



# Always aiming higher

2018/2019 Report and Accounts

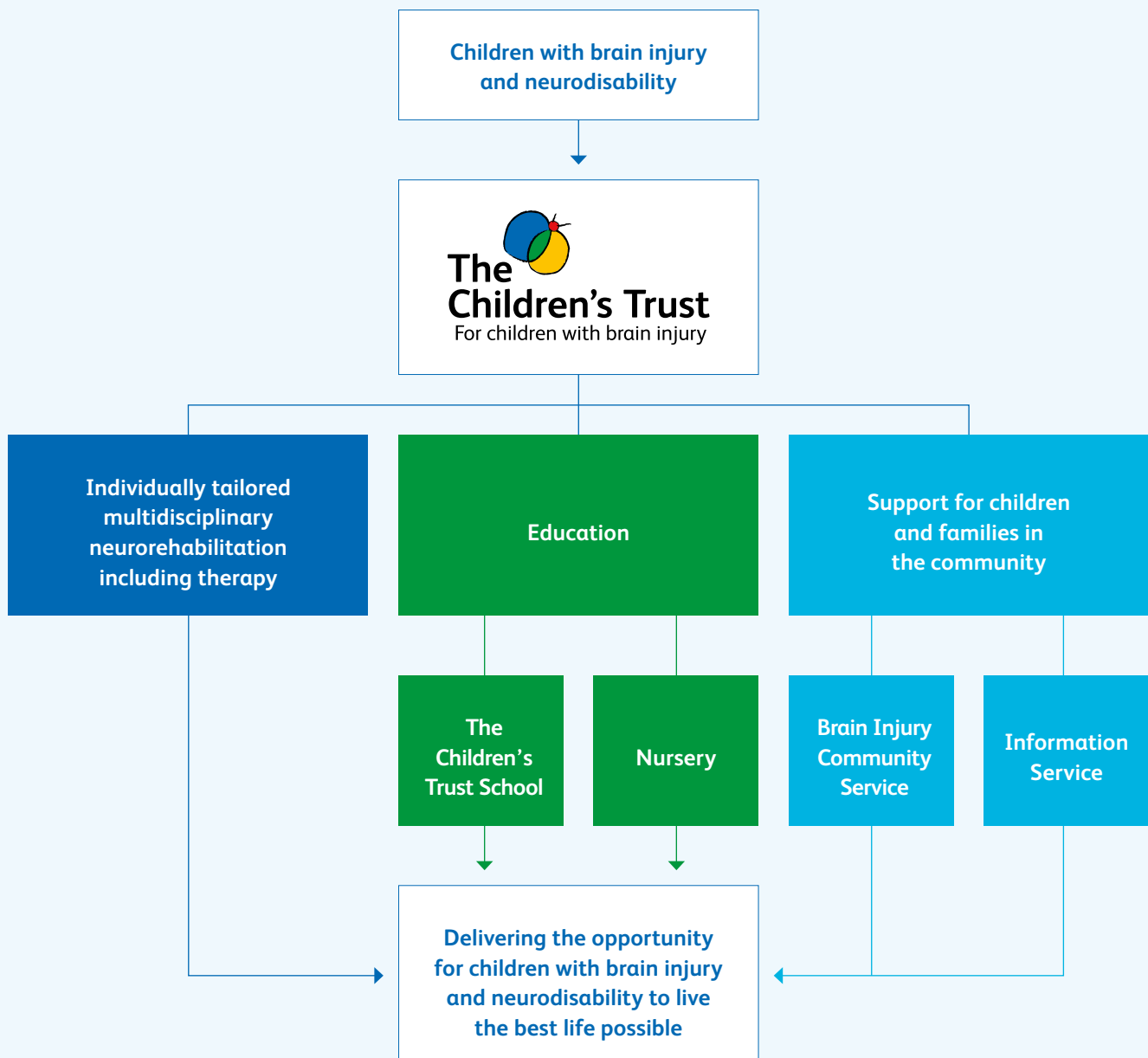
[thechildrenstrust.org.uk](http://thechildrenstrust.org.uk)

  
**The Children's Trust**  
For children with brain injury

## We are The Children's Trust, the UK's leading charity for children with brain injury.

Our ambition is that all children with brain injury and neurodisability have the opportunity to live the best life possible.

We play our part in achieving this ambition by delivering rehabilitation, education and community services through skilled teams who work with children and young people, and their families.



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# Welcome from our Chair and Chief Executive

It gives us great pleasure to report on such a dynamic and constructive 12 months for The Children's Trust as we enter the final stage of our 2017-2020 strategic period.



The Children's Trust provides individually tailored rehabilitation programmes of multidisciplinary therapy for children who have suffered a brain injury. We also run a School for children with a range of complex education, health, therapy and care needs. Many of the children who come to us have often just spent a long time in hospital following a serious accident or illness. We help children recover lost skills or develop new ways of doing things and we support families with the transition to dealing with their child's newly acquired disability.

In addition, we provide therapeutic support to children with acquired brain injury anywhere in the UK through our Brain Injury Community Service and Information Service.

*“Ofsted Care rated our residential services as ‘Outstanding’ in all areas.”*

This year we evolved our services to help more children and improved our facilities, systems and processes across the whole organisation. Quality and striving to be the best at what we do is at the heart of our approach. This was recognised in December when, following an inspection, Ofsted Care rated our residential services as ‘Outstanding’ in all areas.

We were also thrilled to receive the news that we were the first children's charity to achieve certification of ISO 9001, an accreditation demonstrating our commitment to improving quality, safety and outcomes for the children we support. CHKS (part of Capita), the provider of the accreditation, visited us in September 2018. The inspection report acknowledged the tremendous progress made and our plans to address areas that require further improvement. This accolade is recognised by the Care Quality Commission and many of our stakeholders as a mark of quality and demonstrates our commitment to continuous improvement.

This year we have invested significantly in our facilities, spending more on our capital programme than ever before. We committed £2.2m to essential projects, including refurbishment of the children's houses; school and therapy facilities; and external works to make our site more accessible for wheelchairs and specialist vehicles. These works will help us provide children with first-rate rehabilitation and education in a home-from-home, safe and modern environment.

The Children's Trust School is performing exceptionally well, with high-calibre teaching and a vibrant environment for the young people. We are building on the success of our new Nursery; this Early Years provision will continue to develop the specialist education we provide to children and young people with complex education, health, therapy and care needs. Now is the time to start thinking about the vital investment required in our School building and facilities to ensure the ongoing quality of our School. This will be a particular focus for us as we enter the next financial period and develop our new strategy.

The Brain Injury Community Service (BICS) has evolved since our successful relaunch in early 2018. In November, we rolled out a Long Term Register model, extending further support to children with brain injury, if and when new difficulties arise for them.

*“The Brain Injury Hub was visited by over 72,400 people.”*

The Brain Injury Hub, our website offering information, real life stories and practical resources, has grown exponentially. Over the past two years, since our Creating Futures Together Strategy began, traffic has grown by 59.5% and the website was visited by over 72,400 people.





To support our work with children we took great strides in technology and compliance, developing new HR and Customer Relationship Management systems. These substantial projects involve careful decision-making and testing. Once finished, we will have the tools and technology to ensure we can provide greater transparency and more robust compliance across the whole organisation, including fundraising and safeguarding.

*“We continue to focus on exceeding standards in all that we do.”*

As we build on the successes of our current strategy, and begin work on our next one, we remain committed to improve the lives of every child with acquired brain injury or neurodisability. We continue to focus on exceeding standards in all that we do. In doing so, we place the children and their families at the heart of every decision we take.

We are confident we have strong foundations in place as we start on this new chapter of our journey. We are prepared for challenges ahead, a changing and turbulent economic environment, stretched public funding and a need to change and develop to take advantage of the opportunities presented to us. We will continue to welcome and explore new ways to further enhance every area of our work. We will invest wisely the money raised through our generous donors who give so selflessly. We are truly grateful to our supporters and funders who have encouraged and enabled us to take these new approaches in order to better support more children and young people with brain injury and neurodisability.

Thank you to all our supporters, volunteers and staff for making 2018/2019 a successful year.

**Duncan Ingram**  
Chair of Trustees

**Dalton Leong**  
Chief Executive

## Outstanding

Ofsted Care rated our residential services as ‘Outstanding’.

# 89

children received intensive rehabilitation at our national specialist centre following a brain injury.

# 71

children attended The Children’s Trust School (including our Nursery) and our parent and toddler group.

# 1,069

children were supported by our Brain Injury Community Service (BICS).

# £2.2 million

committed to essential projects, including refurbishment to the children’s houses; school and therapy facilities.

# 72,400+

people visited the Brain Injury Hub website.

# ISO 9001

the first children’s charity to achieve certification.

# Brain injury rehabilitation

The residential rehabilitation we provide to children with brain injury at our national specialist centre in Tadworth, Surrey, is the largest service of its kind in the UK.

Our 2018/2019 objectives focused on demonstrating that children and young people are at the centre of all our decisions and actions; developing the best services we can for children; and delivering services that are child and family-focused. This is being achieved by continuing our work on implementing a Participation Strategy, developing our Research Strategy, and measuring our outcomes, with our clinical and research teams working closely together.

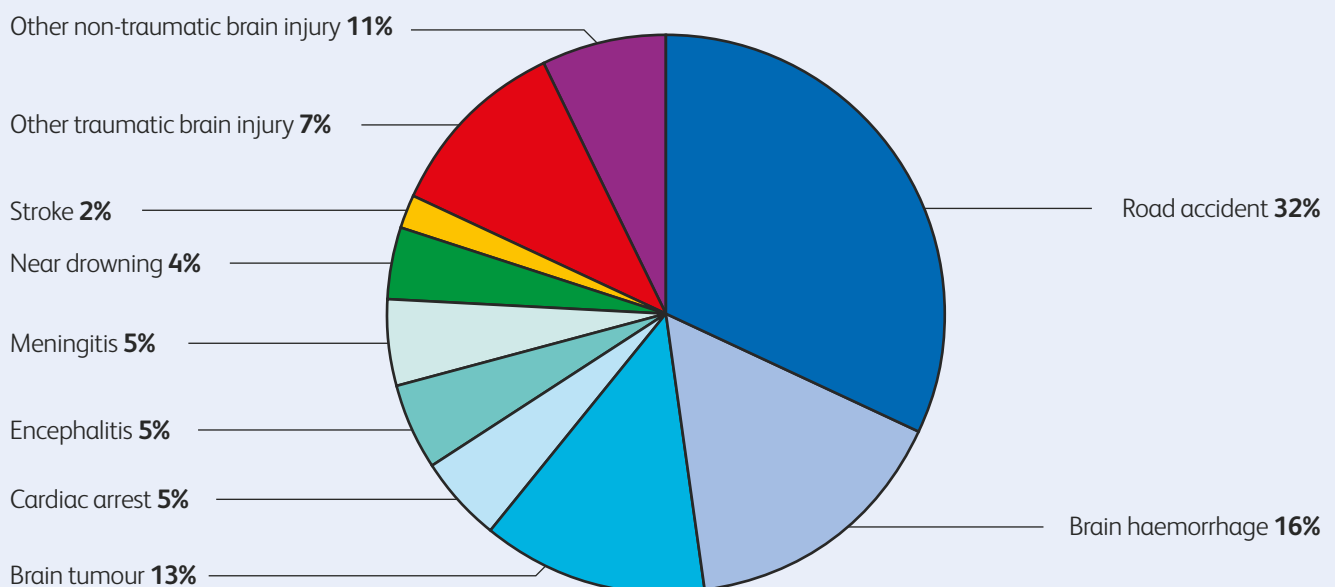
The children who come to The Children's Trust have often just spent a long time in hospital following a serious accident or illness. Our centre provides a bespoke rehabilitation programme based around their needs and goals, set within beautiful grounds. Children come to us for an average period of three months. This is usually funded by either NHS England or Clinical Commissioning Groups (CCGs), and by the respective health authorities for children from Wales, Scotland and Northern Ireland.

Our multidisciplinary team works with children and families, establishing individual goals to ensure that their rehabilitation targets the areas that are most important to them. Our aim is to optimise each child's wellbeing while maximising their ability to participate in activities they want to do at home, school or in the community.

We help children restore lost skills or develop new ways of doing things, all the time supporting the family with their child's newly acquired disability, transition home and plan for the future.

We ensure families are involved in their child's recovery journey by providing them with on-site accommodation and inviting them to take part in therapy sessions. Our Play Services team arrange regular social activities and outings to complement the range of therapies children receive.

**Reasons for admission for brain injury rehabilitation**



## Ethan's story

Ethan first came to us aged nine after a brain tumour, and again aged 14.

Mum Tina shares Ethan's progress:

"When Ethan first came to The Children's Trust, aged nine, he was very ill. He couldn't speak, hold his head up or control his limbs. The rehabilitation was amazing and Ethan came a long way. As parents we learnt so much and we could continue his rehabilitation at home.

As Ethan got older, he started having difficulties with his emotions. He'd say he'd had enough and didn't want to continue. It's very hard to see your child struggling like this. We were delighted to get more support from The Children's Trust. Ethan's second rehabilitation programme aimed to increase his independence. We saw him progress week after week.

Ethan became stronger and more confident as the therapists worked with him. They learnt how best to encourage him. I learnt exercises we can do at home and at the gym, and how best to transition him from his wheelchair.

Ethan went horseriding at the start of his programme and people had to hold his feet, his knees and his hips. Within a few weeks he was on the horse with his hands on his head and only his ankles being held! At The Children's Trust Ethan walked more with a walker, played football and used the standing frame.

I'm so proud. Ethan has progressed so much since his first visit. Now he's choosing his GCSE options. The Children's Trust have helped us back on the right track again, achieving even more!"



## Putting children and young people at the centre

Our focus on participation, with our new Participation Strategy, has included all children giving and receiving feedback and using a Children's Panel to interview for relevant key posts.

The children and young people are invited to inspect our services and their recommendations are added to the Quality Improvement Plan to inform our future service development. We're demonstrating that children and young people are at the centre of all decisions and actions that are taken by our charity.

We facilitate an alumni youth group, which meets regularly to share experiences and support each other, and our dedicated Youth Worker works closely with the young people. We have embarked on achieving the National Youth Agency (NYA) Quality Mark, which we expect to achieve by May 2020.



89

children received intensive rehabilitation at our national specialist centre following a brain injury.

## Building on our strong reputation for research

Participation in neurodisability research is essential to The Children's Trust. We have been fulfilling our strategy to develop and implement research so that we are always at the forefront of best practice. Sharing our expertise, research and understanding of brain injury builds towards our ambition that all children with brain injury and neurodisability have the opportunity to live the best life possible. Our key outcome for this year is the increased number of academic publications. We have five publications in peer review journals and a further two in professional press. Our clinical and research teams speak to external audiences and have been accepted to co-present at the International Paediatric Brain Injury Society Conference alongside international collaborators.

