby's life. As outlined in last year's annual report, the evidence-based magazine had been transformed by Best Beginnings from an eight-page monotone publication to a 12-page full colour resource using photographs, drawings to facilitate learning, as well as promote health behaviour, attachment and development.

The magazine is proving to be a wonderful resource to support front line work and the digitally excluded. Baby Express has been included in our Department of Health-funded study, spanning two years across three areas of the North of England – Cheshire West and Chester, South Tees and Leeds – to support breastfeeding. (Further details can be found on page 23).

In these three areas, bespoke changes have been made to the inner covers of the magazine to promote specific health issues and services for each area. For example:

- Children's centre logos were added and number of breast feeding experts increased
- Local initiatives flagged up, such as Cheshire West's breast milk bank
- Sign-posting to support services
- The 0-6 month covers contained different information to 6-12 month issues
- References to Baby Buddy to increase downloads

Successes

An estimated 173,000 Baby Express magazines will have been handed out over the two-year period of the North of England study.

The areas used the magazines in different ways: to encourage mums to visit children's centres more; as a training tool for staff; or directed to targeted groups.

Looking ahead

The success of Baby Express in these three areas has given us evidence to support its expansion into other areas of the UK.

We have applied for funding to use the resource in prisons.

We are also hoping to get funding to update and disseminate our Toddler Express magazine.

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

Maternal and Infant Mental Health – Out of the Blue

Up to one in five women develop mental health problems, ranging from low moods to psychosis, during pregnancy up to the first year after childbirth. Around one quarter of maternal deaths from six weeks to a year after childbirth are linked to mental health. Shockingly though, in almost half of the UK pregnant women and new mums have no access to maternal mental health services.

Best Beginnings has been working collaboratively to address these unacceptable realities.

- In this financial year, our Maternal Mental Health film project and our 'Understanding Your Baby' (more on this later) infant mental health projects have come together under the umbrella of Out of the Blue. Working with hundreds of parents and professionals we have created a series of films designed to help take the UK to the tipping point where mental health is prioritised as much as physical.
- As a long-time member of the Maternal Mental Health Alliance, the Out of the Blue films, together with our Baby Buddy app with all its mental health functionality plays a key part in the battle to address this issue.

The Out of the Blue films

The films are the result of years of co-creation and collaboration with parents of all ages and backgrounds; front line healthcare professionals; Royal Colleges and other professional bodies. As with all Best Beginnings' resources, the films' tone and style has been shaped by focus groups, stakeholder days, our independent Editorial Board and parent panel. The films are all created using our three-stage process detailed above. With the majority of the films completed in this financial year, we are looking forward to the completion of the final few in the next year and the official launch of Out of the Blue in 2017. The full resource will consist of:

- Eight in-depth documentary films showing mums, families and healthcare professionals, covering different aspects of mental health during pregnancy and after birth, including the importance of seeking help.
- 76 engaging short films, all fully integrated into the Baby Buddy app, to show a range of scenarios all designed to inform and empower parents. 64 of these on maternal mental health with a further 12 on Understanding Your Baby, designed to build communication between parents and infants.
- One award-winning drama – Beyond Baby Blue – follows the story of a young mum's struggle with maternal mental health issues. This drama has been designed to destigmatise mental health issues and support commissioning of mental health services, as well as staff training and development.
- 17 training films, exclusively for health professionals, these tackle issues such as misdiagnosis, good and bad experiences with healthcare professionals and consequences of feeling unsupported.

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

Heads Together

A game changing moment in our Maternal and Infant Mental Health project work, came when Best Beginnings was selected as one of eight charities by The Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry to be part of the Heads Together campaign to change the national conversation about mental health.

- The chosen charities focus on different life stages and Best Beginnings is proud to represent the organisations working tirelessly to support the mental health of mothers, fathers and their children through pregnancy and the early years.
- 50 of our Out of the Blue short films were launched at the launch event for Heads Together at Queen Elizabeth Olympic Park on 16 May 2016. The Royal Foundation chose Best Beginnings as a charity partner because of our Baby Buddy app and our use of film to inform and empower parents and professionals who support them.
- The Royal Foundation felt the Out of the Blue clips chimed perfectly with the message of the Heads Together campaign – with parents sharing difficult stories to reduce the stigma of mental health.

Understanding Your Baby

This timely infant mental health collaboration arose out of the North of England study which focuses on three embedding areas including Leeds.

Following on from the embedding of Best Beginnings resources there, Leeds South and East CCG chose to expand the work we were doing. They have now commissioned us to create a series of films inspired by their Understanding Your Baby book.

With some of our existing content already focusing infant mental health and the parental bond, this project was an obvious extension of our Out of the Blue film content – with Leeds identifying a local need which benefits a national audience.

Working with the Leeds Infant Mental Health team (who originally developed the printed intervention) and Heirloom Media, we are now making 12 Understanding Your Baby films which will be incorporated into Baby Buddy.

The films focus on the importance of being responsive as parents, looking at and listening to our babies.

