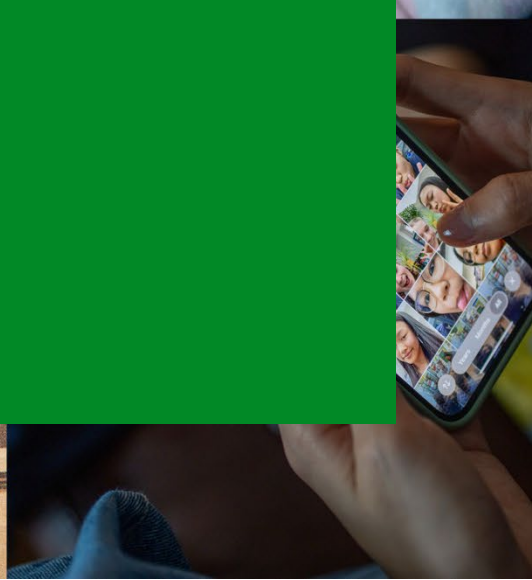




NSPCC

Annual Report and accounts 2025/2026

Table of Contents

Welcome	3
Welcome from our Chair	3
Welcome from our Chief Executive	6
Hello from our Young People's Board for Change	8
Highlights: Our year in Numbers	10
Our strategy	11
Our vision	12
Objectives and achievements	16
Fundraising highlights	38
Philanthropy and Partnerships	39
Supporter Led Fundraising	41
Mass Participation.....	42
Volunteer Board fundraising	43
Public Engagement	44
Legacy and fundraising products	44
Plans for future activities.....	45
Our values, principles and standards	50
Structure, management and governance	58
Committees of the Board	61
Risk management and control	61
Equality, diversity and inclusion (EDI).....	67
Patrons, trustees, officers, and professional advisers	75
Financial review.....	82
The support we received.....	82
How we helped protect children.....	84
Summary	85
Independent auditors' report to the Trustees of the National Society for Prevention of Cruelty to Children (NSPCC).....	94
Financial statements	99
Our offices.....	121

Welcome



Welcome from our Chair

At a time of profound social and technological change affecting children and families across the UK, the work of the NSPCC has never mattered more, and it has been a great privilege to step into the role of Chair this year. Every day, children and young people come to the NSPCC and Childline for help with some of the most difficult situations imaginable, and this year more people contacted us than ever before.



Across our services, we have continued to support hundreds of thousands of children, families and professionals – responding when harm occurs, but also working to prevent it before it begins. Whether through Childline, the Helpline, our direct services or our schools programmes, the NSPCC remains somewhere children know they can turn when they need help. Demand for many of our services has continued to grow, including across our work supporting children and families through local services, abuse recovery programmes and specialist support for professionals and communities.

Childhood itself is also evolving quickly. Children and families are facing growing pressures – social, economic and technological – while children are also growing up in online environments that barely existed a generation ago. Online platforms, smartphones and increasingly AI-driven services are changing the nature of childhood itself, bringing enormous opportunities but also creating new risks and new ways in which harm can occur. Throughout this year, the NSPCC has continued to press technology companies, the government and regulators to do more to create a safer online world for children, while supporting parents and carers as they navigate the realities of everyday digital life.

Alongside this, we have continued to campaign on some of the most important issues affecting children across the UK, including calling for children in England and Northern Ireland to receive the same protection from physical punishment already introduced elsewhere in the UK, and pushing for high-quality relationships and sex education for all children and young people.

This has also been a year of significant change for the organisation itself. Through our Delivering Our Future programme, we have been reshaping parts of the NSPCC to ensure the organisation is fit for the future – financially resilient, operationally effective and able to respond to the changing realities of childhood. This has required difficult decisions and significant change across the organisation, but it is essential if we are to remain effective and sustainable in the years ahead.

This year has also provided an opportunity to reflect on how the NSPCC must continue adapting for the future – building on our strengths and experience, while responding to new and emerging risks facing children and young people, including those emerging through online and AI-driven environments. Few organisations see as directly the realities facing children across the UK, or the speed at which those realities are evolving.

At a time when many children and families are facing increasing pressure and uncertainty, the role of trusted organisations that can both support children directly and drive wider change continues to matter enormously.

None of this would be possible without the extraordinary commitment of our staff and volunteers, the support and challenge provided by trustees, the leadership of our CEO Chris Sherwood and Executive Team, or the continued generosity of our supporters and partners across the UK. I would like to thank everyone who has given their time, expertise, energy or financial support to help children and young people across the UK.

The NSPCC has been here for children for more than 140 years. Today, that mission remains as vital as ever, and its role in helping children and young people grow up safe, supported and free from abuse remains as important as ever.

A handwritten signature in black ink, appearing to read 'Emma Scott', with a stylized, flowing script.

Emma Scott
Chair of Trustees

Welcome from our Chief Executive

Every one of the 77,000 contacts to our Helpline and 171,000 Childline counselling sessions this year represents a child or adult reaching out at a critical moment. Their need is a powerful reminder of why our work matters so much. It has also been a pleasure to welcome Emma Scott as our new Chair as we continue this vital mission together.



Over the past year, Emma and I have visited services across the UK, and I have now spent time at every one of our centres. What stands out everywhere is the enduring importance of trusted support. As Childline marks its 40th year, children still need this unique service as much as ever.

But childhood is changing fast. The risks children face today are more varied, more complex and increasingly shaped by the online world. The ways we protect them must evolve just as quickly. This year, for example, more young people used our Report Remove tool to regain control when harmful images were shared online.

We have also continued to influence public policy so it better reflects the realities of modern childhood. This year, that included welcoming stronger protections in the Welsh government's strategy on tackling child sexual abuse, helping to shape the UK government's Violence Against Women and Girls Strategy, and securing investment to expand Child Houses – a child-centred model of support for victims of sexual abuse that we have long championed.

We have remained a trusted presence in classrooms, with our Speak out Stay Safe programme reaching almost 1.5 million primary school children and helping them understand abuse and their right to be safe.

To meet growing and changing demand, we have made important changes across the NSPCC this year. We have adapted how we work, strengthened our capabilities and taken steps to grow our income so we can support more children now and in the future. I am especially proud of the focus, resilience and commitment shown by colleagues and volunteers throughout this period of change.

We have also addressed some challenges within our Childline service, where we identified a small number of contacts from children which had not been passed onto the relevant authorities as quickly as they should have been. We acted swiftly to implement our Renewal Plan to ensure this does not happen again, including investing £7 million in new technology, launching new training programmes for staff and volunteers, and implementing more operational checks to ensure referrals are happening when needed. In

overseeing this work, I have been particularly impressed by the continued, unwavering commitment of our Childline staff and volunteers to ensuring a safe and trusted service which supports as many children and young people as possible.

And there is more to do across the whole NSPCC family. As we prepare to launch a new organisational strategy in the year ahead, we will move forward with renewed clarity about where we can make the greatest difference for babies, children and young people.

I want to close by thanking our Board of Trustees for their support and stewardship, our Executive Team for their leadership, and our staff and volunteers for the compassion, skill and determination they bring every day. I am equally grateful to our supporters and partners, whose generosity makes this work possible. Together, we will continue to be there for children for many decades to come – and help create safer, brighter childhoods for the future.



Chris Sherwood

Chief Executive Officer

Hello from our Young People's Board for Change

The NSPCC Young People's Board for Change (YPBC) is a team of 15 young people aged 13-16 who steer, advise and influence the NSPCC on issues that affect children and young people in the United Kingdom and Channel Islands. The YPBC is instrumental in ensuring that children and young people's opinions and ideas are considered within the strategic direction of the organisation.

Harry and Tyler, two young people from the Board, share what being a member means to them, how they have found the experience so far, and how they will be making change happen over the next year.

Member of YPBC 2025-2027

I applied for the YPBC because I'm interested in making a difference to young people's lives. I'm very passionate about Online Safety – within the modern age, there are many dangerous aspects about this for young people, so it's certainly an issue that cannot be neglected and the NSPCC realises that. I also wanted to learn more about the structures within the NSPCC and how they put their fundraising into action.

I've really enjoyed my time at the NSPCC so far, the staff and young people have been so welcoming and they always make sure that our contributions are valued. I feel like being part of this group has really helped my confidence grow and I am able to discuss issues that matter to me, which will be a skill I'll carry throughout my life. I am particularly excited for more in-person events and opportunities this year so I can meet more people and hopefully achieve more in the online safety world!

Harry, Age 16

Member of YPBC 2025-2027

I applied for the YPBC because I wanted to help others like me, because not everyone reaches out. I reached out and I thought if others can then I will help however I can. I'm really passionate about protecting children and young people from abuse, especially if they are afraid to come forward, it's important to help them understand they are not a victim, they are a survivor.

Joining the YPBC was scary because I was shy and I was worried the others might have been thinking 'who's this kid and why is he on the board with us lot', I was probably thinking bashly of them because I was new and I didn't know how many of them were just like me. Throughout my first year with the board, I grew much more comfortable and really feel like I fit and belong with the group. It's been amazing and helped me to build

confidence and be myself. I'm really excited to see what happens next. If young people want to make an impact, I would encourage them to sign up for opportunities like this with the NSPCC. It would be great to see what they can bring to the table to make life better for others.

Tyler, Age 15

Highlights: Our year in Numbers

- ✓ In 2025/26, the NSPCC Helpline answered **77,804** contacts, providing guidance and support to adults on issues affecting children – ranging from child protection issues to life's everyday worries. This is 11% higher than 2024/25 and the highest number since our peak during the COVID pandemic.
- ✓ In its 40th anniversary year Childline delivered **171,320** counselling sessions to young people in 2025/26, providing a safe, confidential space for children to feel heard, supported and listened to about anything that may be troubling them.
- ✓ We reached **6,629** individual schools with our Speak out Stay safe programme, with its key messages delivered to **1,496,318¹** children, equipping primary-aged children across the UK with the knowledge they need to stay safe from abuse and neglect.
- ✓ Continued to deliver impactful national campaigns – Look, Say, Sing, Play; Talk Pants; and Most Dangerous Time.
- ✓ Local campaigns reached **31,826** children, **6,783** parents / members of the public and **6,765** professionals.
- ✓ Report Remove – a tool launched by Childline and the Internet Watch Foundation to help young people get nude images removed from the internet has seen a 73% increase in the use of the tool resulting in **2,951** items being removed.
- ✓ **1,580** children and families received extensive support from the NSPCC, creating a lasting impact.
- ✓ We listened to children and young people about their experiences **403** times this helped us to influence our approach and shape how we respond to children's needs.
- ✓ **89%** of our volunteers would recommend the NSPCC as a great place to volunteer.
- ✓ We raised **£130 million**, of which over **80%** was generously donated by our supporters and raised through legacies and grants, enabling us to continue our vital work for babies, children, and young people.
- ✓ The NSPCC Learning website was accessed **2.5 million** times by people seeking guidance on safeguarding best practice, helping to ensure that everyone plays their part to prevent child abuse and neglect.



¹ This is an estimated figure with schools providing these numbers when they confirm completion of the programme. We expect this number is higher.

Our strategy



Our vision

What we want to achieve for children by 2031:

Together, we can stop child abuse and neglect.

Through the collective power of our staff, volunteers, supporters and partners, and our 100 years of experience, we will move closer to achieving that goal.

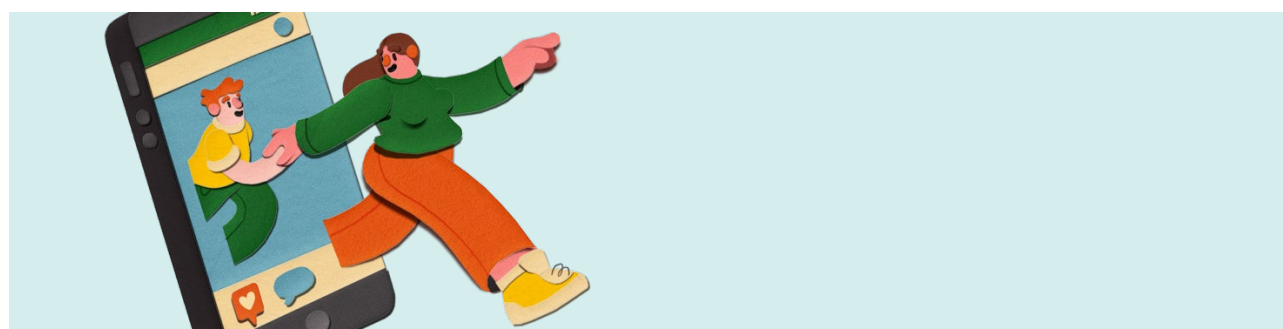
The difference we want to make:

Outlined below are the three areas we must address in order to make the most progress towards our overall vision to stop child abuse and neglect.



1. Everyone plays their part to prevent child abuse

We'll work together to make it easier for everyone to play their part and create a social safety net that prevents child abuse and neglect.



2. Every child is safe online

Together, we'll transform the online world, so it's safe for every child to go online.



3. Children feel safe, listened to and supported

More children will be able to speak out, so they feel safe, listened to and understood – and abuse doesn't shape their future.

Why these three areas?

Our strategy is driven by children's experiences in the UK and Channel Islands. And it's built on our strengths, credibility and experience, along with insight from our staff, volunteers, and those we work with.

Each of these focus areas contribute something different. On their own, they will see us making significant and necessary changes for children. And they build on each other – collectively, making change across these three areas will make a huge impact for children.

Our guiding principles

Our seven principles will shape and guide everything we do: influencing how we work together and how we support children and young people.

We will:

- focus more on preventing child abuse and neglect
- be inspired and led by children
- work in partnership
- embed equality, diversity and inclusion
- inspire more people to be there for children
- be trauma informed
- build on our strengths.