### The impact of our rehabilitation

Measuring our outcomes is an important objective and an area we continue to develop to ensure we can deliver the best services for children.

*“The children made a significant positive change in their level of functional independence, such as walking, eating, dressing and concentrating.”*

This year we analysed the impact of setting goals in rehabilitation (published research by Kelly et al). This research found that all children and young people at The Children's Trust have documented goals and that many achieve or exceed the expected levels of achievement.

We undertook a review to determine if we were reaching the NHS threshold in line with its 'Standard Contact for Specialised Rehabilitation for Patients with Highly Complex Needs'. All key metrics were achieved for our rehabilitation service at The Children's Trust. The review also showed that our rehabilitation services referrals are reaching children from further away, in turn reaching a higher number of children. This research used the UK FIM+FAM measure.

### A new Assistive Technology team

We set up a team specialising in Assistive Technology in January; this will help improve the outcomes of the children we support through rehabilitation and at The Children's Trust School. Assistive technology ranges from mobility equipment to communication aids. The team assesses how this technology could help a child participate, communicate and interact.



Ryan is able to use assistive technology to control a computer via a sensor attached to his hat.

Our equipment includes gaming technology, such as the Xbox Adaptive Controller, to help children participate in or re-learn motor skills in a fun and engaging way. For those children with limited physical skills to control a standard computer mouse, our Eye Gaze Technology opens up a world of gaming, creative arts and schooling, and supports communication.

The team also considers life beyond The Children's Trust and how the use of assistive technology can help a child participate and be included when they go home and back to school.

### Improvements between admission and discharge

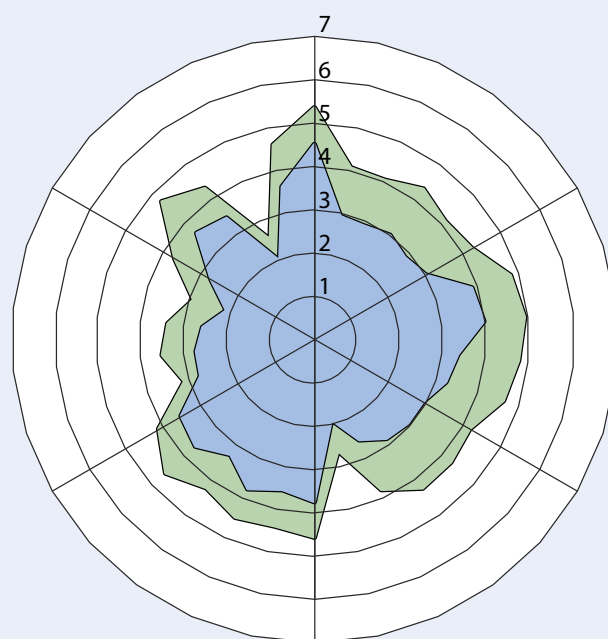
We use the UK FIM+FAM measure (UK Functional Independence Measure and Functional Assessment Measure) to measure disability in the children and young people with brain injury.

Thirty items are scored from 1-7 (from complete dependence to fully independent).

The UK FIM+FAM analysis measured 184 children and young people (aged over eight years) at the beginning and end of their rehabilitation placement at The Children's Trust, December 2010-August 2018.

On average the total independence score increased from 92/210 to 120/210.

Admission Discharge



Children improved in some areas more than others, with a significant positive change in the level of functional independence, such as walking, eating, dressing and concentrating.

Improvement was seen even at a substantial amount of time after injury. Areas showing less improvement included safety and emotional status. Some children made little or no improvement in certain areas. The diagram above represents the average for the 184 children across the 30 items scored.



## Nieve's story

Nieve had rehabilitation aged 13. Dad Rob shares her journey:

"My 13-year-old daughter Nieve was run over by a car in July 2018. She was taken immediately to paediatric intensive care at Alder Hey Hospital where she stayed for 22 days.

I sat there watching the machines with no control over anything. I sat there waiting for a miracle to happen.

Slowly, Nieve started to improve. I cannot even begin to explain what a relief it was. I stopped watching the machines so closely and let myself think about the future.

*"This was probably one of the most important times in Nieve's life."*

Six months after the accident, we arrived at The Children's Trust for intensive rehabilitation. A programme of physiotherapy, speech and language therapy, music therapy, hydrotherapy, psychology and education.

This was probably one of the most important times in Nieve's life. When we first arrived, she couldn't walk, talk or feed herself. She also struggled with memory loss.

*"We couldn't have done it without the help of the amazing staff and volunteers."*

Now, Nieve can take steps by herself and has grown in confidence. She has also got her voice back and has wasted no time bossing me around.

We couldn't have done it without the help of the amazing staff and volunteers.

You all give up so much of your time to help families like mine. You are so hospitable and amazingly generous with your time. Thanks to you, Nieve is on the road to recovery and is progressing every day.

I really cannot thank you all enough for what you do."



Occupational therapy helps children better perform everyday activities and increases independence.



We look for activities children and young people enjoy that we can link their physiotherapy into.



Activities such as horseriding helped Nieve to regain stability and balance.

# The Children's Trust School

Our school is a unique setting for children and young people with a wide range of special needs including neurodisability and complex education, health, therapy and care needs.

The Children's Trust School welcomes residential and day pupils, aged two to 19 years, and is based on our Tadworth site. We provide a safe, caring and happy environment where each child's individual needs can be met. In partnership with parents, we enrich a child's quality of life by promoting their intellectual, physical, emotional and social development.

At its last Ofsted Education inspection The Children's Trust School achieved a rating of 'Good' with 'Outstanding' Leadership & Management (June 2017). And in December 2018 an Ofsted Care inspection rated our residential services as 'Outstanding'.

We have focused on continuing to respond to the needs of families, children and young people with new initiatives.

33

children attended our Nursery or parent and toddler group.



Gwen, 3

100%

of professionals surveyed agreed they would recommend our school to other professionals.



Guy, 12

"The children are cared for with very high standards"

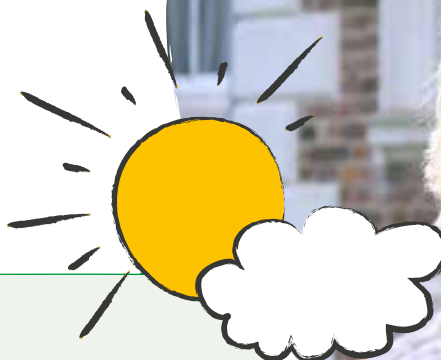
A visiting professional

38

children attended The Children's Trust School.



Harvey, 12



## Our Learning Walks

Our new initiative gives Trustees and staff the opportunity to learn about The Children's Trust School's developments and achievements.

Trustee Sarah Baker shares her experience: "The walk gave me the opportunity to visit different classes to see children and young people engage in learning through a variety of different mediums to work towards achieving the skills within the ImPACTS curriculum.

Each classroom was tailored to the individual skills and levels of learning of the children. All the pupils' learning achievements were plotted against their personal ImPACTS targets on their achievement board, themed by footsteps for the younger children and balloons for the older pupils.

I also went into Jasmine House, one of the residential houses, so I could see how learning goes beyond the school walls and is a 24-hour curriculum.

Each bedroom is personally designed by the pupil and family to maximise learning targets and every golden achievement features on the achievements board for family and friends to see.

*"It was amazing to see the smiles and laughter on the pupils' faces."*

One highlight was being shown the film of the making of 'A song for Jamie', and how pupils were able to demonstrate working in a community and enterprise – key elements of the 19+ curriculum. The 19+ year-old pupils, through different musical instruments, contributed to the song, as members of their band Cedar Supersounds. It was amazing to see the smiles, laughter, concentration and perseverance on the pupils' faces as the music they were making came alive."

### New Nursery launched

An objective for 2018/2019 was to take school pupils from aged two and in September 2018 we opened our Nursery after a successful pilot period.

We are thrilled that we can now offer this unique Early Years provision and we are confident that it will provide excellent, specialist early intervention for families seeking suitable placements for their children.

The Nursery gives some children a continuous journey in to new admissions for The Children's Trust School.

### Engaging pupils with aspirational activities

We are continuously expanding the breadth of our curriculum at The Children's Trust School, as we scale up our services.

A prime area of learning is personal, social and emotional development, so wellbeing and providing new experiences has been a focus. During the year we held an Enrichment Week and launched specialist yoga for the pupils, which lets them relax and supports their engagement in class activities.

*"Our offerings are aspirational, age appropriate and we know how little changes can really improve quality of life and engagement."*

We have implemented an assessment framework – the Sound of Intent – for those making music with children and young people with complex education, health and care needs (read more on our music experiences in the box above). Our offerings are aspirational, age-appropriate and we know how little changes can really improve quality of life and engagement.

### Improving our environment and facilities

This year we completed a refurbishment project with work including external canopies and soft learning to support outdoor learning in all weathers.

There is a vital need for the construction of a new school and we plan to make significant investment to develop state-of-the-art facilities. The Senior Leadership Team and Trustees will make this a key focus of our future strategy.



### Delivering outcomes for each pupil

The ImPACTS curriculum allows us to measure our pupils' progress over the year and get a true picture of every child and young person. It is one of a number of goal setting systems we use. The ImPACTS embedded assessment framework, with its points scoring system, allows the team to assess every pupil and set aspirational targets.

*"My child made great progress against targets this year and is happy and safe in school."*

A parent

The curriculum covers five key skills areas with the pupils working with a multidisciplinary team:

- Communication
- Cognitive skills
- Environmental control technology
- Social and emotional wellbeing
- Physical skills (gross and fine motor).

Each child is baselined against the ImPACTS curriculum when they join The Children's Trust School. At their previous setting the curriculum may have been based solely on P-Levels (the government's Performance attainment targets for pupils with special educational needs) but we believe the ImPACTS curriculum gives us a holistic, integrated overview of the child, with pupils assessed individually and targets set accordingly.

### Our pupils' progress

At the start of our academic year pupils from aged 5-18 years were baselined in:

- communication, language, literacy skills; and
- cognitive skills.

All 19 pupils who were baselined in Key Stage 1-5 gained in these skills, according to the ImPACTS point score data for the academic year July 2018-July 2019.

### How the developmental curriculum helps our children and young people

We work hard to enhance the content and accuracy of the assessments and curriculum delivery. Pupils gain knowledge, understanding and skills that support them to develop, acquire and consolidate steps and stages appropriate to them. The curriculum recognises and values 'learning via ongoing routines' such as eating and drinking, and through personal care.

*"We recognise the small steps of achievement that our pupils make, we capture them and we celebrate them."*

Our detailed approach uses a wide range of evidence to show pupils' learning. We recognise the small steps of achievement that our pupils make, we capture them and we celebrate them. We can highlight progress and alert the whole multidisciplinary team to achievement and early signs of regression. ImPACTS is a 'living curriculum' (it is non-published) with up-to-date research, educational and clinical knowledge applied on an ongoing basis. The children therefore benefit from a high quality education programme.

Our continued use of ImPACTS will enable us to gather more data to assess individual progress and create our own trends document, another example of our organisation scaling up.

**100%**

of parents agreed their child or young person is taught well in school and has made good progress.



Amelia, 16



## Maeva's story

Maeva, aged four, was born with multiple and complex neurological health conditions. She joined the Nursery in September 2018. Dad Nick explains:

"Before the Nursery launched at The Children's Trust School it was very challenging to access early years education that provided the therapeutic services Maeva needed. The Children's Trust made it a priority to provide Maeva with the right education, support and care.

*"We've seen huge changes in Maeva's speech, concentration and communications skills."*

Through the sensory activities Maeva has learnt how to engage in activities and socialise in a way that she didn't before. We've seen huge changes in her speech, concentration and communications skills. She regularly communicates her needs by pointing, has become much more vocal, learnt Makaton signs and now understands when we talk to her in complete sentences. Maeva now enjoys taking part in group activities.

The teachers have taught Maeva the skills to feed herself independently with a spoon – now she gets frustrated when she doesn't feed herself! Through the music therapy, Maeva is attempting to sing – we couldn't have imagined that! She knows the actions to songs, favourites being 'Baby Shark' and 'Twinkle Twinkle Little Star'.

*"It's a pleasure hearing Maeva chuckle with glee when we arrive."*

The weekly structure and daily programme is very well thought out. The teachers have developed a very good relationship with Maeva and we have regular updates. We're impressed with the safeguarding measures in place and the nurses who have kept a watchful eye over Maeva. It's a pleasure hearing Maeva chuckle with glee when we arrive.

Our family life has become 'more normal' because Nursery has created time to give our other daughter the attention she deserves. So much time and effort went into finding Maeva a suitable early years setting, it hasn't been easy on her older sister.

We're very fortunate and Maeva is a much happier little girl. This progress is to the credit of The Children's Trust as her needs are now being met."



Class teams are trained and skilled to meet the multidisciplinary needs of all pupils in our class.



We have a GOAL to Get Outside And Learn – we do this in all seasons.



The children value routine and structure in their day.

# Supporting children and families in the community

We provide acquired brain injury support through our Brain Injury Community Service (BICS) and our Information Service.

Our Brain Injury Community Service (BICS) provides therapeutic support to children anywhere in the UK. We see children in their home environment and at school.

Our Information Service, which consists of the Brain Injury Hub website and our publications, reaches families mainly in the UK, but also across the globe, providing families with free support and advice.

## Our Brain Injury Community Service (BICS)

We achieved our 2017 aim to provide more children with practical and clinical support in their own community. BICS relaunched in early 2018 and for 2018-2019 we made 471 clinical visits to support children, across the UK. This included 219 home visits; 182 school visits; and 70 visits at other locations (including ward-based and social/leisure activities such as Scout groups).

## Specialist support around the country

Children supported by BICS may have initially been seen to have made a good recovery – but then experienced difficulties later on. Typical issues a child may face include problems with attention and concentration, fatigue, social difficulties and memory. These difficulties may be invisible to others but can have a detrimental impact on children's lives, particularly in areas such as schooling, socialising and moving into adulthood.

BICS works with these children and their families to help identify challenges and put strategies in place to help them manage the effects of their brain injury, alongside support and brain injury education provided to a child's school. We want to maximise each child's recovery and ensure they can participate in, and enjoy, everyday activities.

**BICS is delighted to have the support of funders including:**

- Garfield Weston Foundation
- The City of London Corporation's charity, City Bridge Trust
- Masonic Charitable Foundation
- Henry Surtees Foundation.

**1,069**  
children were supported  
by our Brain Injury  
Community Service  
(BICS).

**471**  
clinical visits to  
support children.

**60**  
families contacted  
for the Long  
Term Register.

**89%**

of parents are likely/extremely likely to recommend the service to others with similar needs.