Successes

We are really proud to have had some fantastic recognition for Beyond Baby Blue:

- Gold in the drama category of EVCOM screening awards.
- Shortlisted in RCNi award Mental Health category.
- Winning two categories in Journal of Health Visiting Awards – Mental Health and Attachment and Innovations in Health Visiting.
- Selected to be shown at the Faculty of Public Health film festival in Brighton in June 2016.

Health Education England E-learning is seeking to adapt three of our films for health modules covering accessing primary care, living with OCD and PTSD.

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

The Institute of Health Visiting is in discussion with us to integrate our films into their Perinatal Mental Health champions training.

Challenges

We have had to cope with timeline issues and managing expectations around a delayed launch of Out of the Blue so that we could work to tie in with Heads Together to amplify the impact.

We would like to secure funding to enhance the Baby Buddy app to incorporate functionality supporting mental health. Back in 2014 Dr Fiona Blake, a perinatal psychiatrist, developed a plan for an app informed by a Cognitive Behavioural Therapy approach. Our aim has been to use this as a basis to enhance this aspect of Baby Buddy, with functions which would include tracking your mood and sharing it with someone of your choosing, developing strategies and engaging support in SOS moments. Our pressures on staffing levels have meant we have not had the capacity to work on securing funding within this financial year.

Looking ahead

Over the next financial year, we will be completing and reviewing content for a launch of Out of the Blue in early 2017. We also want to strengthen and deepen the collaboration between the Maternal Mental Health Alliance and our Heads Together charity partners.

Our Chance

Our Chance is a Department of Health-funded, UK-wide campaign aimed at reducing the number of avoidable stillbirths and neonatal and maternal deaths in this country, particularly by engaging parents in statistically higher risk groups, such as those living in poverty and also black and minority ethnic parents. The UK currently sees 1 in 200 pregnancies ending in stillbirth and has the highest number of maternal deaths in the developed world.

The Our Chance campaign has arisen from the national ambition to halve stillbirths, neonatal deaths and maternal deaths by 2030, by promoting awareness of sensible choices to reduce risk and give babies and mums the best 'chance' possible.

Best Beginnings' involvement arose from our involvement in a maternity communications stakeholders' group where we became aware that there was Department of Health funding available to help realise this national ambition. As always, we looked for collaborative partners, to pool expertise with, and were delighted to work with SANDs, the Stillbirth and Neonatal Death charity, to put in a successful proposal.

With a proven track record of using the power of film and the Baby Buddy app as a way of reaching a large demographic, and specifically more vulnerable target groups, Best Beginnings are excited to have this opportunity to make an impact.

Framing the campaign

As we do with all our projects, we began a robust process of campaign identity development in March 2016 using focus groups within our target audiences, specifically Black and ethnic minority men and women aged under 25. The campaign name Our Chance was chosen for its implicit optimism and inclusiveness.

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

The films

We produced a total of 25 films for the campaign, with a commitment to recruit case studies from a cross section of mums and health care workers who represented our key audience and were also geographically reflective of the country as a whole. The films contain a combination of parent testimony and expert advice.

Topics include awareness of dangerous pregnancy conditions such as pre-eclampsia and obstetric cholestasis; healthy diet and exercise; smoking and alcohol; mental health and looking after your baby.

The films are to be accessed through a dedicated Our Chance website – and via Baby Buddy, with a bespoke social media campaign.

Dissemination

Our planned spring launch was postponed to align with government time frames. Marketing has been revisited to work within these timings and will include a multi-media approach with post-launch interviews and local events and outreach.

Successes

Abbey Clancy was secured to be the ambassador and face of the campaign which is a huge boost to our ambitions for national coverage and our aims of targeting a younger audience.

We are incredibly fortunate to have partnered with Dr Adrienne Gordon, an Australian academic paediatrician. Dr Gordon is passionate about reducing stillbirth and negative pregnancy outcomes – and incidentally is trying to secure funding for Baby Buddy in Australia. She offered to produce, pro bono, a scientifically valid analysis, going out to more than 30,000 people to collect research as a baseline for use in the marketing and evaluation of the Our Chance campaign.

Challenges

As can often be the case with campaigns, the launch was delayed due to ministerial time frames.

As a result, planned publicity, tying in with current events, has needed to be revisited but the team rose to meet this challenge and we were on track for an autumn launch, with Health Minister, Jeremy Hunt at the Royal College of Obstetricians and Gynaecologists in London.

Looking forward

Following the launch, the campaign will be rolled out over three months through a range of media platforms including press, television, magazines and social media.

BEST BEGINNINGS TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

#BesideYou Breastfeeding in Medway

With breastfeeding rates in Medway well below the national average, Best Beginnings has been commissioned to address these issues through a multimedia campaign to help normalise breastfeeding amongst young mothers in the area.

Presently, Medway has a breastfeeding initiation rate of 68% against the national average of 73%. This drops to 38% at the six-to-eight-week review, against the national average of 47%.