To effectively deliver our strategy, we have drawn out seven principles that will shape and guide everything we do for children and young people.



Focus more on preventing child abuse and neglect

Prevention is in our name; it's at the heart of what we do. We'll continue to prevent abuse and neglect from happening in the first place and concentrate on stopping it faster once it's started.



Be inspired and led by children

We'll involve children and young people in our work and decision-making through meaningful participation. We'll continue to listen to them, learn from them, and be inspired by them.



Work in partnership

We'll work together with everyone – from schools to local authorities and corporate partners – to reach more children and prevent child abuse and neglect. And, by working together with communities, we'll strive to be nationally significant and locally relevant – balancing our responsibility as a national charity with responding to local need.



Embed equality, diversity and inclusion

We believe every childhood is worth fighting for. Together, we'll remove real and perceived barriers to inclusion and diversity. Because recognising, embracing and valuing difference leads to improvements for all.



Inspire more people to be there for children

We'll inspire more people to be there for children, to keep children safe and make the biggest difference to children's lives, together.



Be trauma informed

All of our work with children will be underpinned by an understanding of trauma. We'll help others with this too – developing a shared awareness of trauma and making sure all children get the response and support they need.



Build on our strengths

We're drawing on over 100 years of experience. We'll do the things we do well – that others can't, won't or don't do. We'll do more to be present in communities, understand their needs and work with them to shape what we do.

Objectives and achievements

During the fifth year of our 2021-31 strategy, we remained firmly focused on responding to the needs of children and families, keeping them at the heart of decision-making.



Measuring our impact in 2025/26

In 2025/26, we introduced a refined approach to measuring progress, strengthening our ability to understand the difference we will make by 2031. We moved away from our previous Impact Framework and implemented a new Strategic Performance Framework (SPF), with clearly defined strategic priorities aligned to our three impact goals and overall vision. Alongside this, we introduced an 'Enabling Pillar' to strengthen the organisational capabilities required to deliver our strategy effectively.

This year marked the first year of the SPF, comprising 32 key performance measures across the NSPCC. These measures were selected to provide the strongest strategic insight and to enable effective measurement of both strategic and core activity. As this is a new framework, eight of the 32 measures were newly introduced and baselined in 2025/26, with more accurate targets to be set for 2026/27 using this data.

Organisational change: the impact on performance

In September 2025, we announced proposed changes to our ways of working and organisational structures across the NSPCC. These proposals set out challenging but necessary steps to secure our foundations, invest in our future and grow our income, ensuring we can support more babies, children and young people now and in the years ahead.

The changes were implemented in January 2026 and affected some areas of the SPF for 2025/26. Of the 32 SPF measures, one target (number of adults reached through Movement for Change programmes) was discontinued and a further four were temporarily paused for this reporting year. Of the remaining 19 trackable measures, eight met or exceeded their targets, including three that significantly outperformed expectations by more than 50%. While 11 measures fell below target, 36% were within the agreed tolerance.

Overall, in 2025/26, we built on progress achieved to date and began a review of our strategic programmes to strengthen momentum and ensure all activity is clearly aligned with our mission to prevent child abuse and neglect. We also started preparatory work for a review of our corporate strategy, which will take place in 2026/27.

This section of the report summarises our performance between 1 April 2025 and 31 March 2026, highlighting achievements under each of our three impact goals and our Enabling Pillar.

Our impact goals

Goal 1 – Everyone plays their part to prevent child abuse

A full-society approach is critical to preventing child abuse. Goal 1 focuses on the role local communities, adults and the government plays in protecting children. It reflects our commitment to driving essential legislative reforms across the UK, ensuring child protection is at the top of the policy agenda. Working in collaboration helps us to consider all parts of the system and identify the specific needs and issues that need to be addressed.

The NSPCC Helpline

The NSPCC Helpline is a free service, offering advice, guidance and support to any adult with a concern about a child. We want everyone, from parents and professionals to the wider public, to know that they can contact the service – whatever their worry, and without hesitation. The Helpline can be accessed by telephone during its core operating hours, and by email.

In 2025/26, the NSPCC Helpline answered **77,804 contacts from people with concerns about a child's welfare**. This is

11% higher than in 2024/25 and reflects

the continued refinement of the service to ensure it is operating in the most efficient and effective manner. This is the highest number of child welfare contacts handled since our peak during the COVID pandemic (2020/21).

In addition to the main Helpline, the service operates a range of commissioned helplines in partnership with external agencies. These helplines are dedicated to providing advice on specific issues such as female genital mutilation, gangs, radicalisation and whistleblowing.

During 2025/26, 22 individual commissions were in operation. This year they answered a total of 1,958 child welfare contacts, an increase of 172 over the same period in the previous year.



National campaigns

Our national campaigns are designed to respond to the needs of communities across the UK, strengthening their ability to protect children and young people. We develop messaging, visuals and resources that inspire supporters and the public to act, strengthening local safeguarding awareness.

Look, Say, Sing, Play

Look, Say, Sing, Play is one of our national campaigns aimed at supporting parents and providing them with the tools and confidence to build stronger bonds with their babies. We provide free early years resources that help to improve parent-baby interactions and encourage parents to be more sensitive to their baby's cues, helping to prevent neglect.

Since launching the science-backed campaign in 2019, we have received positive feedback from parents, with more than 4 in 5 parents agreeing that they now have a better understanding of why quality interactions are so important for a child's development.



Resources include brain-building activities, activity booklets and weekly tips. There are also options tailored to different needs and requirements, for example handbooks for dads and flashcards developed to support refugee and displaced mothers.

Talk PANTS

Talk PANTS encourages parents, carers, teachers and professionals to have important, age-appropriate conversations with children about relationships, healthy behaviours and trust, empowering children to know who they can speak to for support.

Resources have been designed for schools, parents and carers to help keep children safe from sexual abuse. This includes teaching guidance and activities which give adults the confidence to approach this topic in a fun and engaging way. Pantosaurus, our friendly dinosaur, brings the messaging to life and helps children learn important lessons such as the 'PANTS Rules'. These plans are tailored to different ages from 3-11, as well as having adjusted resources for children with SEND.

"I found the insight sessions useful and helpful for lesson planning; my confidence has increased and allowed me to upskill peer teachers in school."

In 2025/26, **2,987 people signed up to our Talk PANTS emails** to access these important resources.

During 2025/26, Talk PANTS School resources were embedded in the Schools Service standard offer made to all UK primary schools. School Coordinators provide support for schools, including facilitating Talk PANTS 'familiarisation sessions'. These sessions provide teachers with a strong understanding of the programme, its core objectives, and practical guidance on effective delivery. Initial feedback suggests that the sessions are positively impacting the use of the Talk PANTS programme in schools.

'Most Dangerous Time' campaign

In response to a rise in concerns from adults about children and young people during the Christmas period, our Christmas 2025 campaign centred on reminding both adults and young people that the NSPCC's Childline service is available throughout the holidays.

Messaging outlined how the period in the run up to and during Christmas can be the most dangerous time of year for some children, when schools and other services closed. The campaign highlighted the vital function Childline has in supporting children when they need us most, being flexible to their needs and providing round-the-clock support.



The campaign raised awareness about the services available, encouraging people to speak out for the safety of children and young people. Childline delivered over 4,500 counselling sessions and the Helpline handled 1,919 child welfare contacts between 24 December 2025 and 4 January 2026, helping keep children and young people safe throughout the festive period.

Our Christmas activity raised £1.5 million gross, and we have seen an exceptional set of results through the integrated appeal. Combining awareness-raising and action has resulted in significant increases in new cash donors and regular givers versus last year.

Local campaigns

Our Local Campaigns team continued to strengthen our national campaigns by working in partnership with local communities. Their focus has been on developing and delivering safeguarding campaigns that respond directly to local needs, including child sexual exploitation and neglect.

During 2025/26, teams across the UK **reached 6,783 parents/members of the public, 6,765 professionals and 31,826 children** through workshops and events around online safety, child sexual exploitation, Talk PANTS, neglect, domestic abuse and early years.



Supporting professionals

We are the UK's centre of excellence on safeguarding information, guidance and training. We want to improve the practice of people who work and volunteer with children, enabling them to recognise and respond to signs of child abuse and neglect. NSPCC Learning collates these resources, providing information, training, guidance and documentation.



2.5 million NSPCC
Learning website sessions



125,000 subscribers
to our three newsletters



313 contracted
consultancy days



Almost 80,000
Podcast listens



53,000 elearning courses
completed



7,900 Professional
Learning Services
National Training
Programme attendees

There were over 2.5 million visits to the NSPCC Learning website in 2025/26. There were almost 80,000 listens of our podcast episodes and we have 125,000 subscribers to our safeguarding current awareness email newsletters.

We have continued to update and develop new NSPCC Learning safeguarding resources. This includes our popular 'Why language matters' blog, which explores how seemingly simple words and phrases can sometimes cause confusion, misunderstandings and reduce the focus on the wellbeing of the child. We have also published a range of briefings, including learning from case reviews, helplines insights, statistics and quick-read summaries of key official reports.

We have added to our series of expert-insight videos with new films on child criminal exploitation, online safety and domestic abuse in pregnancy.

Professional Learning Services

The NSPCC's Professional Learning Services department supports professionals and organisations to effectively safeguard children and young people. It does so by building the knowledge, confidence, and skills needed to anticipate, prevent and respond to risk, and to embed effective safeguarding systems in real-world settings.

In 2025/26, we **delivered training or elearning to 60,900 professionals** across early years, education, local authorities, the charity and voluntary sector, and



health. We expanded our portfolio of short-form, easy-access digital learning products, including CPD-accredited, on-demand content aligned to emerging risks and changes in legislation. We also led a range of high-impact consultancy projects, sharing our subject matter expertise to shape systems, policies and practice across sectors.

Income generated through our professional learning and consultancy services enables the NSPCC to reinvest in innovation, research and the ongoing development of high-quality learning, extending our reach and impact for children and young people. Key partnerships in 2025/26 include working with the Department for Education to co-create elearning courses for early years and delivering the Swim England historic case audit project.

NSPCC Sport

NSPCC Sport works to minimise the risk of abuse and ensure that sport and physical activity are safe, inclusive and enjoyable for all children and young people. In 2025/26, we worked directly with UK Sport Councils, National Governing Bodies, National Partners, Active Partnerships across England, Wales and Northern Ireland and other organisations such as the Football Association and the Premier League.

Throughout the year we supported over 200 sporting organisations to develop, implement and maintain robust safeguarding standards, policies and procedures.

Our annual ‘Keeping Your Child Safe in Sport’ campaign raised awareness to professionals, parents and carers about the part they play in a child’s wellbeing within sporting settings. It encourages open conversations about children’s experiences and how they feel, to help build positive and safe sporting environments. This campaign supports parents in playing their part, empowers children and young people, and shapes how they feel about the sport and themselves. It helps to build confidence, motivation, self-esteem and healthy relationships.



Policy and influencing work

The NSPCC has campaigned to make sure laws and policies designed to prevent child abuse are fit for purpose across the UK.

We ramped up our drive to end physical punishment of children in England and Northern Ireland by calling for urgent changes to the law to make sure children have the same protection from physical harm as adults. A high point was a ‘Day of Action’ in the heart of Westminster, bringing together MPs, Peers, celebrity ambassadors and charity partners to press the Prime Minister to act. The successful campaign push achieved nearly **700 pieces of media coverage**, sparked meaningful cross-party



engagement through parliamentary events, and demonstrated to government leaders that there is significant public support for changing the law. Through debates in the House of Commons, parliamentarians have continued to press Ministers to take urgent action and ensure children are fully protected from harm.

In Scotland, sustained influencing helped build momentum behind our 'Read, Write, Relationships' campaign to mandate Relationship, Sexual Health and Parenthood (RSHP) education in schools. As a result of coordinated parliamentary engagement, impactful party conference events and mobilisation of our campaigners and supporters, RSHP featured prominently in political parties' pre-election promises in Scotland.

We made significant progress on securing safeguarding protections for children who are outside mainstream education. Following years of NSPCC campaigning, the government announced the development of a register of children not in school as part of the Children's Wellbeing and Schools Bill. Alongside this, our Tipping Point research report highlighted the growing pressures on local authorities and the need for increased investment to make sure children educated outside school receive the support and protection they need.

We also worked in partnership with other charities to help shape the UK's new Child Poverty Strategy and secure commitments from the government to lift 550,000 children out of poverty by 2030.

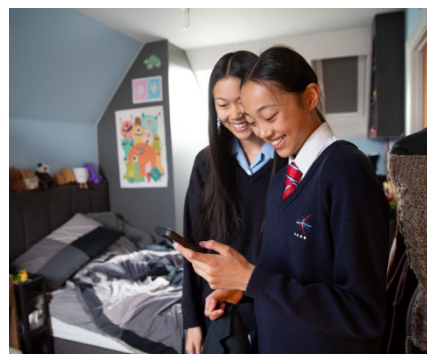
Goal 2 – Every child is safe online

In an increasingly complex and fast-changing online landscape, our focus on Goal 2 has never been more important. This goal is centred on ensuring that children and young people have safe and healthy online experiences, and that those who experience online harm or abuse receive the right support.

To deliver this, we are strengthening expectations on providers of online products and improving regulation and compliance, so that child safety is built into the design of digital services from the outset. Our work is guided by the belief that keeping children safe online is a shared responsibility – one that involves industry, regulators, and adults alike, and is underpinned by a strong commitment to listening to and amplifying the voices and experiences of children and young people.