**88%**

of parents said they had a better understanding of their child's brain injury.

**79%**

of children we worked with said they had a better understanding of their brain injury.

**73%**

of professionals said they were likely to recommend the service to others.

## Amelia's story

### Amelia and her mum, Kelly, talk about their experience and the support they received from Nicola, one of BICS' Brain Injury Specialists.

Amelia was eight when she had Acute Disseminated Encephalomyelitis (ADEM) – a rare inflammatory condition that affects the brain. Amelia shares how BICS helped her:

"My ADEM caused me to have swelling in my head. I can't remember much from it but I woke up in hospital over a week later. I could hear my mummy, daddy and sisters talking to me sometimes but I couldn't wake up and answer them. It felt like I was stuck in a dream.

When I eventually woke up, it was difficult for me to talk or walk and I went home in a wheelchair. After my brain injury, things were very different. I would often get angry and emotional and would cry a lot. School work was also harder. But Nicola helped me learn how to calm down, and suggested having a time out place to relax."

Mum Kelly says: "BICS visited Amelia once she was home from hospital. They were very familiar with the struggles she was having with communication. BICS was excellent at going into school. And as parents it was really useful to have someone we could arrange a call with and talk through how to handle each issue.

With Nicola's help we could pick through the issues and share them with the school. We'll keep working with Amelia using the strategies Nicola put in place to help Amelia manage her emotional volatility.

When we think back to the dark days, Amelia has come a million times further than we hoped. It's so reassuring to know that BICS is at the end of the phone if new difficulties come up or we need a bit more support."

## Providing support for the long term

In November we rolled out our Long Term Register (LTR). This allows us to establish progress made by a child and any outstanding needs not met; we can then provide further help.

After our initial support we keep in touch with families in case new needs arise. Particular difficulties can occur at key transition stages so through the LTR we contact families at three stages of change for a child:

- starting school (as the child enters Reception)
- moving into secondary school (Year 7)
- moving into post-16 education.

The LTR shows how we are evolving our community service. Children and families are able to return to BICS if new needs are identified.

To encourage more referrals we promote BICS among health professionals including GPs. We collaborate with external professionals and similar organisations to build our profile nationally. We have built a bespoke and comprehensive database that supports referral processes and provides easy access to sensitive data for analysis. This valuable addition will provide activity and outcome data going forwards.

BICS supported Amelia and her parents and visited Amelia's school.

**17%**  
of the families contacted for the Long Term Register had new needs requiring BICS support and onward referral to access further statutory/other sector support.



# Giving families the information they need

Our Information Service provides free support and advice to families of a child with a brain injury, through publications and our Brain Injury Hub website. It allows us to support and respond to children and families' needs for the long term.

The information on [www.braininjuryhub.co.uk](http://www.braininjuryhub.co.uk), our books and leaflets are based on current, evidence-based research. Resources are created by our Information Service in collaboration with our clinical teams and families of children with acquired brain injury.

Since our service launched with the Brain Injury Hub website in 2012 we have seen a year-on-year increase in traffic as our online library of information has expanded. It is accessed by parents, young people, health, education and legal professionals.

Parents value online communications so along with a monthly e-newsletter, Brain Injury Hub is active on social media with a Facebook Childhood Brain Injury Support Group, Facebook page and a Twitter account. These channels share news, information and real stories and encourage dialogue among parents with a child with an acquired brain injury.

*"We launched a new resource – a booklet and accompanying pocket card focusing on concussion."*

Our books include a parents' handbook and a handbook for teenagers, *Me and My Brain*, which won runner up at the British Medical Association's Patient Information Awards 2018 in the Information for Young Adults category.

This year we launched a new resource – a booklet and accompanying pocket card focusing on concussion. This is aimed at parents, teachers and sports coaches. We are expanding this format of themed booklets and cards focusing on different aspects of acquired brain injury. Following research with families, our next booklet will help professionals in schools better understand acquired brain injury and strategies that can be used in the classroom.

**72,400+**

unique visits to the  
Brain Injury Hub.

**59.5%**

increase in Brain Injury  
Hub users over the  
past two years.



Isaac's brain injury went undiagnosed for 10 months. The family was helped by BICS and our Information Service.



## Nicola's story

Mum Nicola writes blogs for our Brain Injury Hub and supports other families on our Facebook Childhood Brain Injury Support Group.

"My son Isaac's brain injury went undiagnosed for 10 months. He had been kicked by a horse and was discharged from hospital after a week. He returned to school but it soon became clear that the incident had a significant impact on Isaac. His school was unable to support him.

Isaac's brain injury was eventually diagnosed when we got support from a specialist from The Children's Trust's community service.

The years after his brain injury were a wild ride of ups and downs, with many challenges including issues with Isaac's mental health, speech and language, anxiety and crises of identity. After such a trauma nothing is the same again.

I have learnt a great deal to help Isaac on his ongoing recovery and we're at a much better place now.

I'm so glad to support other families by sharing my own experience on the Brain Injury Hub. And the Facebook Childhood Brain Injury Support Group is an ideal space for parents to ask questions and gain support from others.

Sometimes it just helps to know that you're not alone."

Following her son's experience Mum Nicola helps other families on our online support group.

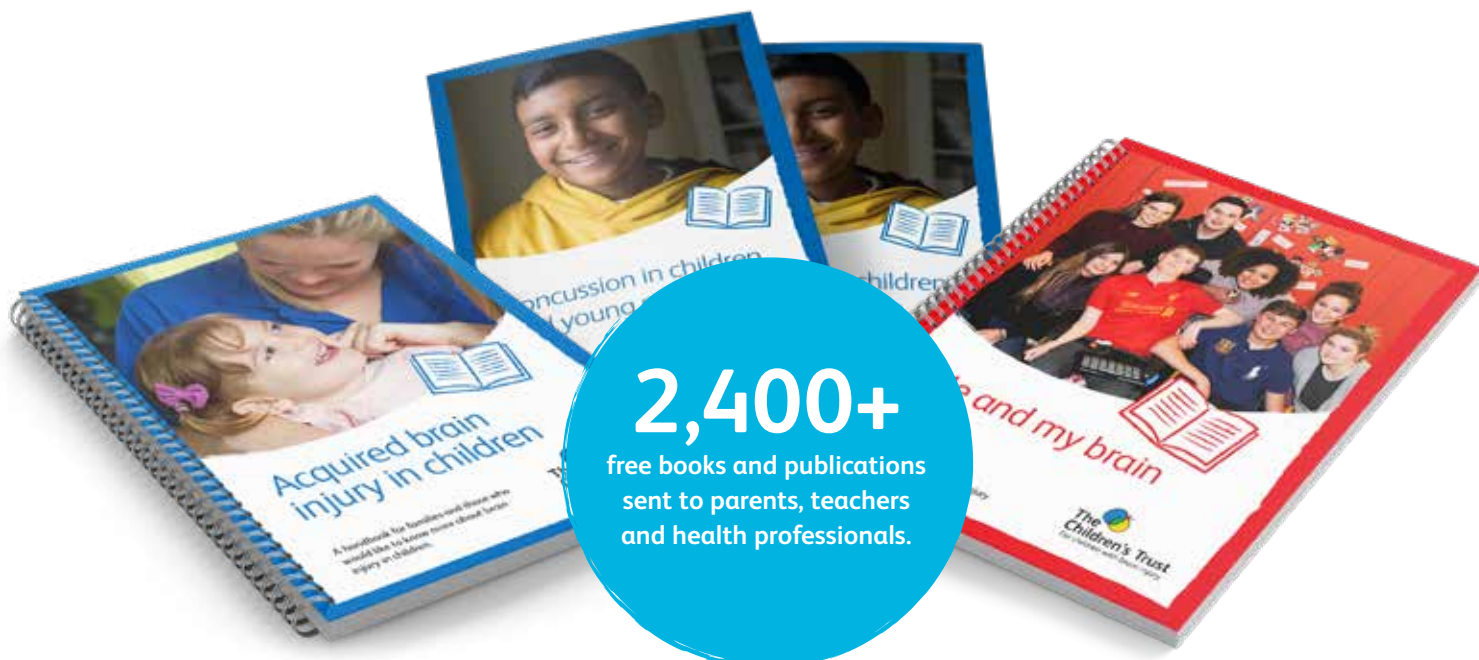
**300+**

parents and family members on our Facebook Childhood Brain Injury Support Group.

Our publications include a handbook for parents and one for teenagers

**2,400+**

free books and publications sent to parents, teachers and health professionals.



# Our staff and volunteers

The passion and dedication of our staff and volunteers is evident in all that we do – our valued individuals are motivated and equipped to do the best job possible to support the children.

Making The Children's Trust an outstanding charity to work and volunteer for directly helps us sustain our charitable work in the long term. Our 2017-2020 strategy outlined our aim to attract and retain staff so that we could maximise capacity at our specialist centre and help as many children and young people as possible.

The motivation, engagement and wellbeing of our staff and volunteers is critical to ensuring that The Children's Trust remains an outstanding service for children, young people and families. As part of our new Wellbeing Strategy and Development Plan, staff and volunteer wellbeing will be a key focus for us in 2019.

As at 31 March 2019 we had 560 employees working across a variety of roles. These include doctors, nurses, therapists, support and retail staff, with 62 % of roles working directly with children.

**1,247**

volunteers including shop workers, drivers and event helpers.

**560**

employees working on-site at Tadworth, in shops in the South East and at hospitals around the country.

**92.5%**

of employees agreed with the statement "I am proud to work at The Children's Trust".

## Scott and Franz's story

Scott, a senior specialist teaching assistant, and Franz, a teacher, recently helped some of the young people in The Children's Trust School form a band.

"It has been an honour to work with some of the most remarkable children and young people.

At The Children's Trust School, it's not about what our pupils can't do, we simply believe that it's only about what they can do. So, for the children and young people attending the school, all of whom have complex health needs, making music is not only a great motivator but an essential skill. We work with some of the older pupils; helping them form a band seemed like a logical step to promote creativity, self-expression and mental wellbeing as well as developing their musical abilities.

We make sure the young people have access to assistive technology, which helps them create their music. It's amazing watching them play instruments, not only with their hands but also with their nose or chin.

Witnessing the pupils' high levels of engagement, pure enjoyment and sense of achievement is truly inspiring! We have a huge sense of fulfilment at the end of these sessions."



Band member Odi, 19, enjoys Scott's guitar-playing.

## Phil's story

### Phil volunteers in the Marketing & Communications team and with school pupils in their Wake Up groups.

"I volunteer one day a week and can highly recommend it; I've been volunteering for nine years! I've written numerous articles and blogs, including profiles of people working for The Children's Trust in all sorts of roles. I've also sat on various committees. I've always been made welcome and my past experience and knowledge have been respected and put to the best use.

My involvement with the children and young people makes my time at The Children's Trust especially satisfying. Before my day in the office starts, I assist the therapists on Willow House with one of the daily Wake Up groups.



Phil is one of more than 1,200 volunteers offering his time and talents.

I help my group prepare for their all-important time in The Children's Trust School. Alongside the therapist, I sing to the group and encourage them to enjoy listening to and playing with various percussion instruments, as well as using tactile exercises to help them appreciate that particular day's weather conditions.

It is immensely rewarding, especially when they smile with satisfaction, and I would never want to give it up!

Thank you to The Children's Trust from a very happy volunteer."

### Our strong cohort of dedicated volunteers

We're fortunate that we can rely on 1,247 volunteers – and many have supported us for a number of years. We are indebted to them for their loyal service, whether it's driving the children to hospital appointments, manning our shops, collecting boxes, helping at events or in so many other ways.

Pippa regularly volunteers with the children at our Saturday Clubs and our Holiday Camps:

*"I love coming to The Children's Trust – there is such a sense of freedom and joy with the Camps and a really special atmosphere. So much care is taken in creating the theme and structure for the day and it encourages an environment where everyone can join in."*

This year we have seen a 50% increase in regular volunteers aged 25 or under. Our retail volunteers have helped sort through an incredible 85,000 bags given to the shops by over 35,000 donors. They have also helped ensure that customers sign-up to be part of the Gift Aid scheme, a vital source of income.

In 2018 our youngest volunteer was an eight-year-old boy who was helping his mother with our annual Fireworks event while our oldest volunteer was a 91-year-old retail assistant.

### Launch of our volunteer programme

The Sir Brian Hill Volunteer Programme was launched at a dinner at The Goldsmiths' Hall, in memory of our late President and former Chair. This initiative will ensure that our volunteer programme thrives and grows so that more children and young people with brain injury have the opportunity to live the best life possible.

The inaugural Sir Brian Hill Special Recognition Award was presented at the 2018 Volunteers' Christmas Celebration, attended by over 100 volunteers. Celebrating outstanding achievement from an individual who has continuously gone above and beyond, the recipient was Douglas Nurse, who has been a Gardening & Facilities volunteer for 17 years.



The Sir Brian Hill Volunteer Programme will recruit and train more volunteers – and recognise volunteers' valuable contribution.



# Our key highlights

We've picked out some of our top milestones and events that help us maximise our reach and show how we put the children, young people and families at the centre of everything we do.

## April

Our Champions Event was a special occasion, reuniting some of the children and young people we have supported in recent years.

75 runners ran the iconic Virgin Money London Marathon, raising over £250,000.



## May

The Burdett Nursing Award for Young People's Health was won by a team of nurses at the School for their project encouraging health promotion.



Children's artwork at our annual conference.

## June

Supercars made dreams come true for Mikey after he was unable to come to our event.

The Rubik's Cube of Childhood Brain Injury, our annual conference, was attended by 250 professionals, speakers and exhibitors.

The Stonegate Foundation raised funds for The Children's Trust at Stonegate Homes' Annual Ball at Loseley House.

For The Little Break Appeal, parent Yasmeen wrote to local newspapers explaining why short breaks are so vital for her family.





## July

David Weir, CBE, British Paralympic wheelchair athlete, attended our Caribbean carnival and summer BBQ.

Panorama: Fighting for my Child aired revealing research published by the Disabled Children's Partnership, of which we are a founding member.

Our new charity shop opened its doors in Hinchley Wood. It was officially opened by Shakeerah, aged five, who had rehabilitation at The Children's Trust.

Refurbishment works in Jasmine and Chestnut Houses took place with funding from The Property Race Day, which raised over £60,000.



Newly refurbished Jasmine House.

## August

CHKS Accreditation Panel awarded The Children's Trust with certification ISO 9001, demonstrating the highest quality standards across our organisation.



Lily, aged two, was one of the first children to join our Nursery.

## September

We won the User Engagement category in the BMA Patient Information Awards for our short film From Me to You. We also won Runner Up for our handbook for teenagers, Me and My Brain.

Our promotion of the relaunch of the Brain Injury Community Service led to a shortlisting at the Third Sector Awards for Marketing Campaign of the Year.