Campaign aims

The campaign has three clear aims:

- Develop clear, concise and positive campaign messages that are based on good market testing methodology.
- Achieve wide reach of messages on multiple media platforms, high level of campaign awareness and high media profile.
- Provide a range of information and resources to support the initiation and/or continuation of breastfeeding, and to signpost women and their families to other local support.

In March 2016, we began the first phase of a three-stage process of research; campaign and content development and delivery; and evaluation of impact.

Research

Research was undertaken throughout April, May and June in 2016 with professionals and parents through focus groups and visits to children's centres in Medway. An insight session was also carried out with teenagers at the Medway Youth Parliament and Medway Youth Trust to get their perspectives on breastfeeding and input on ideas for the campaign.

Insights

It became clear from research undertaken in Medway that there were three specific issues to address:

- Mothers felt that breastfeeding was difficult and challenging due to lack of information and support.
- Support plays a key role in encouraging mums to persevere. Local mums felt that the support from local health and care professionals was mixed.
- Medway is not perceived by local mums or professionals as welcoming for those who wish to breastfeed in public.

Campaign Development

With the research stage of the project coming to an end in June 2016, development of campaign content and messaging and rollout began at the close of this report's year. With the input of professional and parent stakeholders, it was decided the campaign would be called #BesideYou to reinforce the message that everyone in Medway was working to support mums to breastfeed.

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

Specific aims of the multimedia campaign include:

- Creation of 30 new films telling first person stories of mums, peer supporters, breastfeeding counsellors and members of the community supporting breastfeeding eg café owners.
- Messaging to be disseminated through multi-media: Baby Buddy, bespoke website, dedicated Facebook group/social media, community engagement events and collateral.
- Information to be given on the facts and the myths surrounding breastfeeding.
- Signposts to the human and virtual support available – and best places to breastfeed.

Successes

The creation of a working Facebook group with 85 members in June, increasing to 123 members in one month. Dr Ranj Singh from This Morning and Cbeebies has come on board to be the face of the campaign and will be present at the launch which will take place in the next financial year.

Strong relationships have been established with mums to build a good group of case studies and stories for the campaign. Organisationally, Best Beginnings has created national interventions and embedded them locally. This is the first time we have created bespoke collateral locally in a co-creational approach, but pulling on expertise of past projects.

Challenges

This is a challenging project with big ambitions but with a limited budget and resources. As always, our team is committed to giving commissioners a good social return and we are presently on budget and on time.

Looking forward

Throughout the next financial year, the team developed the content and the website for #BesideYou.

- A launch event, was held on September 8, 2016, followed by three days of drop-ins with flyers, posters and large banners for use at children centres, hospitals and other frontline infant feeding centres. We had some fantastic coverage from BBC South East news and local press with the launch week resulting in 406 sessions on the <http://besideyou.abettermedway.co.uk/> website.
- Future activities planned for campaign include schools competitions, live events in supermarkets and other public places, as well as high street breastfeeding drop ins. The evaluation will be completed by April 2017.
- Many of the films, though created for Medway, would be useful to women across the country, including the short Q&A films with a breastfeeding expert and a film about how fathers can be involved with breastfeeding. We always try to use our created content as widely and effectively as possible, so we are planning to put these films through our Editorial Board for inclusion in Baby Buddy.

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

Embedding

Best Beginnings' tried and tested practice of facilitating and supporting local authorities to embed our resources into service delivery has been proven to amplify their effectiveness.

Early insights from evaluation have shown that areas which actively embed Best Beginnings resources in this way have observed higher rates of engagement.

The Embedding Process

Our embedding process ensures the resources are part of local care path-ways so that multi-agency teams, such as midwifery and health-visiting, are confident to use them in practice with families to reinforce specific health messages.

The service includes a programme of workshops and training modules we have developed:

- **Making it Work:** a meeting with senior managers to ensure they fully appreciate the potential impact of the resources we are embedding so that they 'buy in' and commit to enabling and identifying the right frontline staff to be involved in the workshops.
- A 'What do you think?' workshop with local parents to gain insights on how they think frontline workers can use the resources with them.
- At least two content and co-creation workshops with the multi-disciplinary frontline staff who will become the resource 'champions'. In other words, we train the trainers to understand how to best use the resource, brainstorming over how they can then filter down its integration through all their care pathways.
- Project report detailing what we have done to that point with a plan of action.
- At least two 'Plan in Practice' workshops returning to the same staff from the earlier workshop to share the report with them and equip them the information and confidence to cascade the plan.
- Local launch. We support this and then stay in touch as they put the embedding into practice.
- A progress, support and sharing workshop is held about 3 months after launch to share good practice, identify barriers, fill out evaluations and put together a plan for sustainability.
- Final progress report.

Commissions

Our data collection is an integral part of our embedding programme, because it is the evidence we present to commissioners to show that this approach really makes an impact. Generation of commissions comes via a variety of channels.

- Targeted emails to Directors of Public Health
- Approaches made directly through clinical networks to present to them – this approach is most effective because we reach a higher number of senior commissioners and influencers.
- As a team, Best Beginnings attends as many conferences as possible, presenting on occasion and following up sign ups.