How the NSPCC has amplified the voices and experiences of children and young people to help keep them safe online

Keeping children and young people's voices at the heart of decision-making is a central element to our NSPCC strategy, ensuring their perspectives and opinions are taken into account. This year, we created a range of opportunities for children and young people get involved.



This included empowering young people to speak up and providing spaces where they were positioned as credible contributors to conversations about online safety, AI, and digital wellbeing.

Key successes include attending the Children's Voices in AI Design Conference hosted by LEGO and Disney, advocating for child-centric AI development. We delivered seven insight reports to Ofcom, including collaborative bi-monthly workshops, highlighting how children talk to Childline about online harms such as online sexual abuse.

We have co-hosted youth-led amplification events across Scotland, Wales and Northern Ireland with ministers and key decision makers in attendance. Young people were invited to these events to share their views and to pitch child-led online safety solutions.

In 2025/26, we also launched our **Child Safety Online Amplification Programme**, creating a team dedicated to meeting this strategic impact goal and championing children's voices. The team has helped create opportunities for meaningful engagement with the technology industry and regulators.

In total, we **provided 49 opportunities to amplify the voices and experiences of children and young people** to help keep them safe online. This is 63% higher than our target and our 2024/25 results.

Child Safety Online (CSO) Taskforce

The CSO Taskforce, comprised of industry leaders, share strategic insight and influence their networks to help us establish tangible ways to make children's online lives safer. We have also established a growing network of CSO champions who bring subject matter expertise, ideas and leadership as we develop innovative ways to further our goal. Our activity continued to be centred around three core priorities:

Industry change: Influencing key target industries and partners and championing a 'safety by design' approach to doing business.

Child advocacy: Enabling the NSPCC to listen to and amplify children's experiences at scale.

Funding, resource and reach: Generating and delivering new opportunities to unlock new partnerships in the sector.

Key activities throughout 2025/26:

We launched the '**Child Safety Online: Good for Business**' initiative in partnership with Baringa. The data-driven behavioural insights report reveals how child safety features can become a strategic driver of success.

We attended conferences, panels and multi-industry showcases, increasing global visibility on child safety online.

We worked closely with tech companies, such as Vodafone, to embed Childline, Report Remove and Reporting Tool 2.0 into online services and products.

Report Remove

Report Remove is a tool launched by Childline and the Internet Watch Foundation (IWF) in 2020 to help young people get nude images removed from the internet. The tool can be found on the Childline website and is available for any young person under the age of 18.



This year there has been a **73% growth in use of the Report Remove tool**. The increase is driven predominantly by awareness-raising campaigns, such as Childline's 'Behind Closed Doors' and IWF's 'Think Before You Share', as well as the high level of media activity this year from IWF and others in relation to keeping safe online. The Report Remove page was one of the most viewed Info and Advice pages on the Childline website this year, highlighting the prevalence and need for this service.

In 2025/26, **2,204 reports were made to the IWF through the Report Remove tool** to help young people get nude images removed from the internet. **1,399 reports were actioned and a total of 2,951 items (URLs, images or videos) were removed** because of a report through the tool. **Boys continue to be the biggest users of the tool, accounting for 79% of reported images**. This remains at a similar level to last year.

Self-generated content (Self-Gen) project

During 2025/26, the Self-Gen project focused on strengthening foundations through internal development and close collaboration with key safeguarding partners. The project aims to address the risks and harms associated with so-called 'self-generated' sexual imagery by strengthening safeguarding messaging across activities and resources, and by equipping adults with the confidence and knowledge to support children and young people.



A central focus of the project this year has been a critical review of the language used to describe 'self-generated' imagery. We recognise that existing terminology is limited and does not always reflect children's lived experiences or safeguarding realities. Working closely with the IWF, the Marie Collins Foundation, and the CSA Centre, we held regular meetings to share expertise, challenge assumptions, and develop more accurate, trauma-informed language. This collaborative work has shaped the direction of the project and established a strong foundation for future development, delivery, and evaluation.

Voice of Online Youth

The Voice of Online Youth is a group of young people from across the UK with a strategic role at the NSPCC. Their aim is to explore solutions to help keep children safe online, informed by the voices and experiences of children themselves. The youth group have created a 'Manifesto for Change' to make sure that young people are represented in decision-making and that the internet remains an uplifting and positive space for them.



The manifesto's priorities for change:

- better education for all
- regulate AI
- reduce harmful impact of online ads
- improve reporting
- improve privacy and maintain safety.

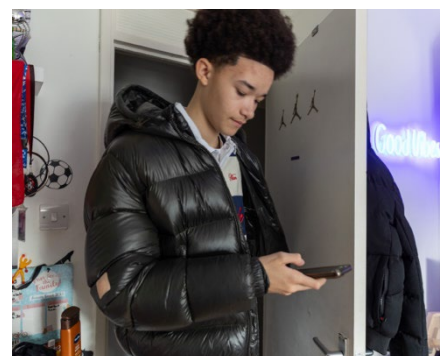
In 2025/26, the NSPCC supported the Voice of Online Youth to raise awareness and connect with decision makers.

- The group collaborated with Conscious Advertising Network and contributed to a written piece for advertisers, ensuring children's perspectives are considered in social media advertising.
- Members' views were also represented in our Ofcom reports, providing insights on supporting families with phone ownership and young people's use of AI.
- Members took part in a panel with the Advertising Standards Authority, and a panel at the All-Party Parliamentary Group inquiry launch into AI and children's safety, where they spoke about their manifesto priorities.

NSPCC CSO policy and influencing

We made further progress towards transforming the online world, making it safer for every child.

Our influencing helped secure stronger regulatory and legal protections, including action from Ofcom to tackle online child sexual exploitation and abuse and hold platforms to account. Alongside this came new government commitments to address AI generated abuse imagery and prevent the sharing of nude images on children's devices.



Evidence continued to underpin our policy work. Research, such as Targeting Girls Online and our evaluation of tools and solutions that could tackle harm in private messaging apps, shaped debates across the government, regulators and the sector.

Ensuring that children's lived experience informed decision-making was central to our influencing success. **The Voice of Online Youth took part in 19 high impact opportunities.** They engaged directly with senior policymakers and regulators (including the Secretary of State for the Department of Science and Technology and the Prime Minister) and developed a Youth Charter that sets out what meaningful participation in online safety policy work looks like.

Goal 3 – Children feel safe, listened to, and supported

To achieve this impact goal, we will work directly with children and young people to help them understand what abuse and neglect are, to reinforce their right to be safe, and to make clear that abuse is never a child's fault. By working together to provide the supportive responses children need, we can help ensure that experiences of abuse do not define or limit their future. We will also continue to build on and share our specialist expertise to support children's recovery when they have experienced abuse.

Childline

Our Childline service is there to listen to children and young people, and give them a voice. Whatever problems or dangers they face, we give them somewhere to turn for confidential support. Childline has been a beacon of hope and a lifeline for children and young people since 1986. In 2026, we will celebrate its 40-year anniversary.

The service delivered 5% more counselling sessions this year compared to the previous year, reflecting the changes made to the way Childline provides its services. These changes are part of our seven-year vision to grow, enhance and transform the Childline service to better meet the needs of the children and young people both today and long into the future.

Over the past year, Childline has focused on building a more resilient and responsive volunteer cohort to ensure we can support children and young people at the times they need us most. This has involved a combination of strategic recruitment, targeted shift planning, and national engagement campaigns.

A key development has been the introduction of an 'always on' recruitment approach. The service has seen an increase



Childline delivered
171,320 counselling
sessions in 2025/26

in both volunteer shift hours, and the total number of shifts completed compared to this time last year. Seasonal campaigns have played an important role as well. Our national Christmas campaign delivered an increase in shift sign-ups, ensuring strong coverage during a period when demand for our service traditionally intensifies. Additionally, this year Childline has also expanded their Twilight practitioner teams (those working between midnight and 7am) to increase resilience of the service overnight.

Together, these efforts represent meaningful progress in strengthening volunteer commitment and ensuring we can meet demand where children and young people need us most.

Childline Connect

The Childline service has also embedded a dedicated team of counsellors known as Connect, who are there to support young people who use the service more frequently or have more complex needs.

Young people working with Connect have access to scheduled appointments with the service. These slots provide a safe, dedicated time for them to talk to Childline and work on achieving a set of focused objectives. This planned approach also allows the service to prepare for conversations, making sure they are meaningful and have a clear goal. The team will also contribute to multi-agency working to ensure that support for each young person can be tailored in line with the objectives of other agencies working with young people.

The service has received positive feedback from young people who shared that they feel understood and listened to. By the end of 2025/26, **92 children were on a Connect plan.**



Schools Service

By the end of 2025/26, the Schools Service **reached 61% of primary schools** through one of the NSPCC's schools programmes. This **exceeds the target of 58%** and reflects the service's continued efforts to reach schools that either have not engaged before or have fallen out of cycle.



Speak out Stay safe

As part of the NSPCC's impact goal to ensure children feel safe, listened to and supported, Speak out Stay safe helps children understand:

- what abuse and neglect are;
- that they have the right to be safe; and
- that abuse is never their fault.



Working with schools is therefore central to our education and awareness raising work with children and young people.

Our Speak out Stay safe programme supports children through workshops, assemblies and teacher engagement. In the last year, we **reached 6,629 individual schools** with our Speak out Stay safe programme, with its key messages **delivered to 1,496,318² children**. In 3,322 of these schools, we delivered additional face-to-face workshops to 340,953 children aged 6-7 and 9-11 years.

The service offers a bespoke programme for schools working with children who have special educational needs and disabilities (SEND), additional support needs (ASN), and additional learning needs (ALN). In 2025/26, 155 SEND/ASN/ALN settings accessed this programme. Our resources are also available in Welsh and BSL.

This year, we have also offered additional resources around online safety and our Talk PANTS programme, as well as developing and launching new toolkits to enable non-mainstream school settings to deliver Speak out Stay safe. **More than 400 schools or school settings that have not previously accessed Speak out Stay safe have received these additional resources.**

² This is an estimated figure with schools providing these numbers when they confirm completion of the programme. We expect this number is higher.

Talk Relationships

Talk Relationships supports UK secondary schools to confidently deliver inclusive sex and relationships education. This forms part of our 10-year strategy, focusing on the prevention of abuse. We want all young people across the UK to understand healthy behaviours in relationships and recognise their right to be safe, heard and respected.

In partnership with Life Lessons, we have created a Whole School Approach (WSA) framework for Sex and Relationship Education. This framework outlines what good practice looks like for a whole-school approach to promoting healthy relationships and creating a safe educational environment.



250 Talk Relationships courses have been completed by school leaders



1,211 Talk Relationships courses have been completed by teachers



26,514 Talk Relationships lesson plans downloaded



643 Schools registered to use our Talk Relationships Whole School Approach

Results and feedback have been positive since launching Talk Relationships, with 92% of learners saying they felt highly or moderately confident about delivering the sex and relationships curriculum and that the training had made a positive difference to their professional practice.

Direct services

Our frontline services ensure we can be there for families, children and young people who have experienced abuse and neglect. In 2025/26, our practitioners across the nine regions/nations and Partnership Services ran services where we worked directly with children, young people and their families across the UK.

In 2025/26, 1,580 children and families received extensive support from the NSPCC, creating lasting impact.

We also work in partnership with organisations across the UK to scale up this offering, making sure that together we can reach as many children as possible and provide lasting, expert-driven help. This year, 208 active licenses were provided to organisations where the NSPCC has trained or supported them to deliver one of our services.



1,580 children and families received extensive support from the NSPCC, creating lasting impact in 2025/26

Child sexual abuse recovery

Letting the Future In (LTFI) supports children and young people aged 4-17 (or 19 if they have a learning disability) to rebuild their lives following sexual abuse. We provide the time and space for children and young people to recover from the impact of abuse, and support families to help make their child feel safe again. Our practitioners work one-to-one with the child, developing a support plan that works for their age and circumstances. The service is also available for children who have experienced online sexual abuse, adapting our offering in line with the external environment.

In 2025/26, 319 children received support to recover from the impact of sexual abuse through the LTFI service.

We have continued to be funded by the Home Office Victims and Survivor Fund to roll out Child Sexual Abuse snapshots, Understanding CSA training and LTFI training across England and Wales. We exceeded our delivery target and have now been granted funding for 2026/27 to continue to spread and scale these vital services and approaches with external organisations.



Domestic Abuse Recovering Together (DART)

DART is a group therapeutic programme that runs for 10 weeks and aims to improve outcomes for mothers and children (aged 7-14) following domestic abuse. This approach is unique because it includes joint mother and child sessions, with a primary focus on enhancing the mother-child relationship, in addition to supporting other aspects of their recovery and reducing isolation. Sessions are facilitated by expert practitioners trained in trauma-informed practice, who foster an environment of peer support and shared learning to help enhance emotional healing.



In 2025/26, 150 individuals were supported through the DART programme. We also launched DART in Northern Ireland, working in partnership with local organisations to expand our reach.

Pregnancy in Mind (PiM)

PiM is a preventative mental health service designed to support expectant parents who are at risk of, or currently experiencing, mild to moderate anxiety and low mood during pregnancy.

Pregnancy in Mind (PiM) meets demand through a highly collaborative cross-regional and cross-national delivery model that prioritises timely access, quality and sustainability. Hubs work collaboratively, ensuring families receive support when it is most needed. For



example, the Hub in Leeds consistently delivers two PiM groups, receiving referrals from across the North East, Yorkshire and Humber, while redistributing referrals to other Hubs during peak demand to avoid waiting lists. Hubs have also accepted referrals from Northern Ireland, the South West and North East to ensure continuity of support for parents in line with demand.