We launched Surrey Cycle Challenge, our new bespoke bike challenge. Over 120 people took part, raising £20,000.

The Children's Trust School Nursery, our Early Years provision, opened its doors. Funders included The Downlands Educational Trust.



## October

Our charity ball Rhythm and Grooves raised over £80,000 and featured a performance by Marc Almond OBE. Ambassadors Elaine Paige OBE and Nicholas Owen, and broadcaster Jenni Falconer, also attended the event.

The Tea and Tour Event was an opportunity for more than 70 of our supporters to visit The Children's Trust and see how their donations have helped.



## November

A refurbished Willow House was opened by KIA Motors UK CEO, Paul Philpott. Kingswood Arms Golf Society also generously donated to the project.

As part of the Takeover Challenge, instigated by the Children's Commissioner, 11-year-old Ciaran became our CEO for the day.

The Extraordinary Music Box Appeal launched, highlighting the important role of music therapy for children with brain injury and neurodisability.



Bobby's story featured in our Extraordinary Music Box Appeal.

## December

David Walliams OBE visited children, families and staff on Christmas day and read from his book, Gangsta Granny.

Our Mansion House lift was refurbished. This was funded by The Story of Christmas Appeal 2018.

The Volunteers' Christmas Celebration, attended by over 100 volunteers, included the launch of the Sir Brian Hill Special Recognition Award and presentation of Long Service Awards to over 30 volunteers.

Ofsted Care inspection rated our residential services as 'Outstanding'.



## January

Jenni Falconer was announced as our new celebrity Ambassador. Jenni has been involved with our charity since 2009.

Refurbishment to our hydrotherapy pool was finished.



## March

Pupils from a local school made a special visit to The Children's Trust School to showcase musical instruments they had made for the pupils.



## February

Her Royal Highness The Countess of Wessex visited and officially opened our new Music Zone, funded by health plan provider Simplyhealth. She was joined by long term supporters the Head family.

The Children's Trust Chortle, held at the Comedy Store, London, raised £10,500. Tim Vine introduced a comedic line-up including Adam Hills and Robert White.

The installation of a new wheelchair ramp was completed, providing access to the Mansion. This was funded by Property Race Day, The Geoff and Fiona Squire Foundation and The BAND Trust.



Jodie using the new Mansion ramp.



Comedians at The Children's Trust Chortle.

# Our past year

We've taken great strides since we set our priorities in our 2018-2019 Business Plan – and we're ambitious as we embark on our plans for 2019-2020.

Our Business Plan 2018-2019		
We said	We achieved	
Receive a rating of 'Good' from Ofsted Care	A rating of 'Outstanding' from Ofsted Care for our residential services following an inspection in December 2018.	✓
Prepare for GDPR	Readiness for GDPR in May 2018 and a Data Protection Officer.	✓
Deliver a health and safety strategy	A new health & safety strategy with a Committee to oversee.	✓
Implement our Participation Strategy	Children are receiving feedback in meetings and we are using a Children's Panel to interview for all relevant posts.	✓
Establish a Procurement function	A new Procurement function, which is improving efficiency.	✓
Invest in a maintenance programme	Expenditure of £2.2m on essential projects, including refurbishment to the children's houses; school and therapy facilities; and improved accessibility.	✓
Lower the age of service provision in the School to two years of age	A successful pilot of a nursery at The Children's Trust School taking children from the age of two. In September 2018 we launched our Nursery.	✓
Build a three-year business model for our Brain Injury Community Service (BICS) and pro-actively utilise the Brain Injury Hub.	Further evolution of BICS, launching a Long Term Register, extending further support to children with brain injury. The Brain Injury Hub reached more users through its website and social media (including the Facebook support group).	✓
Create a new Research Strategy	A new strategic approach. We had publications in journals and professional press.	✓
Expand the provision offer of the School to support 16-25 year olds	Initial analysis and further scope work on the School's provision for young adults.	✓
Establish a training academy	An initial series of training events to test demand but we have not established yet a new academy.	✓
Develop the Tadworth site as a community and heritage resource	Initial steps were taken and we completed a site review to look at the opportunities to develop the site.	✓
Deliver new business systems	The start of investment in new business systems for fundraising, finance and HR, which will be launched in 2019-2020.	✓
Develop an accurate pricing model	A complete review of our pricing this year.	✓
Further our partnerships with other institutions	Our national paediatric brain injury conference was attended by 250 professionals, speakers and exhibitors, one example of 'scaling up' and reaching more potential partners.	✓



# Our future goals

In the coming year we will continue to progress the opportunities we have identified.

## Our Business Plan 2019-2020

We have many initiatives that further our ambition and vision as an organisation, to ensure that children with brain injury and neurodisability have the opportunity to live the best life possible.

### Be the best at what we do

- Develop clinical educational excellence with a focus on specialisms.
- Finalise our digital strategy.
- Continuous quality improvement.
- Develop the organisation's leadership capabilities.
- Strengthen the employee wellbeing and development programme.

### Ensure that our services are there for the long term

- Implement new digital and IT systems across the organisation.
- Transform our retail operation.
- Invest in fundraising initiatives.
- Strengthen information governance and internal audit arrangements.

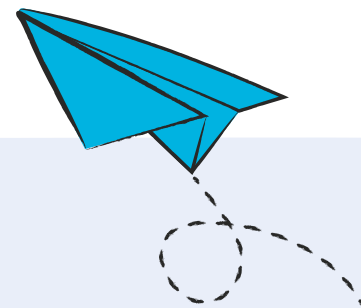
### Respond to the needs of children and young people

- Improve educational opportunities for young people accessing children and family services.
- Establish the potential for creating a robotics-based therapy service.
- Continue to ensure children participate in decision-making.
- Develop our offer for parents and families visiting our site.

### Scale-up

- Complete initial planning for the School build programme.
- Plan for a major engagement programme.
- Increase the number of children in our School.
- Use technology to increase our UK-wide offer in the community.





## The Children's Trust

### Trustees' annual report

#### For the year ended 31 March 2019

The Trustees are pleased to present their 34th Annual Report and the audited financial statements of The Children's Trust ("the charity") for the year ended 31 March 2019. The legal and administrative information that follows forms part of the report.

#### Structure

The Children's Trust is a registered charity (number 288018) incorporated under the Companies Acts, being a company limited by guarantee not having share capital (1757875). The activities of The Children's Trust School are included within the activities of The Children's Trust.

The charity is established:

- For the care, treatment, rehabilitation and education of children and other persons with physical disabilities, learning disabilities and complex medical needs, including life limiting or life threatening conditions and neurological damage acquired through accident or other causes; for support of families and other carers involved; and for the prevention of such disabilities and disorders.
- To hold for the benefit of the public the freehold of the heritage property known as Tadworth Court, Tadworth, Surrey and its curtilage and to restore, conserve, improve and maintain such heritage property and all buildings, walls, parks, gardens, woodlands and appurtenances within its curtilage.

The key management personnel are the Trustees and Senior Leadership Team, listed on page 57. The Trustees, who, for the purposes of company law are the directors of the charitable company, are appointed by the members of the Board. Where appropriate, members are re-elected at the Annual General Meeting.

#### Governance

The Trustees meet six times a year and are responsible for determining the strategy of the charity and for ensuring successful operational performance, in line with the expectation of stakeholders.

The charity also has the following Committees:

- Appointments (Chair: Duncan Ingram)
- Finance, Fundraising and General Purposes (Chair: Michael Gercke)
- Audit and Risk (Chair: Michael Gercke)
- Remuneration (Chair: Duncan Ingram)
- Investment (Chair: Nigel Scott)
- Research Governance (Chair: Dr Vijeya Ganesan)
- Clinical Governance and Safeguarding (Chair: Anne Walker)
- Educational Governance (Chair: Toby Mullins)

Terms of reference are in place for these committees.

Policies and procedures are in place for the recruitment and training of Trustees, together with arrangements for setting the benchmarks for management remuneration.

The charity recognises the importance of good governance and seeks to apply the Charity Commission Code of Good Governance. In particular, the charity used this to develop a Governance Statement of Principles and review of Board Performance. All Trustees have been made aware of their responsibilities under the code. During 2018, the charity reviewed all policies, processes and performance against the Code.

The governing instrument for The Children's Trust is the Articles of Association updated 7 October 2016.

The charity's decision-making processes are encapsulated in a Delegation of Authority policy, setting out clear parameters for those decision-making powers retained by the Board. The day to day running of the charity is delegated to the Chief Executive, Dalton Leong (and through him, to his team). The charity maintains insurance policies for Trustees and for the Senior Leadership Team (and all staff) against liabilities in relation to the charity's activities.



## The Children's Trust

### Trustees' annual report

### For the year ended 31 March 2019

#### Statement on our employees

The Children's Trust is committed to ensuring that all job applicants and employees are treated fairly. The charity values diversity and social inclusion across all of its activities and the recruitment process ensures applicants have equality of opportunity, are treated with respect and with dignity, and are checked properly and screened to ensure that they are fit and suitable to work with vulnerable people. The charity opposes all forms of unlawful or unfair discrimination on the grounds of colour, race, nationality, age, ethnic or national origin, religion or belief, gender, marital status, sexual orientation or disability.

Employee communication and engagement is key to The Children's Trust's success. Through the internal communications team, the charity ensures employees are fully informed about the strategy, objectives and performance, as well as day-to-day news and events. Regular information about the charity is available through newsletters, online resources, team meetings, group briefings and regular management conferences. All employees are encouraged to give their suggestions for improvement and their views on performance and strategy.

*"The charity supports the principle of equal opportunities in employment of staff and opposes all forms of unlawful or unfair discrimination."*

The arrangements for setting the pay and remuneration of the charity's staff (including key management personnel) are overseen by the Remuneration Committee, which receives advice on comparable benchmark trends on pay.

It is a legal requirement for employers with 250 or more relevant staff to publish gender pay gap information. The report was made available to staff by the due date.

Two areas were highlighted in the report (data extracted from April 2018 payroll):

- the mean (ie. average) gender pay gap is 11.8% (2017: 7.4%), with men earning more than women
- the median (ie. midpoint) gender pay gap is 1.2% (2017: -12.2%), with women paid more than men.

The cause of these gaps is that whilst our workforce, as with last year, is 85% female, we continue to have a proportionately higher percentage of male workers at executive level compared to our overall gender balance. As a natural part of recruitment flow we have moved towards a gender balance across all pay quartiles, resulting in a reduced median pay gap.

*"We will continue to monitor our pay gap to ensure the principle of gender pay equality remains and act accordingly if our analysis requires it."*

While we do not believe that either pay gap is a systemic problem, we will continue to monitor our pay gap to ensure the principle of gender pay equality remains and act accordingly if our analysis requires it.





## The Children's Trust

### Trustees' annual report

#### For the year ended 31 March 2019

#### Volunteers

We are fortunate to have 1,247 volunteers who generously give us their time and talents, many for a number of years. We are indebted to them for their loyal service.

#### Fundraising

The charity's approach to fundraising focuses on seven main areas:

- the solicitation and stewardship of donations or entries to a lottery being paid by monthly direct debit, or as cash gifts;
- running and entering individuals into third-party events;
- building partnerships with businesses, schools and other organisations;
- soliciting gifts from trusts and foundations;
- supporting members of the public to conduct their own fundraising activities;
- a chain of shops and online retail selling new and donated goods; and
- gifts in wills from supporters.

*"The charity has published its Supporter Promise, which is available on its website, and has a complaints policy and process in place."*

The charity is a member of the Fundraising Regulator scheme and is thereby entitled to use the Regulator's logo on its fundraising materials, and operates in accordance with the Code of Good Fundraising Practice.

It is also registered with the Gambling Commission for the purposes of running a lottery and conducting a raffle draw.

The charity has published its Supporter Promise, which is available on its website, and has a complaints policy and process in place.

We have continued to review our approach to consent and data protection in light of the implementation of the General Data Protection Regulations on 25 May 2018.

The charity's fundraising programmes are compliant with the vulnerable person's policy, and the key tenets of the policy are incorporated in our training programmes. The charity also operates a whistleblowing policy as required by the Code of Fundraising Practice.

During the course of the year we engaged three commercial participants; two focused on the recruitment of new regular donors and one managed The Children's Trust Lottery. Each participant operated within the same policy framework as staff.

These steps are our response to public attitudes that fundraising should not unreasonably intrude on the privacy of donors and our belief that we should seek to avoid undue pressure and persistent requests for support.

*"There were no instances where a complaint was required to be referred to the Fundraising Regulator."*

During the financial year 2018/2019 the charity received a total of 60 complaints in relation to its fundraising activity and 30 in connection with its retail operations. Each of these complaints has been investigated and resolved.

These complaints should be seen in the context of 227,410 emails, 248,407 items of direct mail, over 15,000 people who took part in our events and box collections, third-party events and approaches to over 1,000 businesses and trusts.

The retail complaints are in the context of over 329,903 customer transactions in our 20 shops. There were no instances where a complaint was required to be referred to the Fundraising Regulator.

During 2018/2019 the charity received Gift Aid payments of £366k (2018: £300k). Against this, the charity sustained irrecoverable VAT of £989k (2018: £619k) (see financial note 11).

Gift Aid is received on monetary donations, events sponsorship and donations to our shops.



# The Children's Trust

## Trustees' annual report

### For the year ended 31 March 2019

#### Strategic report for the year ended 31 March 2019

##### Objectives and strategy

In 2017, the charity launched a new three-year strategy in order to meet our charitable objects.

Creating Futures Together, the 2017-2020 strategy, has four elements:

- Be the best at what we do
- Respond to the needs of children and young people
- Ensure that our services are there for children for the long term
- Scale up.

##### Public benefit and activities

In 2018/2019, the charity's rehabilitation service at Tadworth provided brain injury rehabilitation to 89 children and young people (2017/2018: 71) increasing mobility, self-care and communication skills.

*"We have delivered 1,316 direct services to children with brain injury and neurodisability."*

The Children's Trust's School, at Tadworth, provided education, support and care for 38 children (residential and day pupils) in 2018/2019 (2017/2018: 37).

Our parent and child group, Taddies, and our new nursery provision has supported 33 children, aged two to five-years old (2017/2018: 23 (Taddies only)).

Our Brain Injury Community Service provides screening, advice and onward referral for children and young people.

Our Brain Injury Hub, which provides information and advice, has been accessed by more than 72,400 people (2017/2018: 56,873).

The Trustees have followed the Charity Commission guidance on public benefit and are confident that the services provided by the charity meet the requirements of the Charity Commission.