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

- Where staff capacity allows, researching different areas which may have specific local issues e.g. low breastfeeding rates and following up with local commissioners in these areas.

Successes

In this financial year, our Maternal Mental Health and Infant Mental Health have been developed as part of embedding programme on offer, with clinical psychologist Angela Latham on board as a consultant to support the development of these and co-facilitate some workshops.

Leeds South and East CCG has commissioned the Understanding Your Baby project as addition to the original embedding package (see page 17 of the report).

Challenges

As part and parcel of working in a health system that constantly has to deliver more with less, commissioners are under budget pressure. Consequently, sometimes the decision-making process and progress from confirmation to getting the project underway has been slow. As a learning organisation, we have factored this into our planning. The pressure on frontline staff is ever increasing and limits their availability to attend the training modules. This has meant we incur delays across all our embedding sites and impacts on our budgets and operational planning. We are looking to mitigate against this in the new financial year.

Internally, staff capacity is also an issue. Best Beginnings is developing a sustainable model for creating a team of trained and experienced facilitators, who can deliver our programme, so we can offer a flexible service to commissioners across the UK.

Looking ahead

We will be offering some resources on recommissioning for areas where we have successfully embedded, either with a focus on a different aspect of Best Beginnings' expertise or a follow-up to sustain and enhance the impact of what we have done and mitigate against NHS staff turnover. We will also be prioritising community engagement in embedding areas, to take the champion process a step further. This will involve gaining access to opportunities for engaging our priority target groups. Our Embedding team are also exploring the use of parent champions that will enhance the role of the professional champions.

North of England Breastfeeding Impact Study

In November 2014, we received funding from the Department of Health's Innovation Excellence and Strategic Development Fund to carry out a breastfeeding impact study in the North of England, to evaluate whether embedding our resources into local service pathways leads to an increase in breastfeeding rates, and other outcome measures.

Conducted by our partners at the University of Central Lancashire (UCLAN), the evaluation used four Best Beginnings' resources:

- Baby Buddy
- From Bump to Breastfeeding DVD and films
- Baby Express magazine

BEST BEGINNINGS TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

- Small Wonders DVD

The two-year embedding study is taking place in three areas:

- Leeds Local Authority Public Health and CCG
- Chester West and Chester Local Authority
- South Tees and Middlesbrough Local Authority Public Health

The process has followed the standard embedding structure, as outlined on page 22, with added Department of Health monitoring and quarterly UCLAN meetings.

Bespoke changes

The Baby Buddy app had bespoke tweaks for each region, as did Baby Express with bespoke design on inner covers and information. Both were used to highlight specific services and areas of health promotion for the locality.

Impact evaluation

The key part of this evaluation is that impact is being measured within two separate six-week to six-month birth cohorts, one group before embedding and one after.

The evaluation used a mixed methods approach which included questionnaires covering areas such as feeding decisions, parental confidence to see how the embedding has impacted behaviour and attitudes and interviews. The report due to be published in Spring 2017.

Successes

There were 120 champions trained across the three sites, cascaded down to at least an additional 1,400 health professionals. Looking at the birth cohort over the two-year period of the study, it is estimated that 17,500 parents should be reached overall.

The project has resulted in two further commissions in Leeds – the Understanding Your Baby project, detailed earlier in the report on page 17, and the training-up of their Child Social Work teams to use the embedded resources.

Excitingly, this project came in under budget so with Department of Health permission we were able to host a networking event on 28 February 2016 to share our insights to date. With a wonderful level of energy and engagement in the room, we were thrilled with the feedback from the event.

Challenges

The main challenge across all three areas was agreeing to the logistics for disseminating the Baby Express magazine.

Looking forward

We are looking forward to the report being published in Spring 2017.



FUTURE PLANS

We are tremendously grateful for the support we have had this year from key trusts, organisations, public bodies, donors and volunteers. We hope to continue welcoming more organisations and people into the Best Beginnings family in the coming years, working together to make a real and positive difference.

Our aim is that by 2022 we will be reaching at least 60 per cent of new parents annually.

With that figure in mind, one of our most pressing projects which we are striving to make happen is Baby Buddy 2.0, the second generation of our award-winning app.

Baby Buddy 2.0 will seek to address three challenges:

- Spiky download profile
- Changes in the technology landscape
- Personalised content for fathers & partners and to support the couple relationship

Within Baby Buddy 2.0 we also aim to:

- Subtitle all the existing 200+ Baby Buddy films.
- Create in-app clips of all our breastfeeding content into five community languages.
- Actively support the couple relationship.
- Enable mothers and fathers of all backgrounds to maximise their own mental and physical health and maximise the potential of their child's first 1001 critical days.

We have a three-phase plan for delivery of Baby Buddy 2.0 and are actively seeking funding to make this a reality.

Regarding international reach, both in Australia and America, there is an appetite to develop a Baby Buddy resource – and clearly a potential for overseas development which has yet to be realised. While there is much we could do internationally our charitable objectives are here in UK, so we are happy to be led by and work with clinicians overseas who are driving this. Exploring these international opportunities could not only extend our reach, but also provide revenue funding to support the work we are doing in the UK.