Ahead of Scotland's planned PiM launch in May 2026, trained Scottish practitioners have actively supported the Midlands by co-delivering multiple groups, increasing delivery capacity while building consistency, shared learning and confidence across nations. Online delivery underpins this approach, enabling families and practitioners to participate from any location and creating a flexible, efficient and resilient model that responds effectively to demand while strengthening cross-Hub relationships and practice.

In 2025/26, **492 parents were accepted into our PiM service.**

Baby Steps

The Baby Steps programme, which complements Pregnancy in Mind, is an evidence-based, holistic perinatal education programme designed to help prepare people for becoming parents. The service provides tailored support to expectant parents dealing with additional challenges, stresses and disadvantages.

The programme was re-launched this year following a review of the model from our Development and Implementation team to ensure all potential challenges new parents face are considered. The service has been significantly improved to better reflect the lived experience of a wider range of families to make it more accessible and relevant. In January, we hosted our Baby Steps launch event, attended by HRH Sophie, Duchess of Edinburgh and with key speeches from Chris Sherwood, Meredith Russ and Eavan McKay. The service is currently being tested and piloted with both internal and external delivery sites.



Let's Talk

In 2025/26, we began the pilot phase of a new service, Let's Talk, for children and young people aged up to 18 who have displayed problematic sexual behaviour (PSB), and their parents or carers. Let's Talk helps children understand healthy boundaries, emotions, and relationships in a safe and age-appropriate way. Working together with children and their parents or carers, attendees can move forward in a healthy, positive way. The service is being evaluated for a feasibility study with both internal and external sites.



Partnership services

Our specialist partnerships bring together multidisciplinary teams working with some of the most vulnerable children and their families, providing highly-skilled therapeutic support to help them recover and achieve their potential. We support children affected by child sexual abuse, including those who have displayed harmful sexual behaviour, grounding our work in strong partnership arrangements, research evidence and lived experience.



In Camden, we deliver two specialist services. The Lighthouse's Letting the Future In team was part of the first multidisciplinary service of its kind in the UK. It now delivers therapeutic support to children referred through The Lighthouse, which brings together health, therapeutic and criminal justice services under one roof. Alongside this, National Clinical Assessment and Treatment Service (NCATS), provides specialist assessment and

NCATS and The Lighthouse team are jointly piloting Stepping Stones, a whole-family service responding to sibling sexual harm and abuse, the most common form of child sexual abuse in the home. The pilot offers consultation, training, assessment and intervention, with learning informing future practice. In Jersey, our specialist service delivers therapeutic support, prevention and system-change activity through direct work, awareness-raising and training for professionals.

We recognise how important it is to continue developing our approach to working with children and young people, ensuring we are a child-led organisation. This commitment informs how we make decisions internally as a charity, and how we drive change externally across the UK.

[illegible]

Key standouts for this year include:

- 34

- Seven young people joined the NSPCC for a **day of action in London to raise awareness of equal protection** and our call to end physical punishment of children. The event was covered across many media outlets.
- YPBC members began **developing our first fully youth-led project**, focusing on support for young people's mental health.
- Seven young people spent two days in **London sharing their views on Sex and Relationships Education and Problematic Sexual Behaviour**. They worked with a filmmaker to create videos for parents and carers to better support their children and offered feedback and ideas on new resources.

Shaping UK policy to better support children

Our influencing work also focused on ensuring children who experience harm receive the right support, at the right time.

Throughout the UK, we continued to press for better provision of therapeutic support for all young victims of abuse. We secured important new protections for children in the Welsh government's strategy on tackling child sexual abuse. Our call to ensure the voices and experiences of children inform implementation resulted in the creation of a new young people's advisory group to shape future work.



The NSPCC played a key role in shaping the UK government's Violence Against Women and Girls Strategy, following sustained engagement with Ministers and a pre-launch roundtable at 10 Downing Street. We strongly welcomed new funding of £50 million to expand the number of Child Houses and provide child centred support for victims of sexual abuse, which is an approach we have long championed. Working with partners across parliament and the charity sector, we also continued to press for stronger legal and statutory duties to ensure consistent local provision of support to children who have experienced abuse.

Enabling Pillar: Strengthening our ability to deliver the strategy

Our enabling pillar sets out our internal ambition for how we work collaboratively to build the capabilities we need to deliver our 10-year strategy. Throughout 2025/26, all internal teams took part in various programmes of work so we can have the tools we need as an organisation to prevent child abuse and neglect, and help us to deliver our strategy, alongside our supporters, volunteers and partners.

Equality, Diversity and Inclusion

Equality, diversity and inclusion (EDI) is a key area that is fundamental to us delivering our 10-year strategy. Over the last year, we have continued to see progress in both attracting and recruiting a more diverse workforce and volunteer base – a direct result of our EDI action plan. Since the EDI action plan was introduced, we have seen the diversity of our senior leadership and trustee board improve significantly.

Our commitment to creating an inclusive culture continues to be recognised through consistently improving results in our annual engagement survey. Staff and volunteers report that EDI remains an area where positive progress is being made, with many highlighting inclusion as a key organisational strength.

Key successes this year include:

- We now have **seven Lived Experience Networks (LENs)** with annual action plans, including intersectional activity between the LENs. Each of our directorates has an EDI Representative and we are supported in delivering our EDI aspirations through a strong network of **more than 200 EDI Champions**.
- **1,000 colleagues have completed the Microaggressions and Bystander Intervention workshops**, which forms part of our wider Microaggressions and Bystander awareness workforce development programme.
- We have also introduced **refreshed behavioural indicators within our values-based behavioural framework**, following a collaborative input exercise with employees, volunteers and young people.

Trauma-informed practice at the NSPCC

The NSPCC is committed to becoming a trauma-informed organisation, creating a culture that recognises and responds to adversity and trauma and promotes resilience. Through this, we can meet the needs of children and the adults in their lives, build and nurture children's resilience, and help prevent child abuse and neglect.

Progress in 2025/26 included:



Training and delivery

- We continued to provide Level 1 Basic Awareness Trauma-Informed Training across the organisation.
- We delivered monthly Level 2 Trauma-Informed Practice-Based Training and Managers Trauma-Informed training.
- We developed a Level 3 Enhanced Training and Training for Trainers package.

Tools practice and development

- We developed a toolkit to support teams across all directorates to develop their trauma-informed approach.
- We provided Reflective Practice Facilitator training to the first cohort.
- We delivered Vicarious Trauma and Resilience sessions.
- We continued to work with young people and staff with lived experience to inform our approach.

Volunteer Valuing

The Volunteer Valuing Programme has continued to develop the volunteer experience and create an environment where they feel listened to and supported to do their best.

This year, we have built the second volunteer valuing programme. This shares the same golden thread objective as the first plan: to deliver on our volunteer valuing pledges so that we can attract and retain volunteers to deliver our work for children. Therefore, we are delighted to see our pledge scores continue to improve from an already strong baseline in 2023/24. **89% of our volunteers would recommend the NSPCC as a great place to volunteer.** This is a 4% increase from 2024/25 and 9% increase from 2023/2024.

Fundraising highlights



Philanthropy and Partnerships

Corporate partnerships



Lidl

We are delighted to announce that Lidl GB raised over £2.5 million for Childline in 2025/26. From 2025-2030, Lidl GB are uniquely funding the Twilight team, helping Childline provide 24/7 support to children and young people when they need us most. A large part of Lidl GB's fundraising this year has been from the 'Pennies' campaign, which involves micro donations at till points. This has raised over £1 million alone. We would like to extend our most heartfelt thanks to Lidl GB.



Matalan

This year, we were thrilled to celebrate a significant milestone with Matalan as their fundraising reached £980,000, between 2022 and 2026. This takes their overall contribution since 2004 to £11.8 million, in support of the NSPCC's Liverpool Hub and Liverpool Childline base. Building on this achievement, Matalan has embarked on a new phase of our partnership, committing to raise a further £650,000 over

the next two years to support early protection work – including early years services, Childline and the NSPCC Helpline.

Philanthropy

Moondance Foundation

We are deeply grateful to the Moondance Foundation for their longstanding and generous support of NSPCC Cymru. Over many years, their commitment has played a vital role in strengthening our work to protect children and support families across Wales. We would like to extend our thanks, particularly for their most recent gift of £700,000, which represents a powerful endorsement of our mission and will have a lasting impact on the lives of children.

Philanthropy: Trusts and statutory

Northwood Charitable Trust

We were elated that the Northwood Charitable Trust, based in Dundee, committed to a three-year pledge of £150,000 towards our Online Safety Programme. This is in addition to their ongoing support of Childline and our Schools Service in Scotland. We are sincerely thankful for their commitment to keeping children safe on a local and national level.

Players of Postcode Lottery

The Players of Postcode Lottery have continued their support of the NSPCC with a donation of £2.5 million. The flexible funding from Players of Postcode Lottery means we can listen and respond to the needs of children and young people across the UK. We are extremely grateful for their continued support.

Katherine Martin Charitable Trust

The Katherine Martin Charitable Trust has supported generations of children through its commitment to the NSPCC. For decades, their gifts have provided life-changing support for vulnerable children and families in Grimsby, North East Lincolnshire and across the UK. This year, the Katherine Martin Charitable Trust made a transformational gift of £10 million towards the delivery of our Schools Service over the next five years and a £5 million permanent endowment to our services in Grimsby and North East Lincolnshire. We are so grateful for their continued support and look forward to working with the Trust on delivering the legacy of Katherine Martin through these services for children.

Supporter Led Fundraising

Supporter Relationships

Our dedicated NSPCC volunteer fundraising groups

Across the UK, our network of fundraising groups and volunteers continues to be the beating heart of the NSPCC, raising both vital funds and essential awareness in the very centre of local communities. They are a constant reminder to the public of the life-changing services we provide. They host everything from grand galas to coffee mornings, abseils to Christmas carol concerts, always putting the 'fun' into fundraising and remaining steadfastly committed to the NSPCC mission.

We are profoundly grateful to every single one of our groups and our local volunteers. Their continued efforts for children are nothing short of inspiring, and we feel privileged to work alongside such dedicated supporters every single day.

- **Northern Ireland:** Omagh fundraising group **raised over £8,000 hosting their famous Bluebell walk** at Baron's Court and much-anticipated annual Pub Quiz. And Vikki Methven, Chair of NI Newcastle Committee, was awarded a British Empire Medal for over 60 years of voluntary service to the NSPCC and

Here are just a few regional highlights from an incredible year:

- **North West:** Our NSPCC Cumbria branches worked with long-term supporter John Worth to organise our **first regional Great Chefs Dinner** in September. Held in a marquee in the spectacular grounds of Lowick Hall, four Michelin-starred chefs prepared a masterclass menu of locally sourced produce for guests. Despite the autumn rain, the event was a resounding success, **raising a phenomenal £72,000**.
- **South West:** NSPCC Bristol branch, one of the oldest branches in the country, organised a new event: a breathtaking **performance of Handel's Messiah in the stunning surroundings of Bristol Cathedral**. Featuring celebrated soloists, this one-night classical concert offered a moment of reflection and beauty during the festive season, **raising nearly £10,000** for children.
- **North East:** Our fantastic NSPCC Newcastle branch hosted its annual and **legendary Ladies' Lunch** at the Delta Hotel in June. A sparkling reception, a delicious three-course meal, and moving guest speakers **helped raise thousands** to support local children.
- **Wales:** The dedicated NSPCC Cardiff Central District made fundraising fashionable with their **annual Bicester Village Shopping Trip**. Including coach travel, a hot breakfast, and a glass of Bucks Fizz, this sold-out day trip **raised valuable funds** for Welsh children's services.

Mass Participation

Schools fundraising

The Kindness Challenge invites schools to create kindness in their school communities while raising vital funds for Childline. 2025 was its second year, with an incredible **1,420 schools registering to take part**. This year, with the help of our corporate partner YPO, the Kindness Challenge helped spread kindness in schools across the UK, including in Bradford, Bolton and Liverpool. Pupils from three schools in each area took part in a stationary pick'n'mix provided by YPO to help stock their classrooms, and we saw so many simple acts of kindness in action. Thank you to all the schools who got involved.



Third-party events

We have recruited almost 2,800 runners across our third-party events this year, including teams of 300+ in flagship events such as the Cardiff Half Marathon, TCS London Marathon, Great North Run and London Landmarks Half Marathon. Places in our events have filled earlier than ever before, aligning with the demand for third-party events that is being seen across the sector. This has allowed event managers to focus on providing the amazing experience our participants deserve on race days. This has in turn delivered exceptional performance across our portfolio, where third-party events **have brought in over £2.2 million income**. We really appreciate everyone who takes on a challenge for the NSPCC.



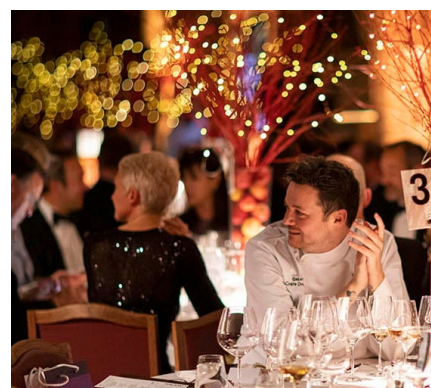
Volunteer Board fundraising

Rebuilding Childhoods Board, Childline Board, Wales Appeal Board, Midlands Business Board and Property Board

We would like to extend our heartfelt thanks to our Volunteer Boards for their continued dedication and commitment. Throughout the year, they have generously leveraged their networks, introduced new corporate partners and individual supporters, and delivered a programme of high value fundraising events across the country including Proper Trek, the Childline Ball, the Laughter Ball and Childline Club Cymru. Collectively, the Boards have **raised in excess of £2 million** for the NSPCC and Childline. In addition, they have **secured over £800,000 in gifts in kind**, helping to amplify our impact through partnerships with organisations such as the Financial Times.