##### Key achievements

For each of our four strategic objectives, major achievements have been made (many more are listed throughout our Annual Report):

##### Be the best at what we do

- We were the first children's charity to achieve certification of ISO 9001, an accreditation demonstrating our commitment to improving quality, safety and outcomes for the children we support. We received a rating of 'Outstanding' by Ofsted Care for our residential houses.
- We received the CHKS accreditation and were the first children's charity to do this.

##### Respond to the needs of children and young people

- We have delivered 1,243 direct services to children with brain injury and neurodisability (2017/2018: 1,356).
- We involve the children in our interview processes for band 7 level clinical posts and to board level. The children help inspect our services and their recommendations are added to the Quality Improvement Plan.
- We established a Long Term Register for our Brain Injury Community Service in November with 60 families already contacted to identify and assess further needs.

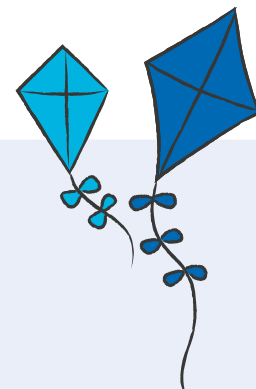
##### Ensure that our services are there for children for the long term

- Significant investment has been made through our capital programme, improving the buildings, facilities and external areas. We are developing future plans for the school.
- The charity continues to invest in, and improve, our overall benefits package for employees, ensuring our high calibre staff are motivated and equipped to do the best possible job to support the children. This includes a new flexible benefits package.
- As we continue to secure statutory funding, a project is underway relating to fee uplifts.

##### Scale up

- We launched our Nursery, The Children's Trust School's Early Years provision.
- The clinical staff and Research team have published five papers in peer review journals and two professional publication articles. The Research team has a programme of 21 active research projects, of which 11 include an external national or international collaboration.





## The Children's Trust

### Trustees' annual report

#### For the year ended 31 March 2019

#### Future developments

The primary financial objective for the charity in 2019/2020 is to achieve the targets set in the budget, thereby demonstrating stability in income (rehabilitation, education and fundraising) and effective cost control in expenditure.

A strong capital budget of £2m also demonstrates a continuing commitment to sustaining all aspects of the charity's infrastructure.

Financially, we aim to strengthen the charity by concluding four historic issues:

- Eliminate the historic underpricing for some residents
- Reconfigure our fundraising and retail operations, with a view to future growth
- Complete the investment in IT systems, which will eliminate risk in this area and provide a platform for stronger management
- Make significant inroads into the backlog maintenance of the estate.

The charity's current strategic period will come to an end in March 2020 and we are developing a new strategy that will build on the successes and the learnings of the last three years.

We believe we have a clear understanding of the internal and external factors critical for success. In developing our new strategy, we are consulting and engaging with young people, parents, employees, professionals and other partners and supporters and this will further strengthen our strategy and plans. Our new strategy will launch in early 2020.

#### Operational performance

The Senior Leadership Team and the Trustees measure the achievement of the objectives and performance of the charity by regular review of the following Key Performance Indicators.

#### Our Key Performance Indicators

	Targets for 2018/19	March 2019	March 2018
Average rehab. residents	25	23.4	23.7
Average rehab. length of stay	100 days	93 days	123 days
% Conversion rate for year	–	67%	57%
Average School residents	24	25.2	23.8
Average School day pupils	8	6.2	9
Net fundraising contribution	£3.7m	£3.7m	£3.7m
Net retail contribution	£0.5m	£0.3m	£0.2m
% Overall staff turnover	–	18.20%	18.20%
Operating margin	£0.4m	£0.4m	£0.0m
Debts receivable > 60 days	£1.2m	£1.5m	£1.7m
% Capital programme delivered	100%	89%	43%

#### Definitions

- Operating margin: Net surplus/deficit, excluding the fundraising investment
- Length of stay: Mean average, excluding outliers
- Conversion rate: Proportion of admissions to enquiries
- Contribution: Income less direct costs only

Performance is monitored by the Senior Leadership Team through a monthly business meeting; a detailed review process led by the Chief Executive also takes place each quarter. In areas where the targets were not met, the target for the rehab residential numbers has been reset at 24 for 2019/2020.

The net retail contribution has been reviewed closely for 2019/2020; a range of initiatives have been put in place to improve the performance overall.



## The Children's Trust

### Trustees' annual report

### For the year ended 31 March 2019

#### Financial performance

Income in 2018/2019 was £25.3m (2017/2018: £24.1m), of which the primary sources were:

- £17.5m from the NHS and from Social Services (2017/2018: £16.0m)
- £5.6m from fundraising (2017/2018: £5.7m)
- £1.7m from retail operations (2017/2018: £1.8m).

2017/2018 saw the charity's financial performance begin to stabilise after disappointing results in 2016/2017. 2018/2019 consolidated this position, with all income lines holding broadly to target and a tighter expenditure budget remaining firmly in control. Much of the focus in 2018/2019 has been on improving the underlying performance management processes and moving forward with an ambitious programme of integrated management information investment.

2018/2019 also saw the consolidation of our investments into a single portfolio with Investec. This last year was very much a year of transition in this area, but we are confident that we should see a strong return coming through in 2019/2020.

During the year, we completed an exercise to cost our work for the NHS and for Social Services, enabling us to price our services accurately. We identified that a small number of residents had been undercharged significantly for many years; this is now being taken forward with commissioners.

Finally, after many years of under-investment in capital, the charity has delivered a strong £2.2m capital programme, including substantial investment in IT systems and backlog maintenance, including Tadworth Court.

#### The outcome for 2018/2019 compared to budget as follows:

	Operating surplus £m	Fundraising investment £m	Net deficit £m
Approved budget	0.6	(1.0)	(0.4)
Outcome	0.4	(0.8)	(0.4)

For 2019/2020, an overall budget surplus of £0.3m has been set, including investment in fundraising, although such investment will henceforth be treated as an integral part of the fundraising operation, rather than exceptional expenditure. To that end, during 2019/2020, the Fundraising team will seek to refocus its areas of operations, identifying cases for continued investment (and payback).

#### Debt profile

The charity does not hold loan facilities.

#### Financial instruments

The charity only has financial assets and liabilities of a kind that qualify as a basic financial instrument.

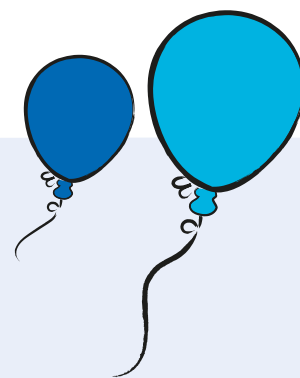
#### Cash flows

Cash inflows and outflows for the year under review are contained in the statement of cash flows and the cash flow note shown on page 38. The main net cash inflows from operating activities are directly from our charitable activities, together with revenues generated from fundraising. The net cash outflows from capital expenditure are costs on the development and maintenance of properties and planned maintenance improvements.

The movements in cash held reflect the review of the Balance Sheet (page 37), showing £5m of cash deposits being moved into longer term investments and nearly £1m of working capital being allocated to address the historic backlog in capital expenditure.

Looking to the future, with a stronger financial foundation, the charity has now embarked on the creation of a new strategy, which will see a focus on growth, underpinned by stronger management information and stronger performance management. Growth will bring its challenges, particularly with key commissioners continuing to operate under significant economic pressure, exacerbated by political uncertainty.





## The Children's Trust

### Trustees' annual report

#### For the year ended 31 March 2019

#### Balance sheet

As a result of the substantial capital investment programme carried out in 2018/2019 (£2.2m), there has been a £1m net increase in fixed assets. This investment reversed the trend of underinvestment in recent years.

Net current assets (ie. the charity's working capital) appears to have declined sharply. However, this reflects a £5m movement out of short-term deposits and into investments. The balance of the reduction in working capital reflects the deficit in-year of £0.4m and the funding of the backlog investment in the capital programme for the year (ie. investment in addition to the depreciation charge).

Turning to reserves, it can be seen that the balance on restricted funds has declined by £0.7m. As described in note 21 to the financial statements a transfer from restricted to unrestricted funds for the Brain Injury Community Service (Tadworth) has been made following a review of expenditure allocated to this fund in prior years. In addition, there has been a deliberate intention to spend restricted revenue and capital during the year.

With a surplus budget now set for 2019/2020, with investments now placed with a single professional advisor and with a strengthening of the fixed asset base, the balance sheet has now stabilised at £28m, with £5m of operational working capital.

#### Financial risk management: investment policy

In January 2018, the Board, on the recommendation of the Investment Committee, appointed Investec Wealth & Investment as fund managers to the charity. Investments began to be transferred to Investec from 1 April 2018, with the transfers completed in January 2019.

*“As a result of the substantial capital investment programme carried out in 2018/2019 (£2.2m), there has been a £1m net increase in fixed assets.”*

The consequence of the extended period of transfer (administrative issues outside of the charity's control) reduced significantly the scope for investment yield. This was compounded by the worldwide market slump in August 2018, which saw the charity sustain a loss in value in the month of £288k.

As a result of these issues, the yield in 2018/2019 was:

- Investment income: £156k (2017/2018: £115k)
- Unrealised gain/(loss) on investments: £61k (2017/2018: £(3)k)
- Net gain on disposal of investments: £nil (2017/2018: £527k).

Target yield for 2018/2019 was 6.5 % (a combination of investment income and capital growth). For the reasons stated above this target yield was not achieved in 2018/2019. Results through the year are monitored by the Investment Committee, in the presence of the fund managers.

The current investment policy precludes any direct investment in tobacco companies and other companies that may harm or exploit children or young people.





## The Children's Trust

### Trustees' annual report

### For the year ended 31 March 2019

#### Reserves policy

As at March 2019, the charity holds reserves of £28.5m. Of this balance, £2.6m of these reserves relate to Restricted Funds and £0.8m relate to Endowment Funds; consequently, these funds are not available for the general purposes of the charity.

As with previous years, the Trustees 'designate' funds, primarily to reflect that element of unrestricted funds which is invested in fixed assets. Accordingly, the designated fund is shown at £14.2m. The Trustees are committed to maintaining the fitness of the charity's infrastructure and so the designated fund will remain at least at these levels into the foreseeable future.

Of the remaining balance of £10.9m available for general purposes, the Trustees have decided that:

1. £2m relates to the need to hold sufficient reserves to cover the provision of net working capital
2. £1m relates to those elements of the 2019/2020 income budget that have been flagged as high risk and for which cash should be reserved
3. A further balance of £2.5m relates to the need to provide additional £0.5m working capital in the 2019/2020 financial year to cover a temporarily high level of current debtor balances; the funding of that element of the 2019/2020 capital programme not covered by the depreciation charge £1m; and an additional contingency against unforeseen operational risks of £1m.
4. Finally, the balance of £5.4m has been set aside for the planned construction of a new school. Whilst it will be necessary to fund the majority of the school through a major fundraising project, it is recognised that the cash flow of such a project will have to be underwritten and that it may be necessary for the organisation to contribute towards the costs of construction.

The allocations shown reflect the policy of the Trustees and were reviewed by the Trustees for the year ended March 2019.

Therefore reserves held reflect the current target based on planned future expenditure.

#### Risk management

The Trustees operate comprehensive risk management processes through the Audit and Risk, Clinical Governance and Education Governance Committees, while the discussion of Complaints and Incidents is a standing agenda item on

the weekly meetings of the Senior Leadership Team and is on the agenda of the Trustees' meetings.

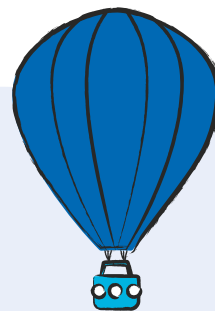
On wider risk management, the charity has put in place a comprehensive programme of risk processes, including an assessment of risk appetite, which sets out the tolerance to risk in order to achieve the strategic objectives.

During 2019, arrangements were approved for the introduction of an integrated internal audit plan for the year. A full time internal auditor is now being recruited.

Key risks facing the charity are: the planned development of the new school building, the management of serious incidents, the replacement of legacy IT systems, a decline in statutory income, regulatory compliance, child safeguarding, people management and strategy. All of these risks have been re-assessed through the mechanisms set out above. Currently, six of the eight net risks are assessed as moderate, with two as low: plans are in place to manage all risks to lower levels over 2019/2020.

As described under future developments in this report we have plans in place to address these risks, including stability in future income and completion of investment in IT systems. The charity's policies for regulatory compliance and safeguarding mitigate against the risks faced in this area.





## The Children's Trust

### Trustees' annual report

For the year ended 31 March 2019

#### Best practice and compliance

The Children's Trust financial statements for 2019 and the 2018 comparative figures are constructed in line with best practice. Compliance with best practice extends to the need to address the "public benefit" provided by the charity, in line with Charity Commission guidelines.

The financial statements comply with the Companies Act 2006, the Articles of Association, 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 (FRS 102) (effective 1 January 2015).

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)'.

#### Auditor

In 2018, the external audit service was put out to competitive tender for the 2018/2019 audit and beyond. As a result, the charity's previous auditor, Kingston Smith LLP, has been succeeded by RSM UK Audit LLP. RSM UK Audit LLP has indicated its willingness to continue in office.

The Report of the Trustees prepared under the Charities Act 2011, which also contains all information required in a Directors' report by the Companies Act 2006, and the incorporated Strategic Report prepared under the Companies Act 2006, were approved by the Board of Trustees on 23 August 2019 and signed on behalf of the Trustees by:

#### Duncan Ingram

Chair of Trustees

Date: 23 August 2019



## The Children's Trust

### Statement of Trustees' responsibilities

#### For the year ended 31 March 2019

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

*“The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity.”*

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the organisation will continue in business.

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable 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 the charity's auditor is unaware; and
- The Trustees 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.





## The Children's Trust

### Independent auditor's report to the members of The Children's Trust

For the year ended 31 March 2019

#### Opinion

We have audited the financial statements of The Children's Trust (the 'charitable company') for the year ended 31 March 2019 which comprise the Statement of Financial Activities, incorporating the Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, 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 FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2019 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 requirements of the Companies Act 2006.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

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

*"In our opinion the financial statements give a true and fair view of the state of the charitable company's affairs as at March 2019."*

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.

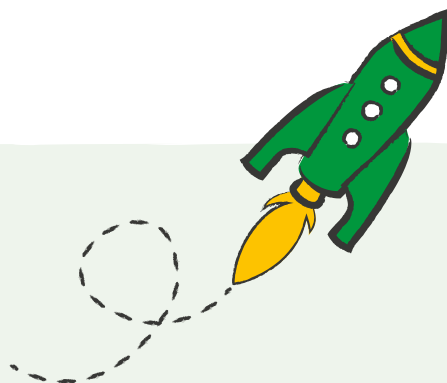
#### Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic Report included within the Trustees' Annual Report has been prepared in accordance with applicable legal requirements.

#### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Annual Report.



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.