STRUCTURE, GOVERNANCE AND MANAGEMENT

a. Governing document

The Charity is governed by a memorandum and Articles of Association dated 5 July 2006, as amended on 20 June 2016. None of the Trustees listed on page 3 have any beneficial interest in the company. All Trustees are directors of the company and guarantee to contribute £1 in the event of a winding up.

b. Appointment, induction and training of trustees

Trustees are elected by the existing Board.

Trustees serve an initial term of three years and may be re-appointed for an additional term of three years and then must retire unless the Board decide that the interests of the charity require a further, exceptional extension to their term of office.

Training for Trustees is by practice and informal mentorship from other Trustees, but short briefing sessions are arranged for new Trustees.

c. Public benefit

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

d. Key management personnel

Alison Baum, the CEO, and her senior management team manage the day to day running of the charity. All major operational and strategic decisions are discussed and agreed by the Board of Trustees.

e. Financial results

This financial year Best Beginnings had an income of £1,130,944 which was slightly less than our income of £1,165,521 in 2015. 93.1% of the charity's income was spent on charitable expenditure.

This financial year, Best Beginnings secured funding totalling more than £500,000 for restricted projects from funders including the Big Lottery Fund, the Royal Foundation and the Department of Health. In addition to the charity raised donations and other grants over £400,000 from a wide range of charitable trust and individual donors. Sales of our From Bump to Breastfeeding DVD and commissioned work also contributed to the income for the year. Expenses incurred in the year were lower due to a continual commitment to minimising costs were ever possible.

The sustainability plan detailed in last year's report continued this year with cost reductions, a small restructuring of the organisation and an intense focus on obtaining unrestricted income. During the year, Best Beginnings continued our focus on securing commissioned work and started a major donors' scheme called Springboard to encourage regular donations to the charity. The donor events that happened during this financial year laid the foundations for unrestricted income for future years. In addition, we were delighted to be chosen again by Goodwood as one of the charities for the Glorious Goodwood Ball and to become Charity of the Year for Hunters the Solicitors and worked with them to pull together a team to cycle to Paris for Best Beginnings. Whilst the ride did not happen until after the year end, some funding was received during this financial year. The net effect of this was an overall deficit of expenditure over income this year of £35,943 as opposed to last year's deficit of £44,982. Included within this was a surplus of £24,745 on Unrestricted Funds (2015 Deficit £158,380).

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

At the Balance Sheet date we had reserves of 1.65 months operating costs. Since the year the end, the Department of Health, the Royal Foundation together with a number of other charitable bodies have supported the charity. At the date of approval of these accounts our reserves position was 2.2 months reserves.

The financial results for the year are shown on pages 31-42 and the statement of financial position as at 31 July 2016 is shown on page 31.

f. Reserves policy

During this financial year, our reserves policy was to aim to maintain free reserves of four months running costs. Unfortunately, we were not able to achieve this for the entire year, although it remains our policy in order to ensure continuity of services in the event of loss of funding and to maintain the ability to meet unforeseen costs. Best Beginnings has no investments or other sources of income at the date of signing these financial statements.

g. Related parties and co-operation with other organisations

None of our Trustees receive remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager of the charity must be disclosed to the full board of Trustees in the same way as any other contractual relationship with a related party. In the current year any related party transactions are reported in the notes to the accounts.

h. Risk management

The Trustees have a risk management strategy which comprises:

- an annual review of the principal risks and uncertainties that the charity faces;
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review; and
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

The Best Beginnings' Risk Register is regularly reviewed and updated by the Trustees and is overseen by the Trustees' Audit and Risk committee. This register sets out the major risks to which the Charity is exposed and systems which have been established to mitigate those risks.

This work has identified that financial sustainability is the major financial risk for the charity, due largely to the lack of a fundraising team.

Internal financial management risks are reduced by the implementation of procedures for authorisation of all transactions. Budgets are set for all major areas of expenditure, which are regularly monitored by the Senior Management Team, the Finance Sub-Committee and the full Board of Trustees.

Attention has also been focussed on mitigating non-financial risks such as safe-guarding, fire, health and safety, with different risks being assigned to different members of the Senior Management Team and Board of Trustees.

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



REPORT OF THE TRUSTEES

TRUSTEES' RESPONSIBILITIES STATEMENT

The Trustees 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 the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Auditors

H W Fisher & Company were appointed auditors to the charity and in accordance with section 485 of the Companies Act 2006, a resolution proposing that they be re-appointed will be proposed to the members in 2017.

This report was approved by the Trustees on 27 April 2017 and signed on their behalf by:

Andrew Harris, Treasurer

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



INDEPENDENT AUDITORS' REPORT

We have audited the financial statements of Best Beginnings for the year ended 31 July 2016 as set out on pages 31 to 42. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

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

Respective responsibilities of trustees and auditors

As explained more fully in the Trustees' Responsibilities Statement on page 28, 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.