Special event committees

We would like to thank our Special Event Committees for their outstanding dedication, passion and commitment. Over the year, they **collectively raised more than £1.8 million for Childline**, organising an ambitious programme of high value fundraising events including **Great Chefs Dinner, Childline's Carol Concert, White Hat Ball and Fine Wine Challenge**. Through their expertise and extensive networks, the committees have attracted senior professionals from a wide range of industries, significantly strengthening our supporter base. Together, our committees and supporters play a vital role in generating exceptional income to help us fight for every childhood.



Nationally, the **Federation of British Historic Vehicle Clubs (FBHVC)** supported the NSPCC for the fifth consecutive year, encouraging thousands of car enthusiasts to buy a rally plate and **raising over £250,000 for Childline**. Many thanks to the FBHVC and special event groups and committees like them across the country who support the NSPCC.

Public Engagement

The new Public Engagement team was created in January 2026 to unite all aspects of how the NSPCC engages with the public. This enabled a more joined-up, consistent and audience-focused approach across fundraising, participation and brand engagement.

Throughout the year, our priority remained stabilising Regular Giving income and our donor base, while growing the number of people supporting the NSPCC through our weekly lottery. Much of this activity was driven through venues fundraising, involving working with partners to sign up new supporters in places such as outside shops, garden or shopping centres, and paid marketing through channels including TV, digital advertising and press, alongside the reintroduction of door-to-door fundraising. Equally important was ensuring we stewarded our existing donors well, strengthening long-term relationships and supporting retention. We also maintained a strong focus on legacies, recognising the vital contribution of our donors to the organisation's long-term stability.

During the year, we were **supported by over 360,000 Regular Giving donors, generating over £35.9 million, alongside over 19,000 weekly lottery players**. This underpinned wider Public Engagement activity to **deliver £41.2 million in 2025/26, helping support our work**.

Legacy and fundraising products

Each year, around a quarter of the NSPCC's donations come from gifts in Wills. These gifts come from kind supporters who have continued their own legacy, supporting the NSPCC after they have gone. In 2025/26, we saw **£28.4 million of income from gifts left in Wills**. Of the gifts we were advised of last year, 38% were residual – gifts left as a percentage of a supporter's estate. Gifts of any size make an incredible difference to the NSPCC and our mission to protect children and young people from harm. Last year, **we saw gifts ranging from £50 to £1,050,000, with some of the largest payments being from Miss Susan Renshaw and Mr. Henry Easterling**.

The NSPCC, in alignment with other charities, can have a lead time of 7-10 years between someone writing their Will, informing a charity of this expression, and the gifts being received. Therefore, showcasing the importance of gifts in Wills to our supporters to encourage this consideration is imperative to our future.

In 2025/26, the NSPCC saw around a thousand supporters informing us of their pledge gift in their Will. 848 supporters used our Will-writing services, and over 2,800 supporters expressed an interest in finding out more about leaving a gift in the future. All of this supports our future pipeline of legacy income.

“[When I was a child] we had a visit from the NSPCC, because somebody reported my mother leaving us on our own a lot. I was terrified of my mother. Whenever I, in her eyes, annoyed her she used to beat me out of the sight of others. The reason why I wanted to help the NSPCC in later life was because I was impressed by what the NSPCC does for children. I also thought I would like to help with funding by leaving a little something in my Will.”

- June, NSPCC supporter

We are so grateful that supporters like June have chosen to share their stories with us and leave us a gift in their Wills.

If you would like to find out more about writing and leaving a gift to the NSPCC in your Will, visit: **[NSPCC.org.uk/Wills](https://www.nspcc.org.uk/Wills)**. Any gift, large or small, makes a huge difference to the work the NSPCC does to support children and young people.

Plans for future activities

As we enter 2026/27, we remain focused on delivering meaningful change and prioritising the activities that will have the greatest impact in helping us achieve our 2031 vision: that together, we can stop child abuse and neglect. The year ahead is a pivotal one, marked by both continued delivery and reflection, as we build on learning from across the organisation and respond to a changing external landscape. This section of the report sets out our key activities and priorities for 2026/27, highlighting how we will progress our impact goals, strengthen our foundations and continue to support children, young people, families, and the professionals and volunteers who work with them.

Enabling Pillar – strengthen our ability to deliver the strategy

In 2026/27, we will continue to focus on strengthening the foundations that enable our people, systems and culture to deliver our strategy effectively. Investing in our organisation is essential to achieving the outcomes of our three impact goals and ensuring we are resilient, inclusive and fit for the future.

The NSPCC's strategy – a review

Our strategy remains our north star, guiding our long-term direction and keeping children and young people at the heart of everything we do. As we reach the midpoint of our 10-year strategy, 2026/27 marks a year of reflection, learning and renewal. We will **progress our planned organisation-wide strategy review**, engaging colleagues, volunteers, partners and external stakeholders to shape a future strategy that responds to a changing external landscape and secures our long-term impact, growth and relevance.

Our people – EDI, trauma-informed and Volunteer Valuing

Our people and volunteers are central to delivering our strategy. In 2026/27, we will continue to invest in equity, inclusion, wellbeing and capability so that everyone who works or volunteers with the NSPCC can thrive and deliver the best possible outcomes for children.

Through our **2025–2028 EDI Action Plan**, we will rebalance our focus to achieve meaningful internal and external impact, including introducing the **Recruitment Equity Gap** to strengthen fairness and address potential bias across recruitment and progression. We will continue **Platform, our development programme for future managers from Black, Asian and minoritised ethnic communities**, which is entering its fourth year of leadership development, mentoring and tailored career support.

We will **further embed trauma-informed practice** by expanding Levels 2 and 3 training, strengthening the Champions network, supporting Reflective Practice and ensuring young people's voices continue to shape learning and development across the organisation.

We will also build on the success of the **Volunteer Valuing Programme**, focusing on a clear and flexible volunteering offer, stronger connections to our purpose and to each other, and recognition of the vital contribution volunteers make for children.



Goal 1 – Everyone plays their part to prevent child abuse

In 2026/27, we will continue our important work to make it easier for adults to play their part in protecting children and to strengthen the social safety net that prevents child abuse and neglect.

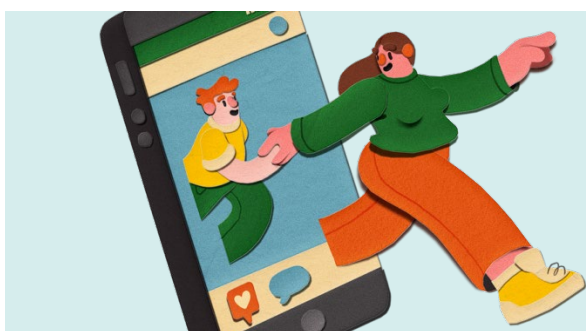
This will include **delivering 67,000 Helpline sessions** for adults who have concerns about a child, providing advice, guidance and practical support to help keep more children safe. The Helplines Technology Transformation Programme will see new technology introduced throughout Childline, the Helpline and Supporter Care, delivering technology that lets our staff and volunteers focus on supporting babies, children and young people. We will also **implement the revised Child Safe Organisation framework**, expanding its reach to more frontline staff and volunteers.

Alongside this, we will continue to review, evaluate and strengthen our services to ensure our programmes meet the evolving needs of children and families. This includes the ongoing development, licensing and **scale-up of key services such as GCP2A, Baby Steps, DART, Change for Good, LTFI and Let's Talk**, which play a vital role in supporting parents, strengthening relationships and helping adults take action to prevent and stop abuse and neglect.



We will also build on our progress in 2025/26 by continuing to **influence national laws and policy frameworks across the UK**. Our focus will remain **on child protection in social care, early years health, child sexual abuse, and Relationships, Sex, and Health Education in schools**, pressing for greater investment in prevention and early help services. We will publish new research and shape the next phase of online safety reform to ensure children can have safe, healthy experiences in their online lives, and expand youth participation so children's voices guide our research, policy and campaigning. Through this work, we will champion the needs of babies, children and young people in government policy and decision-making.

Alongside our strategic programmes and key services, we will continue to raise awareness, knowledge and income through key events such as the **How Safe Conference 2027 and Safeguarding Awareness Week 2027**.



Goal 2 – Every child is safe online

In 2026/27 we will continue to drive the delivery of our Child Safety Online (CSO) programmes and projects by working with the government, regulators, and technology companies to ensure that

child safety is embedded at the design and development stage of new technologies, platforms, and services.

A key focus will be influencing the implementation of the Online Safety Act, so that children's needs and child protection remain central to regulatory decisions and industry compliance.

We will also continue the development and delivery of the **Report Remove 2.0 tool**, enhancing the service so that more children and young people can quickly and confidently remove self-generated sexual images of themselves from online platforms. We will

continue collaborating with the Internet Watch Foundation to look at developing the tool further and promoting the service to the adults in young people's lives.

Our **Self-Generated Content (Self-Gen) project** will enter a **focused development phase** in 2026/27, supported by two-year funding from the Katherine Martin Trust. Building on our existing work, we will further develop the Self-Gen project to raise awareness of the risks associated with self-generated imagery and equip adults with the tools they need to support children. Over the year, we will develop activities and materials shaped by insights from children, young people and sector partners, alongside creating a clear Theory of Change and defining robust impact measures to ensure meaningful future reporting.

Additionally, we aim to **extend the reach and impact of the CSO Taskforce**. This includes expanding membership, strengthening our work on safety-by-design, and continuing to demonstrate the commercial and business value of prioritising child safety online. The Taskforce will support the development and commercialisation of new products and solutions, helping industries to embed child safety into their core operations. We will also continue work to secure new partnerships that amplify our influence and enable us to drive change.



Goal 3 – Children feel safe, listened to and supported

In 2026/27, we will continue to focus our efforts on delivering activities and change that will help more children to feel able to speak out. This will help them feel safe, listened to and understood, making sure that abuse does not shape their future.

This year will include marking **Childline's 40th birthday**, celebrating its legacy and the volunteers and staff who make the service possible. We will deliver our Back to School campaign, and continue to introduce new technology that increases capacity across calls, chats and emails, strengthens quality auditing and supports routine monitoring of practice and performance.



We will also continue **to influence national laws and policy frameworks** across the UK to ensure that children who have experienced abuse, including young victims and witnesses in the justice system, can access the specialist support they need to recover.

Alongside this, we expect **increased involvement from the Young People's Board for Change** as they enter the second year of their tenure, with continued growth across the Alumni and The Collective. Work to refresh the Participation Strategy will begin, reviewing how we embed young people's voices across NSPCC activity, strengthening governance routes and ensuring alignment with our future strategic priorities.

Our relationship managers across the regions and nations will continue to build an in-depth knowledge of opportunities and priorities in local areas. They will bring together services and stakeholders to increase our reach to children and families in the UK through all of our local and national services.

Let's Talk, our early intervention service for children displaying problematic sexual behaviour, will continue its pilot across several locations in the UK, supporting children, parents and carers to understand healthy boundaries, emotions and relationships. Alongside this, we have developed accessible Problematic Sexual Behaviour (PSB) resources for children, parents and professionals to help them recognise and respond to behaviours that sit outside typical development, informed by insights from a wide range of stakeholders.



We will begin phase three of **Talk Relationships**, strengthening the programme's reach and impact by working with parents, expanding marketing activity, refreshing our elearning, and developing Welsh language options. Plans for our **Talk PANTS** service includes reviewing how the programme was embedded during 2025/26 to identify best practice and lessons learned to refine our approach, and gathering further insights from early years settings to inform its expansion.

The **Schools Service** will also continue to reach as many primary-age children as possible across mainstream and non-mainstream settings, promoting a wide range of resources and working to increase the diversity of volunteers so they better reflect the communities they support.

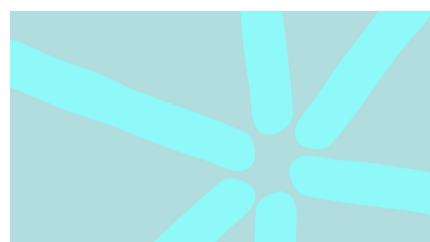
Our values, principles and standards

As the only charity focused on ending child cruelty across the UK, everything we do protects children and prevents abuse. Our values, which were refreshed in 2024/25, embody our charity and reflect what we stand for.



Putting children first

For more than 140 years, we have put children first. We believe in children and we want what is best for them. We exist to keep children safe.



Taking a stand

We campaign, change laws when necessary, lead public debate, and we are on the frontline, supporting those who work with children. We will speak out when something is wrong and celebrate success with those who help things improve. We will take a stand individually and as an organisation to make sure children are at the heart of everything we do.



Working together

We achieve more for children when we work together. We cannot prevent cruelty to children on our own. Luckily, we don't have to. Our passion inspires others, and our desire to listen, learn and improve means we continually work with inspirational people, organisations and children. By living this value, our people can be active, authentic ambassadors for the NSPCC.



Striving for excellence

We are authentic – always learning, developing and measuring what works. We are brave enough to be sincere and share our knowledge with others.



Making an impact

Our work will not end until we have changed attitudes and transformed services for children, protecting every child and preventing abuse. We are brave in our actions and are prepared to be unpopular when necessary. We will inspire society to face uncomfortable truths when it helps us achieve our goal.



Remuneration policy

We aim to be an employer of choice, with around 1,400 paid employees operating from ten regions in the UK and the Channel Islands. We regularly engage with employees and volunteers, value their opinions, and receive feedback through various events and surveys.