### Responsibilities of Trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 33, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

### Use of our report

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

### Hannah Catchpool

Senior Statutory Auditor  
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor  
Chartered Accountants  
25 Farringdon Street  
London, EC4A 4AB

Date: 23 August 2019



## Statement of financial activities (incorporating an income and expenditure account)

### For the year ended 31 March 2019

	Note	Unrestricted general funds £'000	Restricted funds £'000	Endowment funds £'000	2019 Total funds £'000	2018 Total funds £'000
<b>Income and endowments from:</b>						
Charitable activities	2	17,530	–	–	17,530	16,031
Donations and legacies	3	3,499	1,359	–	4,858	4,512
Other trading activities						
– Events		571	–	–	571	987
– Charity shops		1,691	–	–	1,691	1,765
– Lottery		143	–	–	143	184
	4	2,405	–	–	2,405	2,936
Investments and deposits	5	156	–	–	156	115
Other	6	339	1	–	340	525
<b>Total income</b>		<b>23,929</b>	<b>1,360</b>	<b>–</b>	<b>25,289</b>	<b>24,119</b>
<b>Expenditure on:</b>						
Raising funds						
– Costs of generating voluntary income		1,464	–	–	1,464	1,251
– Fundraising costs		804	–	–	804	612
– Events		685	–	–	685	785
– Charity shops		1,623	–	–	1,623	1,762
– Lottery		110	–	–	110	104
	8	4,686	–	–	4,686	4,514
Charitable activities	7	20,148	933	–	21,081	20,598
<b>Total expenditure</b>	<b>8</b>	<b>24,834</b>	<b>933</b>	<b>–</b>	<b>25,767</b>	<b>25,112</b>
Net (expenditure)/income before gains/(losses)		(905)	427	–	(478)	(993)
Net unrealised gain/(loss) on investments	15	54	–	7	61	(3)
Net gain on disposal of investments		–	–	–	–	527
Net (expenditure)/income		(851)	427	7	(417)	(469)
Transfers	21	1,075	(1,074)	(1)	–	–
<b>Net movement in funds</b>		<b>224</b>	<b>(647)</b>	<b>6</b>	<b>(417)</b>	<b>(469)</b>
<b>Reconciliation of funds:</b>						
Total funds brought forward		24,921	3,197	814	28,932	29,401
<b>Total funds carried forward</b>		<b>25,145</b>	<b>2,550</b>	<b>820</b>	<b>28,515</b>	<b>28,932</b>

The statement of financial activities includes all gains and losses recognised in the year.

The accompanying accounting policies and notes form an integral part of these financial statements.



## Balance sheet

As at 31 March 2019

	Note	2019 £'000	2019 £'000	2018 £'000	2018 £'000
<b>Fixed assets</b>					
Fixed assets	14	14,234		13,223	
Tadworth Court	14	1,572		1,625	
			15,806		14,848
Investments	15		7,519		2,385
			23,325		17,233
<b>Current assets</b>					
Stocks		162		77	
Debtors	16	4,487		3,948	
Short term deposits		2,004		9,159	
Cash at bank and in hand		603		1,058	
		7,256		14,242	
<b>Current liabilities</b>					
Creditors: amounts falling due within one year	17	(2,066)		(2,543)	
Net current assets			5,190		11,699
<b>Net assets</b>			<b>28,515</b>		<b>28,932</b>
<b>The funds of the Charity</b>					
Unrestricted funds:					
General funds			10,911		10,623
Designated			14,234		14,298
			25,145		24,921
Restricted funds			2,550		3,197
Endowment funds			820		814
<b>Total Funds</b>	<b>21</b>		<b>28,515</b>		<b>28,932</b>

The financial statements were approved by the Trustees and authorised for issue on 23 August 2019.

The accompanying accounting policies and notes form an integral part of these financial statements.

Company Number: 1757875



**Duncan Ingram**  
Chair of Trustees

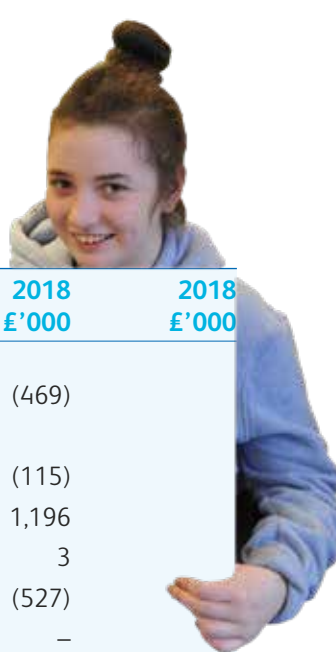


**Michael Gercke**  
Honorary Treasurer & Vice Chair of Trustees



## Cash flow statement

For the year ended 31 March 2019



	Note	2019 £'000	2019 £'000	2018 £'000	2018 £'000
<b>Net expenditure for the reporting period before gains/(losses)</b>		(417)		(469)	
<b>Adjustments for:</b>					
Interest and investment income		(156)		(115)	
Depreciation	14	1,269		1,196	
Gain in investment in market value	15	(61)		3	
Net realised gain on disposal of investments		–		(527)	
Loss on disposal of tangible fixed assets		(1)		–	
Increase in stocks		(85)		(1)	
Increase in debtors		(539)		(190)	
Decrease in creditors		(477)		(41)	
<b>Net cash used in operating activities</b>			<b>(467)</b>		<b>(144)</b>
<b>Cash flows from investing activities</b>					
Investment income received		156		115	
Investment income reinvested	15	(73)		–	
Capital expenditure	14	(2,226)		(629)	
Sale of investments	15	–		527	
Transfer of investments on deposit	15	–		677	
Purchase of investments	15	(5,000)		–	
<b>Net cash (used in)/provided by investing activities</b>			<b>(7,143)</b>		<b>690</b>
<b>Change in cash and cash equivalents in the reporting period</b>			<b>(7,610)</b>		<b>546</b>
Cash and cash equivalents at the beginning of the year			10,217		9,671
<b>Cash and cash equivalents at the end of the year</b>			<b>2,607</b>		<b>10,217</b>
<b>Analysis of cash and cash equivalents</b>					
Short term deposits			2,004		9,159
Cash at bank and in hand			603		1,058
<b>Total cash and cash equivalents</b>			<b>2,607</b>		<b>10,217</b>

The accompanying accounting policies and notes form an integral part of these financial statements.

## Notes to the financial statements

### For the year ended 31 March 2019

#### 1. Accounting Policies

##### 1.1 Basis of accounting

These financial statements are prepared on a going concern basis, under the historical cost convention, as modified by the revaluation of investments being measured at fair value through income and expenditure within the Statement of Financial Activities.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company is a public benefit entity for the purposes of FRS 102 the Charity also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP effective January 2015) and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest one thousand pounds.

The Charity meets the definition of a public benefit entity.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

##### 1.2 Preparation of the accounts on a going concern basis

The 2017/2018 Accounts referenced the deficits incurred in the previous two years and that the Board had set a budget for 2018/2019 that was in underlying balance. That budget showed a budget surplus of £0.6m, less a non-recurrent investment in fundraising donor acquisition of £1m, resulting in a net budget deficit of £0.4m. That 2018/2019 budget target was achieved and the 2019/2020 budget has been set (with a recurrent fundraising investment) at a surplus of £0.3m.

The organisation is addressing the historic under-pricing of some long term residents, equivalent to £1.6m/annum: this has been addressed partially for 2019/2020 and the objective is to have addressed this in full over three years. Consequently, the underlying financial position of the organisation will strengthen. Notwithstanding the historic pricing issue, the organisation intends to build on its current financial stability and the new strategy will set clear targets for growth.

With the organisation now returned to operational financial balance, with balance sheet net current assets at £5m and with unrestricted reserves at £25m, the Trustees believe that any historic issues relating to Going Concern have now been addressed. Consequently, the Trustees, formally, believe that there are no issues on Going Concern for the period through to August 2020.

##### 1.3 Income

All income is accounted for in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Collections made by third parties on behalf of the charity are accounted for when received.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably not deferred.

For legacy income, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted or the estate has been finalised and notification has been made by the executors that a distribution will be made. Receipt of a legacy is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution.

Funds received for capital projects are accounted for as restricted income. The treatment of the assets provided depends upon the restrictions imposed by the grant and if the fixed asset acquisition discharges the restriction then the asset will be held in unrestricted funds. A corresponding transfer of the associated restricted income will be made to the unrestricted fund.

Donated professional services and donated facilities are recognised as income when the charity has control over the item. On receipt, donated services/goods are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services of equivalent economic benefit on the open market.



## Notes to the financial statements

### For the year ended 31 March 2019

#### 1.4 Expenditure

Expenditure is accounted for on an accruals basis and has been listed under headings that aggregate all the costs related to that activity. Liabilities are recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Costs of raising funds include the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries.

Support costs, including governance costs, are those costs that, whilst necessary to deliver an activity, do not themselves produce or constitute the output of the charitable activity.

Where support costs cannot be directly attributed they have been allocated to activities on a basis consistent with the use of the resources. The basis of allocation has been explained in note 9 to the accounts.

The governance costs here incorporate audit fees and proportions of senior management costs.

Any irrecoverable VAT is included as part of the cost to which it relates. The amount incurred in the year is disclosed in note 11.

#### 1.5 Fund accounting

General unrestricted funds are available for use at the discretion of the Trustees in furtherance of the charitable objectives of the charity.

Designated funds are set aside by the Trustees out of unrestricted general funds for specific future purposes.

Restricted funds are funds subject to specific restrictions imposed by donors or by the purpose of the appeal.

Endowment funds are funds where the assets must be held by the charity, principally in the form of investments.

Income from endowments is included in income, either restricted or unrestricted, in accordance with the terms of the endowment.

Any capital gains or losses arising on the investments are allocated to the related fund. Further explanation of the nature and purpose of each fund is included in note 21.

#### 1.6 Fixed assets

Tangible fixed assets costing more than £1,000 are capitalised and included at cost.

Depreciation is calculated to write off the cost of tangible fixed assets by equal annual instalments over their expected useful lives as follows:

Freehold land	Not depreciated
Freehold and leasehold property	4%, 10% and 20%
Tadworth Court	2%
Plant and office furniture and equipment	10%-20%
Residential houses furniture and equipment	20%
Computer equipment	33%
Intangible assets	33%
Motor vehicles	20%
Motor vehicles – vans	14%
Motor vehicles – minibuses	13%

At the end of each reporting period, the residual values and useful lives of assets are reviewed and adjusted if necessary. In addition, if events or changes in circumstances indicate that the carrying value may not be recoverable then the carrying values of tangible fixed assets are reviewed for impairment.

Historical depreciation for motor vehicles was adjusted in 2018/2019 by £40k to reflect the new depreciation policy for those assets.

Intangible assets will be depreciated at 17% from 2019/2020, linked to the investment in new IT systems (approved May 2019).

#### 1.7 Tadworth Court

This balance represents the freehold of Tadworth Court, it houses our pharmacy, catering, meeting and administrative facilities. The asset is stated at cost and is depreciated over 50 years. The Trustees

## Notes to the financial statements

### For the year ended 31 March 2019

ensure that the building is carefully maintained and is fit for purpose. Any significant expenditure which is required to preserve or prevent deterioration is capitalised when it is incurred.

#### 1.8 Investments

Quoted investments are included at market value (bid/selling price). Investments in subsidiaries are stated at cost. Realised and unrealised gains and losses are shown in the appropriate section of the SOFA.

#### 1.9 Stock

Stock is stated at the lower of cost and net realisable value; stocks are not normally held for resale.

#### 1.10 Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

#### 1.11 Pension costs

Certain of the charity's clinical and teaching staff are members of the NHS Pension Scheme or Teachers' Pension Scheme respectively, both of which are defined benefit schemes. The schemes are not designed to be run in a way that would enable individual employer bodies to identify their share of the underlying scheme assets and liabilities. Therefore, the schemes are accounted for as if they are a defined contribution scheme: the cost of participating in the schemes is taken as being equal to the contributions payable to the scheme for the accounting period.

Other staff are able to join the charity's defined contribution pension scheme. The employer contributions are included within resources expended and represent the amount of contribution payable to the schemes in respect of the accounting period.

#### 1.12 Operating lease payments

Total payments under operating leases are charged to the SOFA on a straight line basis over the lease term.

#### 1.13 Consolidation

The Children's Trust Trading Company Limited did not trade during the year. This company has not been consolidated as in the opinion of the directors it is not material to the group's results. Thus the information within these financial statements is presented as an individual undertaking.

#### 1.14 Critical accounting estimates and areas of judgement

In preparing the financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. No material estimates were required at March 2019.

#### 1.15 Cash and cash equivalents

Cash and cash equivalents include cash in hand and deposits held at call with banks.

#### 1.16 Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are recognised at their settlement amount.

#### 1.17 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments. Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exceptions of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 16 and 17 for the debtor and creditor notes.

#### 1.18 Short term employee benefits

The cost of short-term benefits, such as accrued holiday are recognised as a liability and an expense.

## Notes to the financial statements

### For the year ended 31 March 2019

#### 2. Charitable activities

	Unrestricted £'000	Restricted £'000	Endowment £'000	2019 Total £'000
Care and rehabilitation services	10,699	–	–	10,699
The Children's Trust School	6,831	–	–	6,831
<b>Total charitable activities</b>	<b>17,530</b>	<b>–</b>	<b>–</b>	<b>17,530</b>

	Unrestricted £'000	Restricted £'000	Endowment £'000	2018 Total £'000
Care and rehabilitation services	9,715	–	–	9,715
The Children's Trust School	6,055	261	–	6,316
<b>Total charitable activities</b>	<b>15,770</b>	<b>261</b>	<b>–</b>	<b>16,031</b>

#### 3. Donations and legacies

	Unrestricted £'000	Restricted £'000	2019 Total £'000	Unrestricted £'000	Restricted £'000	2018 Total £'000
Donations	2,658	1,359	4,017	2,841	1,123	3,964
Legacies	841	–	841	548	–	548
<b>Total donations and legacies</b>	<b>3,499</b>	<b>1,359</b>	<b>4,858</b>	<b>3,389</b>	<b>1,123</b>	<b>4,512</b>

Included in donations is a grant of £151,597 (2018: £151,597) received from NHS England for palliative care. Other substantial support was received from BBC Children in Need, the Masonic Charitable Foundation and The City of London Corporation's charity, City Bridge Trust.

#### 4. Other trading activities

	Unrestricted £'000	Restricted £'000	2019 Total £'000	Unrestricted £'000	Restricted £'000	2018 Total £'000
Events	571	–	571	987	–	987
Charity shops	1,691	–	1,691	1,765	–	1,765
Lottery	143	–	143	184	–	184
<b>Total other trading activities</b>	<b>2,405</b>	<b>–</b>	<b>2,405</b>	<b>2,936</b>	<b>–</b>	<b>2,936</b>

Charity shop gift aid is included in donations (Note 3).