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

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 July 2016, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006.

BEST BEGINNINGS
TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



INDEPENDENT AUDITORS' REPORT

Opinion on other matter prescribed by the Companies Act 2006

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

Matters on which we are required to report by exception

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

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

Andrew Rich (Senior Statutory Auditor)

A handwritten signature in black ink, appearing to read 'A Rich', is written over a faint, circular embossed stamp.

for and on behalf of H W Fisher & Company
Chartered Accountants, Statutory Auditor
Acre House, 11-15 William Road
London, NW1 3ER

4th May 2017

BEST BEGINNINGS
TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016
STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND
EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 JULY 2016



	Note	Unrestricted Funds 2016 £	Restricted Funds 2016 £	Total Funds 2016 £	Total Funds 2015 £
Income from					
Voluntary Donations	3	316,306	253,826	570,132	981,287
Activities for generating funds		24,050	-	24,050	6,135
Charitable activities	4	283,259	252,932	536,191	177,210
Investments	5	571	-	571	889
Total income		624,186	506,758	1,130,944	1,165,521
Expenditure on:					
Charitable expenditure:					
Charitable Activities	6	593,670	573,217	1,166,887	1,210,503
Total Expenditure		593,670	573,217	1,166,887	1,210,503
Net Income / (Expenditure) for the year before transfers		30,516	(66,459)	(35,943)	(44,982)
Transfers between Funds	17	(5,771)	5,771	-	-
Net Income / (Expenditure) for the year		24,745	(60,688)	(35,943)	(44,982)
Reconciliation of Funds:					
Total funds brought forward at 1 August 2015		35,424	326,626	362,050	407,032
Total funds carried forward at 31 July 2016		60,169	265,938	326,107	362,050

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

The notes at pages 34 - 42 form part of these financial statements.

BEST BEGINNINGS
TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



BALANCE SHEET COMPANY REG NUMBER 05866886
AS AT 31 JULY 2016

	Note	2016	2015
		£	£
Fixed assets:			
Tangible assets	13	652	1,185
Current assets:			
Debtors	14	112,605	36,034
Cash at bank and in hand		<u>363,394</u>	<u>384,703</u>
Total Current assets		475,999	420,737
Liabilities:			
Creditors: Amounts falling due within one year	15	<u>(137,118)</u>	<u>(29,441)</u>
Net current assets		338,881	391,296
Total assets less current liabilities		339,533	392,481
Creditors: Amounts falling due after more than one year		<u>(13,426)</u>	<u>(30,431)</u>
Total Net Assets		326,107	362,050
Funds of the Charity:			
Restricted funds	17	265,938	326,626
Unrestricted funds		<u>60,169</u>	<u>35,424</u>
Total Funds		326,107	362,050

The financial statements were approved and signed by the Trustees on 27 April 2017 and signed on behalf of their behalf by:

Andrew Harris, Trustee

Dr. Ann Hoskins, Trustee

The notes at pages 34 - 42 form part of these financial statements.

BEST BEGINNINGS
TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 JULY 2016

	Note	2016	2015
		£	£
Cash flows from operating activities:			
Net cash (used in)/ provided by operating activities	19	(21,309)	107,741
Cash flows from investing activities:			
Purchase of tangible fixed assets		-	1,659
Net cash (used in)/provided by investing activities		<u>(21,309)</u>	<u>109,400</u>
Change in cash and cash equivalents in the reporting period		<u>(21,309)</u>	<u>107,741</u>
Cash and cash equivalents at the beginning of the reporting period		<u>384,703</u>	<u>276,962</u>
Cash and cash equivalents at the end of the reporting period		<u>363,394</u>	<u>384,703</u>

The notes at pages 34 - 42 form part of these financial statement

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2016

1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a. Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)) and the Companies Act 2006. Best Beginnings meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

b. Reconciliation with previous Generally Accepted Accounting Practice

In preparing the financial statements, the Trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required. No restatements were required.

c. Preparation of the financial statements on a going concern basis

We have set out in the Trustee's report a review of financial performance and the charity's reserves position on pages 26 & 27 and we have a reasonable expectation that we have the resources to continue in operational existence for the foreseeable future. We believe there are no material uncertainties that call into doubt the Best Beginnings' ability to continue as a going concern. The financial statements have therefore been prepared on the basis that the charity is a going concern.

d. Income

All incoming resources are included in the statement of financial activities when Best Beginnings is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Voluntary resources such as donations and grants are included in the statement of financial activities when Best Beginnings is entitled to the income and the amount can be quantified with reasonable accuracy.

Investment income is included when receivable.

Unrestricted income is deferred when this is received and relates to a period following the year end. Restricted income is deferred only when this relates to a future period, as specified by the funder.

e. Expenditure and irrecoverable VAT

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

Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of attracting voluntary income and the costs of fundraising.
- Expenditure on charitable activities includes the costs of the delivery of its activities and services for its beneficiaries.
- Governance and statutory compliance expenditure.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Rental costs under operating leases are charged against income on a straight line basis over the term of the lease.