Our mission is core to us, but it is not just about our purpose. It is about purpose through people. We work hard to attract, nurture and retain talented employees to ensure our continued success.

We have a transparent pay and total reward aspiration, the pace of which is set by affordability. Although pay and financial benefits are only one aspect of an individual's motivation, it is important – especially in a tight job market and in the context of the soaring cost of living.

The Remuneration and People Committee, of the Board of Trustees, oversees executive pay policy compliance and outcomes and provides advice to the CEO in respect of Executive Directors' pay. The CEO, as set out in the NSPCC Schedule of Authority, leads the process for Executive Director objective setting, performance reviews, and pay

decisions; seeking advice and counsel from the Remuneration and People Committee as appropriate.

In line with NCVO recommendations, the annual salaries of our Chief Executive and other Executive Leadership team (ELT) (previously named Executive Board) members are disclosed on our website, no more than two clicks away from the homepage.

New recruits are usually paid between the minimum and mid-point of the relevant pay band, as below, depending on their experience and skills. Where necessary, they may be paid at a higher rate, but never more than the pay range maximum. For some roles that are difficult to recruit for, a market premium of up to 10% above the pay ranges may be paid. The reasons for recruiting at market premium rates must be explained in a business case, which the relevant ELT director and the Director of People must approve. We also have employees paid at 'spot rates' outside these ranges, including our Executive Leadership team.

Pay ranges exclude regional allowances.

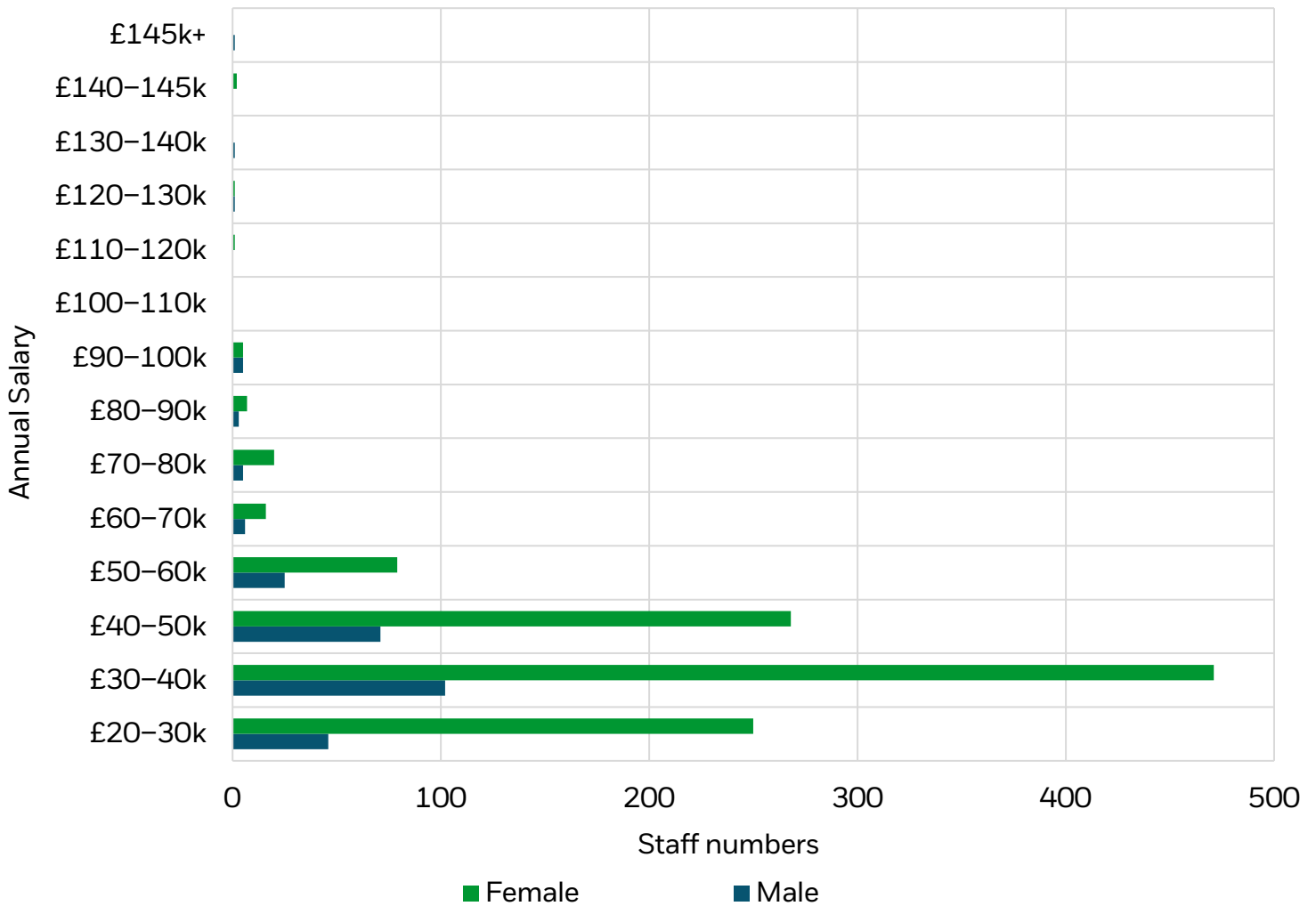
In compliance with the Pensions Act 2008, we operate an auto-enrolment pension scheme. All eligible employees are automatically enrolled into the pension scheme after three months. Employer contribution pension rates are set in line with legislative requirements. Employees are also offered a salary exchange defined contribution pension scheme, where employer contribution rates match employee contributions, ranging from 4% to a maximum of 7%. We continue to operate an historic defined contribution pension scheme, now closed to new entrants. Our employees in the Channel Islands have different pension arrangements in compliance with local legislation.

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

At 31 March 2026, the ratio between the highest paid and median salaries is as follows:

	2026	2025
Highest paid salary (£'000)	195	189
Median (£'000)	38	38
Ratio	5.1	5.1

Annual salary entitlements (full-time equivalent basis) for all NSPCC employees, employed at 31 March 2026 is detailed in the graph below:



Salary Range	Male	Female
£24-30k	46	250
£30-40k	102	471
£40-50k	71	268
£50-60k	25	79
£60-70k	6	16
£70-80k	5	20
£80-90k	3	7
£90-100k	5	5

£100–110k	0	0
£110–120k	0	1
£120–130k	1	1
£130–140k	1	0
£140–145k	0	2
£145–195k	0	0
£195k	1	0

Diversity pay gap

In our equality, diversity, and inclusion (EDI) charter, we voluntarily commit to go beyond the mandatory reporting requirements to publish our ethnicity, disability, religion, sexuality, and gender identity diversity pay gaps. We have also extended our pay gap reporting to look at the intersectionality of age and working pattern on our gender pay gap. These steps enable fuller pay gap reporting and help us to identify those equality and diversity actions that have the greatest impact for us.

Our 2025 – i.e. reported as at 1 April 2025 – diversity pay gap findings show positive movement in most of the groups we report on. We have seen substantial reductions in the median ethnicity and disability pay gaps, alongside improvements in sexuality, gender identity and religion pay gaps. These improvements are the result of increased representation of these groups across most pay quartiles, including the upper end of the pay spectrum, reflecting the positive impact of our EDI initiatives.

We have noted a small increase in our median gender pay gap this year. This gap, 6.8% (up by 1.2 percentage points) is largely due to a reduction in male representation in our lower- and mid-quartile roles and increased male representation in our upper- and mid-quartile roles. In contrast, women continue to be generally evenly represented across the full pay spectrum.

Overall, while we welcome the positive progress reflected in many of this year's results, we recognise that achieving greater diversity is an ongoing journey. We are confident that the foundations we are building through our pay actions and our wider EDI action plan will strengthen the progress we have made and ensure our efforts remain focused where they are needed most.

Our Diversity Pay Gap report including gender pay gap information is available on our website in line with the Equality Act 2010.

Procurement policy and modern slavery statement

We are committed to acting ethically and with integrity internally and in our business relationships. We expect the same high standards from the organisations we work with. Our ethical values and procurement principles are communicated to our suppliers, and new suppliers are asked to evidence that they share our values. We will never knowingly support or do business with organisations in any way connected with slavery, human trafficking, or child labour.

Our procurement process aims to ensure we achieve value for money and that preferred suppliers meet or exceed our requirements regarding ethical procurement. Suppliers are asked to demonstrate that they embrace diversity, understand the risks within their supply chain, and remunerate their employees fairly.

Our supply chain is predominantly UK-based and is compliant with UK legislation. We take a risk-based approach to purchase, applying increased levels of scrutiny to high-risk supply categories, such as goods sourced from overseas. We focus our scrutiny on the policies, procedures and controls demonstrated by our direct suppliers, recognising that it is not always possible for us to have a close relationship with all parties in a supply chain.

Our relationship with donors and funders

The NSPCC subscribes to the Fundraising Regulator's fundraising promise, which is available to download on our website. And, in addition, we have published our 'promise to you', as follows.

Our promise to you:

- We will tell you about the amazing ways you are helping to change children's lives for the better.
- We will follow the highest standards in fundraising.
- We will always keep your personal information safe.
- We will share with you the ways you can keep the children in your life safe.
- We will let you know about new ways that you can help support children.
- We will always give you the power to decide how we contact you.

We receive over 80% of our funding from generous supporters. We raise funds from individuals through one-off donations, regular donations by direct debit, payroll giving, and gifts in Wills and gaming products, such as raffle and lottery. We communicate with our supporters through a selection of mailings, telephone calls, email, and SMS.

Throughout 2025/26, we regularly shared with supporters how their donations allowed us to meet the needs of children. We also shared resources with supporters to help them to support the children in their lives. We have recruited new donors during the period through online activity, television advertising, payroll giving, legacy promotion activity, contactless and direct debit payment collections. As a fundraising charity, we incur expenditure in order to raise income. The expenditure on raising funds incurred in 2025/26 not only resulted in income being raised in the year, but will also generate future income, particularly through ongoing regular donations and future legacy gifts, which are our largest sources of income.

During the year, we had external agencies fundraising directly with the public on our behalf, including outbound calls to existing supporters and face-to-face fundraising in private sites such as supermarkets and travel hubs. We strictly adhere to the Fundraising Regulator's Code of Fundraising Practice and all relevant Chartered Institute of Fundraising rulebooks, as well as guidance on fundraising activity including the Treating Donors Fairly guidance. All fundraisers representing us, including external agencies and their subcontractors, are required to adhere to these standards and receive rigorous training, monitoring and mystery shopping to ensure they understand the standards we expect when they are speaking to members of the public on our behalf, and to ensure a positive experience for the people they talk to. We also have additional levels of protection built into our contracts and the training and guidance we provide to all fundraisers, which go above and beyond industry guidance.

Our donors do not receive more than two financial asks in any fundraising interaction. Nobody who appears to be in potentially vulnerable circumstances is asked to commit to giving and those highlighting any form of diminished financial circumstances are offered an opportunity to give at lower value or to support our fight for every childhood in alternative ways, such as through volunteering and campaigning.

We also voluntarily subscribe to the following fundraising bodies and uphold their standards:

Body	Standards
Fundraising Regulator	The Code of Fundraising Practice Rulebooks for private site fundraising
Chartered Institute of Fundraising (CloF)	CloF Rulebook Treating Donors Fairly Guidance
Direct Marketing Association	The Direct Marketing Code of Practice
Cabinet Office / Department for Culture, Media and Sport	National Exemption Order operational guidance

We have a complaints policy published on our website, which includes reference to inappropriate or improper fundraising methods. We are committed to dealing with all complaints constructively, impartially and effectively and will make every effort to ensure that all complaints receive a complete, accurate and timely response. No complaint is ever disregarded.

During this financial year, we received (either directly or through a person acting on our behalf) a total of 314 complaints (2024/25: 483) relating to all methods of fundraising. We define a complaint as 'any expression of dissatisfaction' and we actively encourage members of the public to share with us their views on our work to resolve problems and to improve our performance.

All agencies we worked with were closely monitored while carrying out fundraising on our behalf. For telephone agencies, we listened to a random selection of calls each week to ensure compliance with regulatory and legislative standards, and that our supporters have been offered a positive experience. All complaints received are tracked and discussed with our agencies on a weekly basis to ensure anything highlighted that could be improved upon is addressed and developed where needed.

Structure, management and governance

How we are organised and governed

Good governance is fundamental to our sustained success as a charity. With good governance in place, we are most able to deliver on our mission and achieve our objectives. It enables all our people to use their skills, together with our resources, to best effect.



Good governance helps make sure that we are:

- compliant with all relevant legislation;
- constantly reviewing the risks we are facing;
- providing safeguarding standards of the highest quality;
- supporting a positive culture for all of our people, including our volunteers.

Organisational purpose

We were initially founded as The London Society for the Prevention of Cruelty to Children in 1884. We then became the National Society for the Prevention of Cruelty to Children (NSPCC), incorporated by Royal Charter in 1895. We are also a charity registered with the Charity Commission in England and Wales, the Office of the Scottish Charity Regulator, the Jersey Charity Commissioner and with the relevant authorities in Guernsey. We are still the only UK children's charity with statutory powers that means we can take action to safeguard children at risk of abuse.

We work in England, Wales, Scotland, Northern Ireland, and the Channel Islands. Our services for children and young people are adapted appropriately, taking regional and local interests into account.

Leadership

Strong and effective leadership helps us deliver our aims. It also sets the tone for the charity, including its vision, values and reputation.

We are headed by a strong Board of trustees ('the Board') that provides strategic leadership in line with our aims and values. The Board has collective responsibility for everything we do, including the legal responsibility to ensure the charity is controlled and properly managed. They exercise their powers in accordance with our Royal Charter, other legal requirements, and the principles of good governance. They act in the best interests of the organisation and our work to protect children and young people.