## Notes to the financial statements

### For the year ended 31 March 2019

#### 5. Investment income

	2019			2018		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
Dividends – UK	137	–	137	86	–	86
Interest	19	–	19	29	–	29
<b>Total investment income</b>	<b>156</b>	<b>–</b>	<b>156</b>	<b>115</b>	<b>–</b>	<b>115</b>

#### 6. Other income

	2019			2018		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
Lettings – both staff and parents	123	–	123	103	–	103
Catering	111	–	111	88	–	88
Nursery	56	–	56	293	–	293
Other income	49	1	50	31	10	41
<b>Total other income</b>	<b>339</b>	<b>1</b>	<b>340</b>	<b>515</b>	<b>10</b>	<b>525</b>

#### 7. Expenditure on charitable activities

	2019		
	Unrestricted £'000	Restricted £'000	Total £'000
Charitable activities	20,148	933	21,081
	<b>20,148</b>	<b>933</b>	<b>21,081</b>

	2018		
	Unrestricted £'000	Restricted £'000	Total £'000
Charitable activities	19,886	712	20,598
	<b>19,886</b>	<b>712</b>	<b>20,598</b>



## Notes to the financial statements

### For the year ended 31 March 2019

#### 8. Expenditure on:

	Direct costs £'000	Support costs £'000 (Note 9)	Governance costs £'000 (Note 9a)	2019 Total £'000
<b>Charitable activities</b>				
Care and rehabilitation services	9,582	3,801	95	13,478
The Children's Trust School	4,696	2,834	73	7,603
	<b>14,278</b>	<b>6,635</b>	<b>168</b>	<b>21,081</b>
<b>Raising funds</b>				
Costs of generating voluntary income	1,132	324	8	1,464
Investment in future income	804	–	–	804
Events	521	160	4	685
Charity shops	1,471	147	5	1,623
Lottery	94	16	–	110
	<b>4,022</b>	<b>647</b>	<b>17</b>	<b>4,686</b>
<b>Total expenditure</b>	<b>18,300</b>	<b>7,282</b>	<b>185</b>	<b>25,767</b>

	Direct costs £'000	Support costs £'000	Governance costs £'000	2018 Total £'000
<b>Charitable activities</b>				
Care and rehabilitation services	11,974	1,662	111	13,747
The Children's Trust School	5,760	1,024	67	6,851
	<b>17,734</b>	<b>2,686</b>	<b>178</b>	<b>20,598</b>
<b>Raising funds</b>				
Costs of generating voluntary income	1,087	154	10	1,251
Investment in future income	612	–	–	612
Events	697	83	5	785
Charity shops	1,610	148	4	1,762
Lottery	95	8	1	104
	<b>4,101</b>	<b>393</b>	<b>20</b>	<b>4,514</b>
<b>Total expenditure</b>	<b>21,835</b>	<b>3,079</b>	<b>198</b>	<b>25,112</b>

Expenditure on raising funds is unrestricted in both years.

## Notes to the financial statements

### For the year ended 31 March 2019

#### 9. Allocation of support costs

	Care and rehabilitation services £'000	The Children's Trust School £'000	Raising funds £'000	2019 Total £'000
Chief Executive's office	47	36	8	91
Marketing and communications	329	116	27	472
Finance	463	358	84	905
Depreciation	647	504	118	1,269
IT	259	201	47	507
Health and safety	43	34	8	85
Human resources	608	476	156	1,240
Site development & facilities management	1,405	1,109	199	2,713
<b>Total support costs allocated (note 8)</b>	<b>3,801</b>	<b>2,834</b>	<b>647</b>	<b>7,282</b>

	Care and rehabilitation services £'000	The Children's Trust School £'000	Raising funds £'000	2018 Total £'000
Chief Executive's office	133	93	23	249
Marketing and communications	177	107	32	316
Finance	341	207	61	609
IT	239	145	43	427
Human resources	608	373	204	1,185
Site development & facilities management	164	99	30	293
<b>Total support costs allocated (note 8)</b>	<b>1,662</b>	<b>1,024</b>	<b>393</b>	<b>3,079</b>

#### Basis of allocation

Support costs are recharged relative to the amount of resource allocated to each of the activities. For the most part, the recharge is proportionate to the full-time equivalent staff numbers involved in those activities.

From 2019, facilities costs are now allocated through support costs which had been handled historically, partially through direct costs. Conversely, depreciation had been allocated to direct costs until 2018; this has been corrected in 2019.

In 2018, costs allocated to the Chief Executive's Office included an additional Director.



## Notes to the financial statements

### For the year ended 31 March 2019

#### 9a. Allocation of governance costs

	2019 £'000	2018 £'000
Chief Executive's office	91	117
Finance	55	49
Audit	39	32
<b>Total</b>	<b>185</b>	<b>198</b>

#### 10. Net income/(expenditure) for the year – this is stated after charging:

	2019 £'000	2018 £'000
Depreciation	1,269	1,199
<b>Payments under operating leases:</b>		
• land and buildings	456	494
• other.	21	18
<b>Auditor's remuneration:</b>		
• audit fee	28	29
• other audit services.	12	3

#### 11. Gift Aid

For the year ended 31 March 2019, the charity received Gift Aid payments of £366k (2018: £300k). Against this, the charity sustained irrecoverable VAT of £989k (2018: £619k).

## Notes to the financial statements

### For the year ended 31 March 2019

#### 12. Staff remuneration and pensions

	2019 £'000	2018 £'000
Salaries	15,403	14,700
Social security costs	1,386	1,321
Pension costs	743	645
Temporary staff costs	291	462
Agency staff costs	998	946
	<b>18,821</b>	<b>18,074</b>

The year end head count was 656 staff (2018: 674 staff) and the average monthly number of full-time equivalent employees during the year were as follows:

	2019 FTEs	2018 FTEs
Charitable activities	428	426
Fundraising	28	27
Charity shops	33	35
Support	19	16
Governance	1	1
	<b>509</b>	<b>505</b>

Key management personnel include the Trustees, Chief Executive (and senior staff reporting directly to the Chief Executive). The total employee benefits of the charity's key management personnel were £926k (2018: £771k). (Trustees = £nil in both years). This comprises gross pay, employer pension contributions and Employer's National Insurance.

The number of employees whose emoluments fell within the following ranges are set out below. The number of current employees earning over £60,000 has been split between clinical and executive staff. The Chief Executive's emoluments fall into the £110,001-£120,000 band.

	2019 clinical	2018 clinical	2019 executive	2018 executive	2019 total	2018 total
£60,001-£70,000	2	2	1	2	3	4
£70,001-£80,000	—	—	2	1	2	1
£80,001-£90,000	1	1	2	—	3	1
£100,001-£110,000	—	—	—	1	—	1
£110,001-£120,000	—	—	1	—	1	—
£180,001-£190,000	1	1	—	—	1	1
	<b>4</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>10</b>	<b>8</b>

During the year the following amounts were paid on behalf of higher paid employees:

	2019 £'000	2018 £'000
Pension contributions	76	46

During the year the charity made payments to 21 staff in respect of redundancy and termination totalling £141,932 (2018: 15 and £98,851 respectively).

## Notes to the financial statements

### For the year ended 31 March 2019

#### Pensions

The charity has contributed to both defined benefit and defined contribution schemes during the year and defined benefit schemes are accounted for as if they were defined contribution schemes if required by FRS 102 Section 28 ("Employee Benefits"). The total cost to the charity for the year ended 31 March 2019 in respect of pension contributions, which have been allocated between resources expended categories in proportion to staff costs and charged to the Statement of Financial Activities as appropriate, is as follows:

	2019 £'000	2018 £'000	2019 Number	2018 Number
TCT Group Pension Plan	403	330	453	449
Teachers' Pension Scheme	62	68	10	10
NHS Pension Scheme	278	247	58	63

#### The Children's Trust Group Pension Plan

The charity's Group Pension Plan is a defined contribution scheme, administered by Legal & General Assurance, as personal pension plans for the benefit of employees. The scheme is also used to comply with auto-enrolment requirements, which came into effect from 1 November 2013.

#### Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions, along with those made by employers, are credited to the Exchequer. The TPS is a multi-employer pension plan and there is insufficient information to account for the scheme on as a defined benefit plan so it is accounted for as a defined contribution plan.

#### Valuation of the Teachers' Pension Scheme

Not less than every four years the Government Actuary ("GA"), using normal actuarial principles, conducts a formal actuarial review of the TPS. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation was carried out as at 31 March 2016 and in accordance with The Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 except it has been prepared following the Government's decision to pause the operation of the cost control mechanisms at the time when legal challenges were still pending.

The valuation report was published in April 2019. The key results of the valuation and subsequent consultation are:

- Total scheme liabilities for service (pensions currently payable and the estimated cost of future benefits) of £218 billion
- Value of notional assets (estimated future contributions together with the proceeds from the notional investments held at the valuation date) of £196 billion
- Notional past service deficit of £22 billion
- Discount rate is 2.4% in excess of CPI

As a result of the valuation, new employer contribution rates were set at 23.68% of pensionable pay from September 2019 onwards (compared to 16.48% during 2018/9). DfE has agreed to pay a teacher pension employer contribution grant to cover the additional costs during the 2019-20 academic year.

The pension costs paid to TPS in the year amounted to £62k (2018: £68k).

#### National Health Service Pension Scheme

The NHS operates an unfunded defined benefit scheme for the nursing sector, in which the charity participates. The charity is granted permission by the Secretary of State to be able to contribute to the cost of the scheme as a "Directed Employer" (an employer that can continue to have non NHS employed staff as members of the NHS pension scheme).

The cost represents the contributions advised by the NHS Pensions Agency. The charity is not liable for past service costs beyond these contributions. Contributions remained at 14.3% in 2019 and in 2018.

## Notes to the financial statements

### For the year ended 31 March 2019

#### 13. Trustee emoluments and reimbursed expenses

No emoluments or expenses were paid to the Trustees in either year.

The charity purchased insurance costing £3,302 (2018: £3,300) included in support costs to protect it from loss arising from neglect or default of the Trustees and to indemnify the Trustees against the consequences of neglect or default on their part.



#### 14. Fixed assets

	Tadworth Court £'000	Freehold land £'000	Freehold and leasehold buildings £'000	Plant, furniture and equipment £'000	Computer software £'000	Motor vehicles £'000	Total £'000
<b>Cost</b>							
At 1 April 2018	2,697	750	21,469	3,246	416	376	28,954
Purchased additions	—	—	1,345	484	296	101	2,226
Disposals	—	—	—	—	—	(71)	(71)
At 31 March 2019	2,697	750	22,814	3,730	712	406	31,109
<b>Depreciation</b>							
At 1st April 2018	1,072	—	9,832	2,543	365	294	14,106
Charge for the year	53	—	859	314	38	5	1,269
Disposals	—	—	—	—	—	(72)	(72)
At 31 March 2019	1,125	—	10,691	2,857	403	227	15,303
<b>Net book value at 31 March 2019</b>	<b>1,572</b>	<b>750</b>	<b>12,123</b>	<b>873</b>	<b>309</b>	<b>179</b>	<b>15,806</b>
<b>Net book value at 31 March 2018</b>	<b>1,625</b>	<b>750</b>	<b>11,637</b>	<b>703</b>	<b>51</b>	<b>82</b>	<b>14,848</b>

Tadworth Court is a Grade 1 listed mansion building. It houses our pharmacy, catering, meeting and administrative facilities.

Parts of the building and grounds are open to the public on several days in the year.

Department of Health grants in respect of the Grade 1 listed building are secured by way of a legal charge over the freehold property. (See Note 21 in respect of restricted funds).



## Notes to the financial statements

### For the year ended 31 March 2019

#### 15. Investments at market value

	2019 £'000	2018 £'000
Market value at 1 April 2018	2,385	3,065
Investment additions	5,000	–
Disposals at market value	–	(677)
Increase/(decrease) in market value	61	(3)
Investec dividends re-invested	87	–
Fees/charges	(14)	–
<b>Market value at 31 March 2019</b>	<b>7,519</b>	<b>2,385</b>
Historical cost as at 31 March 2019	6,819	1,819

At the balance sheet date, the portfolio was invested as follows:

	2019 £'000	2018 £'000
Investec Portfolio	7,519	–
Newton Growth & Income Fund for Charities	–	607
Newton Global Dynamic Bond Fund	–	241
COIF Charities Fixed Interest Deposit Fund	–	73
Schroders Charity Equity Income Fund	–	578
Cazenove Equity Income Trust for Charities	–	512
M&G Corporate Bond Fund	–	374
<b>Market value at 31 March 2018</b>	<b>7,519</b>	<b>2,385</b>

The net gain on investments assets, as shown on the SOFA, comprises:

	2019 £'000	2018 £'000
Realised gain on investments during the year	–	527
Net increase/(decrease) in market value of investments	61	(3)
Net gain on investment assets (see note 21)	61	524

£75,000 received originally from the Victoria Convalescent Fund is currently invested in COIF Charities Fixed Interest Deposit Fund as part of the Investec portfolio, the market value of which was £73,484 at 31 March 2019 (2018: £73,050)

At 31 March 2019 the charity held 100% of the issued share capital of The Children's Trust Trading Company Limited, an unquoted investment, the cost of which is £2 (2018: £2). This company which ceased to trade during 2002, is incorporated in England and Wales. At 31 March 2019, the aggregate capital and reserves of the Children's Trust Trading Company Limited were £2 (2018: £2).

#### 16. Debtors

	2019 £'000	2018 £'000
Trade debtors	3,041	2,651
Accrued income/other debtors	542	701
Prepayments	889	535
HMRC debtors	15	61
	<b>4,487</b>	<b>3,948</b>

## Notes to the financial statements

### For the year ended 31 March 2019

#### 17. Creditors: amounts falling due within one year

	2019 £'000	2018 £'000
Trade creditors	1,074	503
Accruals	329	1,156
Other creditors	118	131
Deferred income	187	713
Social security and other taxation	358	2
Pension contributions due	—	38
	<b>2,066</b>	<b>2,543</b>

#### Deferred income

Income is deferred where it relates to future events or services for which monies had been received prior to the year end. During the year, there was a net decrease in deferred income of £526k.



	£'000
Balance as at 1 April 2018	713
Amount released to income earned from charitable activities	(713)
Amount deferred in year	187
<b>Balance as at 31 March 2019</b>	<b>187</b>

#### 18. Financial and capital commitments

At 31 March 2019 the Trust had total commitments under non cancellable leases/agreements as follows:

	2019 £'000	2018 £'000
Leasehold buildings – up to 1 year	387	395
Leasehold buildings – between 1 and 5 years	722	739
Leasehold buildings – more than 5 years	323	67
Other – up to 1 year	14	17
Other – between 1 and 5 years	19	48
	<b>1,465</b>	<b>1,266</b>

At 31 March 2019, capital commitments authorised and contracted for (net of payments to date on account) amounted to £249,794 (2018: £587,000). No other capital expenditure was authorised but not contracted for (2018: Nil).