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 JULY 2016

1. Accounting Policies (Continued)

f. Allocation of support costs

All support costs are allocated to activities based on the time spent on those by staff.

g. Fund Accounting

Restricted funds are donations where the donor has specified they are to be solely used for particular areas of Best Beginnings' work or for specific projects being undertaken by Best Beginnings.

Unrestricted funds are available to spend on activities that further any of the purposes of Best Beginnings.

h. Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Asset Category

Fixtures, Fittings & Equipment	33% Straight Line
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The policy with respect to impairment reviews of fixed assets is that these assets are inspected regularly for any impairment and any defect remedied so as to maintain the current value.

i. Pensions

Best Beginnings operates a defined contributions pension scheme. Contributions are charged in the financial statements as they become payable in accordance with the rules of the scheme.

j. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered and provision for bad and doubtful debts.

Prepayments are valued at the amount prepaid net of any trade discounts due.

k. Cash at bank and in hand

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

l. Creditors and provisions

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

m. Financial instruments

Best Beginnings only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

n. Foreign exchange

Transactions denominated in foreign currencies are recorded at the rate ruling at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. All differences are included in net outgoing resources.

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 JULY 2016

2. Legal status of Best Beginnings
Best Beginnings is constituted as a private company limited by guarantee.

3. Income from donations

	Unrestricted funds	Restricted funds	Total funds	Total funds
	2016	2016	2016	2015
	£	£	£	£
Donations from individuals	176,306	223,826	400,132	170,475
Donations from Trusts	140,000	30,000	170,000	810,812
Total Voluntary Donations	316,306	253,826	570,132	981,287

4. Income from Charitable Activities

	Unrestricted funds	Restricted funds	Total funds	Total funds
	2016	2016	2016	2015
	£	£	£	£
Sales and commissioning	283,259	-	283,259	93,810
Statutory Grants	-	188,979	188,979	83,400
Other Grants	-	63,953	63,953	-
Total Charitable Activities	283,259	252,932	536,191	177,210

5. Investment Income

	2016	2015
	£	£
Interest receivable	571	889

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 JULY 2016

6. Charitable Expenditure

	Unrestricted funds 2016 £	Restricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
Generating income costs	56,735	680	57,415	39,978
Charitable expenditure	510,434	572,537	1,082,971	1,149,235
Governance costs	26,501	-	26,501	21,290
	<u>593,670</u>	<u>573,217</u>	<u>1,166,887</u>	<u>1,210,503</u>

7. Net expenditure for the year

This is stated after charging:

	2016 £	2015 £
Depreciation	533	2,471
Auditor's remuneration	8,400	7,600
Operating lease rentals	-	16,000

8. Analysis of staff costs, trustee remuneration and expenses, and key management personnel

	2016 £	2015 £
Wages and salaries	342,645	571,927
Social security costs	31,976	58,079
Pension	9,286	12,179
	<u>383,907</u>	<u>642,185</u>

The key management personnel of Best Beginnings during this financial year comprised the CEO, the Director of Training and the Finance and Office Manager with combined salaries of £158,442.

	2016 Number	2015 Number
Salary bands £50,000 -£60,000	2	1

9. Staff Numbers

The average monthly head count was 12 staff (2015: 16) and the average monthly number of full time equivalent employees (including casual and part time staff) during the year were as follows:

	2016 Number	2015 Number
Charitable activities	9	10
Fundraising	1	3
Support	2	3
Total	<u>12</u>	<u>16</u>

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 JULY 2016

10. Pension and other post-retirement benefit commitments

Best Beginnings operates a defined contribution pension scheme. The assets of the scheme are held separately from those of Best Beginnings in an independently administered fund. The pension cost charge represents contributions payable by the Best Beginnings to the fund.

	2016	2015
	£	£
Contributions payable by the company for the year	9,286	12,179

The expense has been allocated to unrestricted expenditure on the same basis as salaries.

11. Related party transactions

None of the Trustees (or any persons connected with them) received any remuneration during the year, but the Trustee Board (two members) was reimbursed a total of £485 (2015: £105) travel and subsistence expenses.

12. Corporation tax

As a charity, Best Beginnings is exempt from UK tax on income and gains to the extent that these are applied to its charitable objects. No UK tax charges have arisen in the charity during the year or the previous year.