During 2025, the former Chair Neil Berkett came to the end of his terms of office. In the spring of 2025, the Vice-chairs led a recruitment exercise to recruit a new Chair. Emma Scott was appointed as a trustee and was formally elected at the Annual Council Meeting on 17 October 2025. Emma formally took over as Chair at the Trustee meeting held on Thursday 4 December 2025.

In September 2025, the Board sadly lost its Treasurer, Mark Corbridge, who passed away unexpectedly. The Board was able to call on Andrew Kerr, who agreed to extend his term for a further year to hold the role of Honorary Treasurer on an interim basis while the Board recruited a substantive Treasurer. After a successful recruitment process, Sajad Manzoor was appointed as Treasurer by the Board on 19 March 2026.

The Board ensures that we are delivering our work effectively and sustainably. The Board regularly reviews our charitable purposes and the external environment in which we are working to make sure that the NSPCC, and its purposes, stay relevant and valid.

The Board agreed the 2021-2031 strategy, which launched on 1 April 2021. The Board also agrees the priorities in the annual Business Plan in March every year, together with a three-year roadmap. The Board monitors progress against, and the impact of, the strategy on a quarterly basis.

Given recent societal changes and technological advancements affecting the lives of children and young people, the Board has embarked on a strategic review which will complete in 2026/27.

Integrity

The Board acts with integrity. It adopts our organisational values, uses ethical principles to make decisions, and creates a welcoming and supportive culture to help us achieve our charitable purposes. The Board understands how important it is that the public have confidence and trust in the integrity of the NSPCC. Trustees carry out their duties with this in mind, considering our values and ethics in everything they do.

Trustees declare any interests which might conflict with NSPCC business. Trustees also declare any gifts and hospitality they receive from NSPCC partners and contractors. All of our trustees give their time on a voluntary basis; they receive no remuneration or any other benefits. *Note five* details any out-of-pocket expenses, along with other costs paid directly by the charity, that the trustees have incurred while carrying out their duties.

Decision-making, risk, and control

The Board makes sure that its decision-making processes are informed, rigorous and timely. They also make sure that effective delegation, control and risk assessment are set up and monitored.

Our Board meets a minimum of five times a year. There are also two Board away days each year, where trustees and the Executive Leadership Team focus on key strategic issues in more depth.

There are certain matters which the Board reserves to itself through a written schedule. These include approval of our annual plan and budget, and our overall strategic direction. The *Schedule of Authority* sets out the Trustee Board's responsibilities and where there are clear delegated authorities to act on their behalf.

The Board delegates certain responsibilities to its committees or through the Chief Executive. The Chief Executive is accountable to the Trustee Board for the day-to-day running of the NSPCC and for executing the strategy and policies agreed by the Board and/or its committees.

Each Board committee has defined terms of reference, detailing the delegated authorities where appropriate.

Committee Advisers, who are not themselves trustees, serve on some of our committees. We are very grateful for the expertise, skills, and experience they bring.

Committees of the Board

Finance, Audit and Risk Committee	Maintains an overview of the financial aspects of our strategy. Reviews and monitors our policies, processes and standards to ensure effective financial management. Oversees our systems for quality, performance, risk management and internal controls, ensuring that our systems are robust, effective, and fit for purpose. The Committee also has oversight of Income Generation following the closure of the Income Generation Committee at the end of March 2025.
Nominations and Governance Committee	Ensures that we comply with our Royal Charter and byelaws as well as best practice in governance. Reviews the role and membership of the Board of trustees and its committees.
Policy Committee	Responsible for identifying key issues on which we must have a public policy position and reviews our work with the government and other agencies.
Remuneration and People Committee	Decides on the appropriate level of remuneration for our Chief Executive and reviews recommendations for remuneration of the Executive Leadership team (ELT). Further information on the ELT and other senior staff remuneration is included earlier in this report.
Service Development, Safeguarding and Quality Committee	Reports to and advises the Board on the development and impact of our services for children and young people. Ensures that high-quality services meet the needs of children and families based on local need.
Volunteer Engagement Committee	Provides oversight, leadership, and critical friendship to the Executive, ensuring we create an environment in which volunteers feel valued and able to be their best. Has oversight of a programme of activity where senior leaders, including trustees, engage directly with volunteers across the country in a reasonably systematic way.

Risk management and control

The Board has overall responsibility for risk management. It discusses and decides the level of risk it is prepared to accept for both specific and combined risks. During 2025/26, the Board reviewed and refreshed its approach to risk management by aligning our practices with the Charity Commission's guidance CC26: Charities and Risk Management. By embedding this guidance, the Board is ensuring that our definitions of risks and opportunities are clear, consistent and well-understood across the organisation. This

alignment also supports our people, whether operating as individuals, within teams, or across strategic programmes, to confidently identify, articulate and escalate risks in a timely and appropriate manner. In addition, we are adopting a more causality-based approach to risk, enabling us to understand underlying drivers with greater precision and to ensure that mitigations are targeted, proportionate and effective.

Most importantly, we are prioritising the development of a stronger and more mature risk culture across the NSPCC. A key part of this is aligning risk reporting with our quarterly strategic performance cycles, ensuring that risk and strategic delivery are considered together and that insights are consistently fed into organisational decision-making. To further enhance cross-organisational collaboration, we are formalising our network of risk champions into a new sub-committee: the NSPCC Risk Action Group. This group will coordinate holistic, directorate-wide reviews of newly emerging risks, oversee the escalation of risks to the appropriate governance committees, and monitor the progress of mitigations, closures and reporting activity.

The Risk Action Group will report into the newly established Change Board, which provides strategic oversight, assurance and governance for major organisational change and associated risks. This structure ensures that risk management is treated as a dynamic, 'live' process, supported by clear escalation pathways.

Principal risks and uncertainties

The Strategic Risk Register defines the top nine risks that could threaten our ability to deliver our strategy, if they took place.

	Risk	Mitigations and actions
1	Strategic safeguarding risk There is a risk that serious failings in protecting children and adults at risk will lead to them experiencing significant harm.	Mitigations include 1. Strengthened oversight structures 2. Delivery of the Strategic Oversight Plan 3. Progress on audits and inspections
2	Organisational capacity and culture lead to the failure of strategic ambition There is a risk that the organisation fails to deliver on its strategic ambitions due to insufficient organisational capacity, capability and culture.	Strategic capacity and capability controls 1. Rapid and targeted recruitment of senior level roles 2. Identification of critical roles and clear succession planning 3. Engagement plan for senior leaders across the NSPCC in 2026/27 4. Ensure decision-making pathways (including delegated authority) are simple and widely understood

		5. Improvements of corporate risk management processes and links to Change Board, to strengthen governance of strategic programmes and priorities Strategy review 1. Strategy review is a key priority in 2026/27 and reflected across all directorate business plans 2. External strategy partner in place to guide and support senior leadership throughout the process 3. Strong governance and programme planning for strategy review
3	Organisational risk culture and appetite for change There is a risk that our organisational risk culture and appetite for change may slow transformation and limit our ability to keep pace with sector developments. This also provides an opportunity to improve our organisation-wide risk management approach.	1. Improve the Risk Management Framework 2. Business continuity and disaster recovery 3. Increase transparency and accessibility of risk information 4. Strengthen capability and risk ownership across the organisation
4	Failure to grow awareness, reach new audiences, build support to meet income needs There is a risk that the organisation fails to increase public awareness and engagement to deliver its strategic goals, limiting support across money (as a priority), time and voice.	1. Increase brand strength and prioritise audiences 2. Integrated, multi-channel campaign delivery 3. Enhance supporter experience and engagement 4. Strategic narrative and value proposition refresh
5	Pension liabilities and long-term financial exposure The NSPCC's pension liabilities may rise if deficits in legacy-defined benefit schemes worsen or if actuarial, regulatory or accounting changes increase future obligations.	1. The scheme is closed to new members 2. The scheme was closed to future accrual on 31 December 2009 3. Limiting pre-97 increases at the point of scheme closure to future accrual in December 2009 4. Professional Pension Trustee company appointed in the role of Pension Chair

		5. Regular actuarial reviews 6. Maintain an agreed longer-term deficit recovery plan
6	Cyber-security There is a risk that our digital systems could be compromised by a cyber-security breach.	1. Technology modernisation and roadmap delivery 2. Cyber essentials certification 3. Enhanced technical security controls 4. Cyber awareness and behavioural risk reduction 5. Governance, assurance and incident readiness
7	Compliance and internal governance There is a risk that the organisation may fail to meet required compliance and governance standards, leading to policy failures, weak oversight, or regulatory breaches.	1. Recruitment of a Fundraising Compliance Lead 2. Implementation of actions arising from the recent fundraising regulation 'deep dive' review 3. Clear documentation of responsibilities, processes, and approval routes for all fundraising compliance activities 4. Embedding risk management practices within fundraising and strengthening collaboration with other compliance functions across the NSPCC 5. Training and awareness: ensure staff and volunteers receive mandatory and role-specific Health and Safety training regularly and at appointment 6. Finance, Audit and Risk Committee have oversight of NSPCC property matters
8	Child safety online policy There is an opportunity to significantly strengthen protections for children online.	1. Public affairs maintain close contact with officials and ministers to influence the consultation 2. Activate Children and Young People (CYP). The government has asked us to lead on this aspect as they will also consult with CYP 3. Mobilise civil society. We had over 40 organisations sign our joint letter calling for this consultation and we will continue to play a leading role with others on fighting for these strengthened protections 4. Respond to the consultation with detailed and clear policy asks and how we want to see them enacted 5. Inspire our supporters by communicating with them clearly and regularly about what we are

		doing, and where we might need their support to get us there
9	Political landscape changes There is a risk that changes in the political landscape may alter national or local priorities, funding decisions, or regulatory requirements. These shifts could weaken child protection and safeguarding arrangements across the system.	1. Structured policy monitoring and horizon scanning 2. Strengthened governance and oversight 3. Proactive advocacy and cross-sector engagement

Board effectiveness

The Board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions. Trustees are appointed on the basis of the skills that they bring. We undertake regular diversity and skills audits to make sure there is an appropriate mix of skills, experience and backgrounds around the Board table.

Trustees usually serve an initial term of three years. This can be extended once, up to a maximum of six years. In very exceptional circumstances there may be a further extension, in accordance with the Charity Governance Code.

The Board has been working to reduce its size to 12. However, previous trustee recruitment policies have meant that there has been a need to have a board larger than 12 to ensure stability. Our trustees are recruited through a variety of means, including open advertising. The NSPCC has a trustee recruitment policy in place which was approved in 2019.

Our trustees take part in a comprehensive induction programme and are offered training and development opportunities throughout their trusteeship. The induction typically consists of:

- training in charity trusteeship and safeguarding;
- induction meetings with the Chair, Chief Executive and Directors;
- visits to Childline bases, service centres; and
- visits to Speak out Stay safe assemblies in schools.

Trustees will also have induction meetings with the chairs of the committees on which they will sit.

Trustees have adopted the Charity Governance Code, and the Nominations and Governance committee continually works to improve our governance. At the end of each Board meeting, trustees discuss areas that worked well and what more is needed to inform discussion and decision-making. Additionally, the Chair meets with each trustee individually to discuss their effectiveness.

From January to March 2024, the Board completed a Board evaluation exercise with an external facilitator, in accordance with the Charity Governance Code. The report contained 14 recommendations to further improve our governance. These have been implemented as far as practically possible. Since there has been a large turnover of trustees, including the Chair and Treasurer, the Chair has commissioned a Board Effectiveness Review in January 2026 which was presented to the Board in June 2026. The Board is in the process of developing its recommendations into an action plan to be delivered over the 2026/27 financial year.

Equality, diversity and inclusion (EDI)

The Board has a clear, agreed, and effective approach to supporting EDI throughout the organisation and in its own practice. In order to be there for every child and young person, the Board recognises the need to consider EDI when making decisions.

This includes making sure the voices of children and young people are considered during the decision-making process.



The Board approved the NSPCC EDI Charter in 2020. The Charter was then updated in 2024. In addition, the Board has taken part in training, including unconscious bias training, and has appointed a lead trustee for Equality, Diversity and Inclusion. This trustee acts as a bridge, joining the organisational efforts and priorities with the Board's governance responsibility, focus, and plans.

The Board also recognises that in order to make the best-informed decisions, the widest variety of backgrounds and experience is needed around the Board table. We have undertaken diversity audits which are used by the Chair to inform the trustee recruitment process.

The NSPCC employee diversity breakdown is captured in the table below. These percentages show the average proportion of our workforce, per demographic, for the 12 months ending 31 March 2026:

- Female - 81%
- LGBTQ+ - 11%
- Black, Asian, and minoritised ethnic communities - 14%
- Disability - 12.2%
- Average age - 41.4

All our diversity and inclusion actions centre around three main areas of internal focus in our new NSPCC Equality, Diversity and Inclusion action plan (2025-2028). These are:

- diversifying our workforce
- creating an inclusive culture of safety and belonging
- inclusive leadership.

We call these three focal points our 'diversity triangle', because we understand that there is interdependence between all three aspects.

In addition, we have identified four externally focused priorities in our EDI Action Plan:

1. **Identifying and removing real and perceived barriers.**
2. **Brand perception** – gaining an understanding of barriers and motivations to engage with the NSPCC, such as working with local communities to put the voice of lived experience at the centre and increasing the reach of our services.
3. **Co-production** – working with and through others and putting the voice of lived experience at the centre.
4. **Data** – what data do we currently hold and what gaps do we have? How can we improve our reach?