#### 19. Government grants

The following government grants were received:

	2019 £'000	2018 £'000
NHS England Children's Palliative Care grant	152	152
Devolved capital grant	6	23
School Allocations Grant	19	—
Department for Education grant	19	238

There are no unfulfilled conditions which would require the repayments of grants.

## Notes to the financial statements

### For the year ended 31 March 2019

#### 20. Related party transactions

There were no related party transactions in either year.

#### 21. Capital and reserves

a. Movement on funds	At 1 April 2018 £'000	Income £'000	Expenditure £'000	Gains/ (losses) £'000	Transfers in £'000	Transfers out £'000	At 31 March 2019 £'000
<b>Unrestricted general funds:</b>							
<b>Undesignated funds:</b>							
• Undesignated	10,414	23,929	(24,834)	54	2,400	(1,113)	10,850
• Undesignated investment revaluation	209	–	–	–	–	(148)	61
	<b>10,623</b>	<b>23,929</b>	<b>(24,834)</b>	<b>54</b>	<b>2,400</b>	<b>(1,261)</b>	<b>10,911</b>
<b>Designated funds:</b>							
• Designated fund – tangible fixed assets reserve	13,121	–	–	–	1,113	–	14,234
• Designated fund – building and service development	1,177	–	–	–	–	(1,177)	–
	<b>14,298</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1,113</b>	<b>(1,177)</b>	<b>14,234</b>
<b>Restricted funds:</b>							
• Restricted fund – development and operational	1,010	1,359	(880)	–	–	(829)	660
• Restricted fund – grants	458	–	–	–	–	(140)	318
• Restricted fund – Department of Health grant	1,727	–	(53)	–	–	(102)	1,572
• Restricted fund – Victoria Convalescent Fund	2	1	–	–	–	(3)	–
	<b>3,197</b>	<b>1,360</b>	<b>(933)</b>	<b>–</b>	<b>–</b>	<b>(1,074)</b>	<b>2,550</b>
<b>Endowment funds:</b>							
• Gardiner Fund	741	–	–	6	–	–	747
• Victoria Convalescent Fund	73	–	–	1	3	(4)	73
	<b>814</b>	<b>–</b>	<b>–</b>	<b>7</b>	<b>3</b>	<b>(4)</b>	<b>820</b>
<b>Total funds</b>	<b>28,932</b>	<b>25,289</b>	<b>(25,767)</b>	<b>61</b>	<b>3,516</b>	<b>(3,516)</b>	<b>28,515</b>

## Notes to the financial statements

### For the year ended 31 March 2019

Previous year (31 March 2018)

a. Movement on funds	At 1 April 2017 £'000	Income £'000	Expenditure £'000	Gains/ (losses) £'000	Transfers in £'000	Transfers out £'000	At 31 March 2018 £'000
<b>Unrestricted general funds:</b>							
<b>Undesignated funds:</b>							
• Undesignated	9,296	22,725	(24,400)	527	2,266	–	10,414
• Undesignated investment revaluation	213	–	–	(4)	–	–	209
	<b>9,509</b>	<b>22,725</b>	<b>(24,400)</b>	<b>523</b>	<b>2,266</b>	<b>–</b>	<b>10,623</b>
<b>Designated funds:</b>							
• Designated fund – tangible fixed assets reserve	13,633	–	–	–	–	(512)	13,121
• Designated fund – building and service development	2,702	–	–	–	–	(1,525)	1,177
	<b>16,335</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(2,037)</b>	<b>14,298</b>
<b>Restricted funds:</b>							
• Restricted fund – development and operational	766	1,123	(650)	–	–	(229)	1,010
• Restricted fund – grants	197	261	–	–	–	–	458
• Restricted fund – Department of Health grant	1,781	–	(54)	–	–	–	1,727
• Restricted fund – Victoria Convalescent Fund	6	10	(8)	–	–	(6)	2
	<b>2,750</b>	<b>1,394</b>	<b>(712)</b>	<b>–</b>	<b>–</b>	<b>(235)</b>	<b>3,197</b>
<b>Endowment funds:</b>							
• Gardiner Fund	744	–	–	(3)	–	–	741
• Victoria Convalescent Fund	63	–	–	4	6	–	73
	<b>807</b>	<b>–</b>	<b>–</b>	<b>1</b>	<b>6</b>	<b>–</b>	<b>814</b>
<b>Total funds</b>	<b>29,401</b>	<b>24,119</b>	<b>(25,112)</b>	<b>524</b>	<b>2,272</b>	<b>(2,272)</b>	<b>28,932</b>

#### Designated funds

The fixed asset reserve, together with the Department of Health (DoH) restricted fund, totalling £15,806k, represents the Charity's investment in fixed assets.

The building and service development reserve represented net working capital which was required to meet the Charity's service development projects in 2019: £429k for the net budget deficit (after a £1m projected expenditure on fundraising donor acquisition) and £748k representing the underspend on the 2018 capital programme, this was carried forward to 2019.

The transfers relate to the correction of designated expenditure from 2017 to 2018 which has not been identified correctly as such.

#### Restricted funds

These are set out subsequently.

#### Endowment funds

The Gardiner Fund is an endowed special trust, established as an appeal fund in 1983. Income from investment is allocated directly to unrestricted funds.

The Victoria Convalescent Fund is a permanent endowment and represents a gift of capital to the charity, the income from which is restricted and is used to fund care for children for whom no statutory funding is available.



## Notes to the financial statements

### For the year ended 31 March 2019

At 31 March 2019:

b. Analysis of restricted funds	At 1 April 2018 £'000	Adjustments £'000	At 1 April 2018 total £'000	Income £'000	Expenditure £'000	Capital £'000	Transfers £'000	March 2019 £'000
<b>Development and operational:</b>								
Brain Injury Community Service (Tadworth)	302	–	302	265	(288)	–	(266)	13
Play Services	50	–	50	108	(148)	–	–	10
Transport	72	25	97	92	(73)	(97)	–	19
Willow House	–	94	94	1	(1)	(97)	3	–
Music Therapy	35	24	59	40	(81)	–	–	18
Brain Injury Community Service (St.George's)	24	–	24	70	(73)	–	–	21
School Classrooms	77	(77)	–					
Jasmine House	27	–	27	6	(8)	(6)	–	19
Chestnut House	–	32	32	19	(11)	(6)	–	34
Mulberry House	25	3	28	19	(8)	(2)		37
Occupational Therapy	22	–	22	4	(4)	–	–	22
Placements	–	23	23	5	(8)	(8)	–	12
Physiotherapy	–	20	20	–	–	–	–	20
Research	19	(19)	–	–	–	–	–	–
Mansion	4	(4)	–	–	–	–	–	–
Mansion ramp	1	(1)	–	–	–	–	–	–
Gracious Heart Foundation	–	–	–	185	–	(235)	50	–
X-Ray	100	(100)	–	–	–	–	–	–
Other	6	(6)	–	–	–	–	–	–
Other	246	(14)	232	545	(177)	(186)	21	435
<b>Sub total</b>	<b>1,010</b>	<b>–</b>	<b>1,010</b>	<b>1,359</b>	<b>(880)</b>	<b>(637)</b>	<b>(192)</b>	<b>660</b>
<b>Grants</b>								
School Standards Fund	318	–	–	–	–	–	–	318
Devolved Capital Grant	140	–	–	–	–	(140)	–	–
<b>Sub total</b>	<b>458</b>			<b>–</b>	<b>–</b>	<b>(140)</b>	<b>–</b>	<b>318</b>
<b>Department of Health</b>	<b>1,727</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(53)</b>	<b>–</b>	<b>(102)</b>	<b>1,572</b>
<b>Victoria Convalescent Fund</b>	<b>2</b>	<b>–</b>	<b>–</b>	<b>1</b>	<b>–</b>	<b>–</b>	<b>(3)</b>	<b>–</b>
<b>Total</b>	<b>3,197</b>			<b>1,360</b>	<b>(933)</b>	<b>(777)</b>	<b>(297)</b>	<b>2,550</b>

The Transfers above, totalling £297k, reflect adjustments to the original opening balances: restricted income/(expenditure) from 2016/2017 and 2017/2018, recorded as unrestricted and now corrected.

The Capital amounts shown reflect capital expenditure incurred in discharge of the obligations inherent in the relevant restricted fund balance.

## Notes to the financial statements

### For the year ended 31 March 2019

Previous year (31 March 2018)

	At 1 April 2017 £'000	Income £'000	Expenditure £'000	Transfers £'000	March 2018 £'000
<b>b. Analysis of restricted funds</b>					
<b>Development and operational:</b>					
Brain Injury Community Service (Tadworth)	116	232	(46)	–	302
Play Services	112	99	(161)	–	50
Transport	97	20	–	(45)	72
School	77	–	–	–	77
Music Therapy	34	93	(92)	–	35
Mansion	32	50	–	(81)	1
Brain Injury Community Service (St.George's)	25	60	(61)	–	24
Classrooms	25	5	(3)	–	27
Chestnut House	22	8	–	(5)	25
Mulberry House	22	3	(3)	–	22
Research	21	112	(129)	–	4
Physiotherapy	20	15	–	(16)	19
Gracious Heart Foundation	–	100	–	–	100
X-Ray	–	76	–	(70)	6
Other	163	250	(155)	(12)	246
<b>Sub total</b>	<b>766</b>	<b>1,123</b>	<b>(650)</b>	<b>(229)</b>	<b>1,010</b>
<b>Grants</b>					
School Standards Fund	80	238	–	–	318
Devolved Capital Grant	117	23	–	–	140
<b>Sub total</b>	<b>197</b>	<b>261</b>	<b>–</b>	<b>–</b>	<b>458</b>
<b>Department of Health</b>	<b>1,781</b>	<b>0</b>	<b>(54)</b>	<b>–</b>	<b>1,727</b>
<b>Victoria Convalescent Fund</b>	<b>6</b>	<b>10</b>	<b>(8)</b>	<b>(6)</b>	<b>2</b>
<b>Total</b>	<b>2,750</b>	<b>1,394</b>	<b>(712)</b>	<b>(235)</b>	<b>3,197</b>

Development and Operational funds represent restricted donations received for the development of the existing site as well as to provide funding for equipment and outings for the children, depending on the bequest granted by the donor.

The Department of Health made grants in 1995 to the charity in relation to the Grade 1 listed property known as Tadworth Court. These grants, totalling £2.85m, are only repayable under certain circumstances which, in the opinion of the Trustees, are unlikely to arise. Of the total grants, £750,000 was applied to the transfer of the freehold of the site and £2.1m was applied to repairs to the building. The grants are secured by a legal charge over the freehold property.

## Notes to the financial statements

### For the year ended 31 March 2019

	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	2019 total £'000
<b>c. Analysis of net assets between funds</b>				
Fund balances at 31 March 2019 are represented by:				
Fixed assets	14,234	1,572	–	15,806
Investments	6,699	–	820	7,519
Current assets	6,278	978	–	7,256
Current liabilities	(2,066)	–	–	(2,066)
<b>Total funds</b>	<b>25,145</b>	<b>2,550</b>	<b>820</b>	<b>28,515</b>

	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	2018 total £'000
<b>c. Analysis of net assets between funds</b>				
Previous year (31 March 2018):				
Fixed assets	13,121	1,727	–	14,848
Investments	1,827	–	558	2,385
Current assets	12,516	1,470	256	14,242
Current liabilities	(2,543)	–	–	(2,543)
<b>Total funds</b>	<b>24,921</b>	<b>3,197</b>	<b>814</b>	<b>28,932</b>

## 22. Financial instruments

	2019 £'000	2018 £'000
Financial instruments measured at amortised cost are as follows:		
<b>Financial assets</b>		
• Trade debtors	3,041	2,651
• Accrued income/other debtors	542	701
	<b>3,583</b>	<b>3,352</b>
<b>Financial liabilities</b>		
• Trade creditors	1,074	503
• Pension contributions due	–	38
• Accruals	329	1,156
• Other creditors	118	131
	<b>1,521</b>	<b>1,828</b>
Financial instruments measured at fair value are as follows:		
<b>Financial assets</b>		
• Investec investment	7,519	2,385



## The Children's Trust

### Reference and administrative details of the charity, its Trustees and advisors

#### Trustees

##### Chair

Duncan Ingram

##### Vice Chairs

Imelda Charles-Edwards (retired July 2018)

Michael Gercke

Sarah Baker

Caroline Chang (resigned 5 October 2018)

Timothy Davies

Nicholas Grant (resigned 5 October 2018)

Roger Legate OBE (resigned 5 October 2018)

Denise Matthams (appointed 5 October 2018)

Toby Mullins

Nigel Scott

Samuel Thomson (appointed 29 March 2019)

Anne Walker

Melissa Grigsby (appointed 5 July 2019)

#### Senior Leadership Team

Dalton Leong	Chief Executive
Professor Gareth Morgan	Medical Director
Maggie Clancy	Director of Clinical Services
Samantha Newton	Director of Education/Headteacher
Colin Kerr	Director of Finance
Paul Farthing	Director of Income Generation & Communications
Michael Maddick	Director of People
Nicola Smith	Director of IT & Facilities

#### Company Secretary

Colin Kerr

#### Members of The Children's Trust

Paul Burgess

Philip Davies

Andrew Dick

Christopher Dulley

Dr Mary Greenway

David Harrison

Dr Margaret Mayston PhD MCSP

Lady Jane Pickard

Sir Roger Singleton CBE

Dr Patricia Sonksen

Simon Tate

Millie Wentworth-Stanley MA LLM

Sir Adrian White CBE DL

Timothy Yeo

#### Registered Office

The Children's Trust

Tadworth Court

Tadworth

Surrey

KT20 5RU

#### Advisors

##### Bankers

Lloyds Bank

4th Floor

125 London Wall

London EC2Y 5AS

##### Auditor

RSM UK Audit LLP

25 Farringdon Street

London EC4A 4AB

##### Solicitors

DAC Beachcroft

100 Fetter Lane

London EC4A 1BN

##### Investment Managers

Investec Wealth & Investment

30 Gresham Street

London EC2V 7QP

#### Ambassadors

Amanda Burton

Jenni Falconer

Jacqueline Gold CBE

Richard Hammond

Nicholas Owen

Elaine Paige OBE

Joely Richardson

Phil Tufnell

Holly Valance

David Walliams OBE

Sophia Warner



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Charity registration number: 288018  
Company registration number: 1757875

Registered with



Accredited and Certificated by



Inspected and rated