13. Tangible fixed assets

	Office Equipment
	£
Cost	
As at 1 August 2015	17,529
Additions	-
Disposals	-
As at 31 July 2016	17,529
Depreciation:	
As at 1 August 2015	16,344
Charge for year	533
On disposals	-
As at 31 July 2016	16,877
Net book value at 31 July 2016	652
Net book value at 31 July 2015	1,185

14. Debtors

	2016	2015
	£	£
Trade debtors	112,605	32,946
Other debtors	-	3,088
	112,605	36,034

BEST BEGINNINGS
TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 JULY 2016

15. Creditors: amounts falling due within one year

	2016 £	2015 £
Bank Loans	16,915	15,764
Trade creditors	30,000	2,692
Taxation and social security costs	16,045	143
Other creditors	6,288	3,342
Accruals and deferred income	67,870	7,500
	137,118	29,441

16. Creditors: amounts falling due after more than one year

	2016 £	2015 £
Bank loans	13,426	30,431
Analysis of loans		
Wholly repayable within five years	30,341	46,195
Less included in Creditors: amounts falling due within one year	(16,915)	(15,764)
	13,426	30,431

Loan maturity analysis

Debt due within one year or less	16,915	15,764
In more than one year but not more than two years	13,426	16,915
In more than two years but not more than five years	-	13,516
	30,341	46,195

The bank loan is unsecured with interest at 6.5% per annum with repayment by 25 April 2018

BEST BEGINNINGS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 JULY 2016

17. Analysis of Restricted Funds

Analysis of movements in restricted funds

	Funds at 1 August 2015 £	Incoming resources £	Resources expended £	Transfers £	Funds at 31 July 2016 £
Baby Buddy	147,160	217,117	(228,683)	-	135,594
Maternal Mental Health	141,285	4,000	(76,499)	-	68,786
North of England Impact Study	13,381	116,233	(114,611)	-	15,003
Our Chance	-	64,746	(30,327)	-	34,419
Heads Together	-	41,658	(29,522)	-	12,136
Finance & Office Manager	(3,279)	19,675	(16,396)	-	-
Small Wonders	17,299	40,829	(63,899)	5,771	-
Business Development	10,780	-	(10,780)	-	-
Strategic Consultancy	-	2,500	(2,500)	-	-
	326,626	506,758	(567,446)	5,771	265,938

BEST BEGINNINGS TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



NOTES TO THE FINANCIAL STATEMENTS (Continued) FOR THE YEAR ENDED 31 JULY 2016

17. Analysis of Restricted Funds (continued)

Analysis of movements in restricted funds (continued)

Baby Buddy is our project to create and evaluate our free Baby Buddy app and has been funded by the Big Lottery Fund. The grant includes the technical build of Baby Buddy, production of films for inclusion within the app, staff time for maintaining the app as well as for marketing and funding the independent academic evaluation of Baby Buddy.

Maternal Mental Health is our project to create a series of films to support maternal mental health. The work was funded by the Burdett Trust and the Galvani Foundation and forms part of the Out of the Blue series of films which launched on 23 March 2017 with support from Heads Together.

North of England Impact Study is our project funded by the Department of Health's Innovation, Excellence and Service Delivery fund (IESD) to support breastfeeding in the North of England. We were granted a two-year award to actively embed four of our innovative, evidenced based resources into areas in the North of England

Our Chance is a Department of Health and NHS England funded, country-wide campaign we ran in partnership with the charity SANDs to reduce the number of stillbirths and neonatal and maternal deaths, particularly by engaging parents in statistically higher risk groups, including young parents and also parents from black, minority and ethnic groups.

Heads Together is a national campaign spearheaded by the Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry to change the national conversation about mental health. During the year, Best Beginnings became one of the eight national charity partners of the campaign. We were supported by the Royal Foundation with a grant to maximise the impact of our Maternal Mental Health films and the Heads Together campaign.

The **Finance & Office Manager's** fund was granted by the Four Acre Trust to support our Finance and Office Manager. The total grant valued £39,350, half of which was paid in this financial year and the other half during the previous financial year.

Small Wonders was a multi-year fund to create and disseminate the Small Wonders DVD and evaluate its impact. During this financial year, the academic evaluation was completed and presented at a conference in Liverpool.

The **Business Development** fund consisted of grants from the Philip King Charitable Trust and the Tedworth Charitable Trust towards the salary of our Director of Development.

Strategic Consultancy was a grant from The Tedworth Charitable Trust towards the costs of engaging a consultant to work with senior staff and Trustees on developing our strategic plan.

BEST BEGINNINGS
TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2016



NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 JULY 2016

18. Analysis of net assets between funds

	Unrestricted funds £ 2016	Restricted funds £ 2016	Total £ 2016	Total £ 2015
Tangible fixed assets	652	-	652	1,185
Current assets	180,061	295,938	475,999	420,737
Creditors of less than one year	(107,118)	(30,000)	(137,118)	(29,441)
Creditors of more than one year	(13,426)	-	(13,426)	(30,431)
	<u>60,169</u>	<u>265,938</u>	<u>326,107</u>	<u>362,050</u>

19. Reconciliation of net movement in funds to net cash flow from operating activities

	2016 £	2015 £
Net movement in funds	(35,943)	(44,982)
Add back depreciation charge	533	2,471
Purchase of fixed assets	-	(1,659)
(Increase)/decrease in debtors	(76,571)	112,671
Increase in creditors	<u>90,672</u>	<u>39,240</u>
Net cash used in operating activities	<u>(21,309)</u>	<u>107,741</u>

20. Commitments under operating leases

	2016 £	2015 £
Within one year – property	8,000	16,000
Between two and five years – property	-	-
Between two and five years – other	-	-
	<u>8,000</u>	<u>16,000</u>