Openness and accountability

The public's trust that we are delivering public benefit is fundamental to our reputation and success. We engaged a range of stakeholders while developing the 2021-31 strategy. Having set out our ambition in the strategy, it is important we understand how well we are progressing towards these changes for children, and that we are open about our impact.

The Impact Framework stems from, and is intrinsically linked to, the 2021-31 strategy. It is anchored in helping us understand whether the changes for children set out in our strategy are being achieved. The Impact Framework includes wider, deeper research and evaluations. It also includes the measures we will track and report against regularly. Each quarter, the Board reviews its impact against our strategic priorities and publishes its impact report to staff and volunteers.

We have a published complaints process, and complaints are monitored by the Finance, Audit and Risk Committee on behalf of the Board of trustees. The Board reports any serious incidents to the Charity Commission and other regulators as appropriate. A register of interests for trustees and senior staff is maintained and is available on request.

Public benefit and how our activities deliver it

We must have due regard to the Charity Commission's public benefit guidance under section seventeen of the Charities Act 2011. We have taken Charity Commission guidance into consideration and we are confident that we meet those public benefit requirements.

Our vision is to end cruelty to children in the UK and the Channel Islands. It may take many generations to achieve, but we believe child cruelty is preventable. By having our strategy in place, we can achieve much more: 'Every childhood is worth fighting for'.

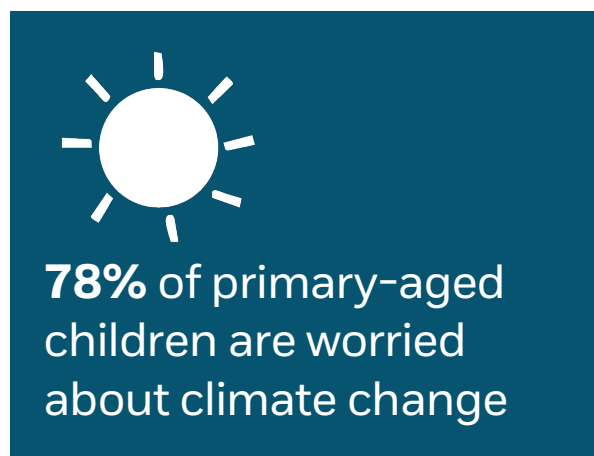
We believe we meet the public benefit requirements through the range of activities we undertake, most significantly through Childline; our free, confidential helplines; and our range of services for children and families. We deliver projects in local communities for children who have experienced, or are at risk of abuse, as well as those in care, focusing on children who most need help.

We also provide advice to adults and professionals who are concerned about children. We work with other organisations that come into contact with children, ensuring they protect children and challenging those who do not. We visit schools, providing young people with the knowledge and resilience to help them stay safe. And we campaign to make children safer and improve the child protection system across the UK and the Channel Islands.

Environment and sustainability

The climate crisis: impact on children in the UK

One of the guiding principles underpinning the NSPCC's Strategy 2021–31 is to be inspired and led by children. To do this, we must listen to what children and young people are telling us about the climate crisis and then act upon what they say. No child or young person should feel frustrated through inaction. Young people are at the forefront of climate campaigning in the UK and across the world. However, many young people report feeling they have not been listened to, or being frustrated by lack of meaningful responses from adults and decision makers.



We have heard, directly and indirectly, from children and young people that the climate crisis is already having an impact on their mental health. [Data from YouGov and Greenpeace](#) published in 2025 reveals **78% of primary-aged children are worried about climate change and 27% said that they are very worried** about climate change³. In addition to increased anxiety, environmental change can impact mental health conditions. For example, air pollution is linked to schizophrenia and other psychotic disorders, and exposure to air pollution in adolescence is a risk factor for depression⁴.

At the NSPCC, young people's concerns over the state of the environment and for the future are already impacting several areas of our work. The NSPCC's Young People's Board for Change listed the environment as one of their key issues. Since 2023, Childline has been collecting data on children and young people's worries about the environment.

Themes include:

- fears about the future;
- feeling hopeless;
- perception that things 'are getting worse';
- feeling guilty about not doing enough;
- worries about climate change compounding pre-existing mental health issues, including anxiety, self-harm and suicidal ideation;
- frustration at the lack of action by the government, world leaders and corporations; and
- similar feelings towards family and friends not taking the issue seriously.

³ Greenpeace (3 February 2025) [Majority of under-12s worried about climate change, survey shows](#). [Accessed 16/04/2026]

⁴ Gadd, L., Clay, T., Kili, B. & L. Davis (2023) [How will the climate and nature crises impact young people?](#) London: NPC.

There is a growing body of evidence that highlights the ways in which the climate crisis will directly harm children or will disrupt mechanisms for preventing harm to children. For example:

- Evidence reveals the links between global warming and an increase in violent behaviour and sexual abuse⁵. We know that children's safety and development is negatively impacted by being exposed to violence, including domestic abuse, sexual abuse and family conflict.
- The impacts of the climate crisis can increase stressors on caregivers, negatively affecting their mental health and the cognitive and emotional resources required to respond to their child's needs. This in turn increases the risk of neglect⁶.
- The societal infrastructure which young people rely on is poorly adapted to high temperatures or flooding, which could leave young people with no or reduced access to key services including transport, health and social care.
- The impacts of climate change will also cause disruption to education. We have already seen this in the UK, with more than 27,000 children in Suffolk alone missing school due to severe flooding in 2023/24⁷.

Environmental sustainability at the NSPCC

At the NSPCC, we recognise the critical role environmental sustainability plays in safeguarding the future of our children. Climate change poses significant risks to their safety, health and wellbeing, and we are committed to taking action. We are not only helping to protect children today but also ensuring a healthier planet for generations to come.

Providing the framework for our approach and underpinning everything we do at the NSPCC to try and reduce our impact on the planet are our **Environment and Sustainability Principles**:

- **Principle 1:** Shaping our environmental and sustainability culture to promote environmental responsibility wherever possible and seeking to improve environmental performance.
- **Principle 2:** Seeking to better understand how climate change and carbon inequality impacts on the safeguarding of children.
- **Principle 3:** Promoting energy efficiency and reducing our CO2 emissions where practically possible.
- **Principle 4:** Complying with any applicable legal, best practice and other environmental requirements, including local recycling and waste disposal.

⁵ Mahendran, R., Xu, R., Li, S. & Y. Guo (2021) [Interpersonal violence associated with hot weather](#). The Lancet, 5(9): E571-E572.

⁶ Cuartas, J. et al (2025) [Climate change is a threat multiplier for violence against children](#). Child Abuse and Neglect. 62(2): 106430.

⁷ Santos, J. (24 February 2024) Suffolk storm weather caused 27,000 pupils to miss school. East Anglian Daily Times.

- **Principle 5:** Seeking to minimise our production of waste and to recycle more of our waste in our offices and at events and reducing single-use items.
- **Principle 6:** Encouraging the use and deployment of environmentally friendly IT, office equipment and supplies.

Measuring our progress

We have a comprehensive five-year action plan to measure the progress we are making on each of our environment and sustainability principles. Throughout 2025/26 we have focused on actions that will have the broadest impact and changing things that can make the most difference.

Key highlights include:

- **Listening to and advocating for the voice of children and young people** and reviewing the evidence and insight into the impact of the climate crisis on safeguarding children. This work is led by our NSPCC Environment and Sustainability Team (NEST), which is our network of colleagues who are passionate about the environment and sustainability. They understand that climate and ecological change is one of the biggest threats to the wellbeing of children, young people and society.
- Reviewing our consumption behaviours and improving our waste management in our offices. For example, we successfully implemented Welsh Government Simpler Recycling processes across our locations in Wales.
- Embedding environmental considerations in our procurement processes. For example, our formal tenders, our local buyers' processes and our supplier onboarding questionnaires all include questions concerning our suppliers' environmental impact and mitigations in connection with the work they plan to do with us, as well as their overall approach to the environment and their carbon policies.
- Where we can, we are integrating environmental commitments into major projects by involving NEST members to apply our Environment and Sustainability Principles. For 2025/26, the Helplines and Services Tech Transformations are key IT projects impacting our emissions. Our supplier Kerv is pursuing B-Corp status and collaborating with us to understand and minimise the carbon footprint of new solutions, ensuring AI implementations are efficient to reduce emissions. We are also looking at carbon offsetting for the increased emissions that will come from using generative AI for summarisation tasks on the NSPCC Helpline and Childline.

The five-year action plan is also helping us identify what we need to do better and where we need to focus in the coming years. This includes:

- Creating a strategic Environmental Social Governance (ESG) roadmap and vision to support taking our approach to the next level.
- Providing appropriate environmental sustainability training, advice and information for volunteers and staff and encouraging them to develop new ideas and initiatives.
- Establishing environmental champions in our teams throughout the UK.
- Having sufficient resources and staff capacity to make better use of the available data on greening our buildings and operations to reduce the pollution we create that is overheating the planet.
- Developing a better understanding of what children and young people care about, are worried about, and passionate about in relation to the future of their planet. The Helplines Technology Transformation will radically change the possibilities to capture qualitative and quantitative data about what children are telling us directly, to complement the extensive insights we already have.

Environmental impact and utility consumption

Over the past year, the Property team has continued to ensure that environmental impact is a key consideration, particularly when making changes to plant and equipment. Alongside this, changes to working patterns and building operational hours have contributed to a reduction in natural resource consumption.

Utility type	Consumption 24/25	Consumption 25/26	% Difference
Electricity	1516,525kwh	1237,633	-18.39
Gas	1040,662 kwh	819,777	-21.23
Water	7630 m3	7443 m3	-2.44

Our commitment

The climate crisis and the impact on children and young people is becoming a prominent part of the work of children's charities in the UK. We will work in partnership with the organisations best placed to support children and young people through the climate crisis. Together, we will explore with young people in the UK how they are affected by the environmental crises and related policies. As the environmental crisis worsens, and young people look for support, it is imperative that the NSPCC is there to support them.

Just as we adapted to the associated issues and risks brought by the advent of the internet, we must now pivot to address the urgent issues of the climate crisis.

Trustees' responsibilities statement

The trustees are responsible for preparing the trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 (The Financial Reporting Standard applicable in the UK and Republic of Ireland).

The law applicable to charities in England, Wales, and Scotland requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity, and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed; and
- prepare the financial statements on the going concern basis unless it is

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008, the Charities and Trustee Investment (Scotland) Act 2005, the Charity Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the royal charter. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Subsidiaries and related parties

NSPCC Trading Company Limited and Childline are both wholly owned subsidiaries of the NSPCC, and their accounts are consolidated in the accounts presented on pages 100 to 121.

The principal activities of NSPCC Trading Company Limited are organising participation fundraising events on behalf of the NSPCC, a mail order operation and the sale of NSPCC branded goods. The company has seen a decrease in income this year, primarily as a result of the discontinuation of the Letter from Santa campaign. The company had a profitable year and continues to develop its activities to support our work. The profit before tax of £0.4 million (2025 £0.9 million) was donated under Gift Aid to the NSPCC.

Childline continues as a separate legal entity in order to receive legacy income not otherwise receivable by the NSPCC. In the year ending 31 March 2026, it received £1.9 million legacy income (2025 £1.5 million). This is paid by way of a grant to the NSPCC towards the operation for the Childline service for which the funds were received.

Additionally, members of the NSPCC's Executive Leadership Team are trustees of The Friends of NSPCC (UK) Ltd. This organisation's charitable objectives are to donate funds to the NSPCC. During the year, Friends of NSPCC (UK) received a legacy of £0.1m.

Patrons, trustees, officers, and professional advisers

Royal Patron HRH The Duchess of Edinburgh

President HRH The Duchess of Edinburgh

Royal Patron of Childline HRH The Duchess of Edinburgh

President of Childline Dame Esther Rantzen DBE

Deputy President of Childline Rebecca Wilcox

Board of trustees

Emma Scott

Trustee since 9 July 2025

Chair since 4 December 2025

Nominations and Governance Committee (Chair)

Remuneration and People Committee (Chair)

Policy Committee (member)

Neil Berkett

Trustee from 4 October 2018 to 4 December 2025

Chair from 2 October 2019 to 4 December 2025

Pippa Gough MA MSc PGCEA RN RM HV FQNI FRSA

Trustee from 4 October 2018 to 17 October 2025

Vice-chair from 12 December 2019 to 17 October 2025

Ifeoluwapo Grillo

Trustee since 1 October 2020

Vice-chair from 28 March 2024

Volunteer Engagement Committee (member)

Nominations and Governance Committee

Gillian Bruton

Trustee since 19 March 2026

Finance, Audit and Risk Committee (member)

Mark A. Corbidge

Trustee from 6 October 2022 to 29 September 2025

Hon Treasurer from 6 October 2022 to 29 September 2025

Finance, Audit and Risk Committee (chair)

Remuneration and People Committee (member)

Pete Daffern

Trustee from 6 October 2022 to 17 October 2025

Eithne Daly

Trustee since 1 October 2020

Service Development, Safeguarding and Quality Committee (member)

Albert Heaney CBE

Trustee since 7 October 2021

Service Development, Safeguarding and Quality Committee (Chair)

Lead Trustee for Safeguarding

Andrew Kerr OBE

Trustee since 4 October 2018

Honorary Treasurer from 29 September 2025 to 19 March 2026

Finance, Audit and Risk Committee (member)

Sajad Manzoor

Trustee since 19 March 2026

Honorary Treasurer since 19 March 2026

Finance, Audit and Risk Committee (Chair)

Sheanna Patelmaster

Trustee since 1 October 2018

Policy Committee Chair

Finance, Audit and Risk Committee (member) to 19 March 2026

Ryan den Rooijen

Trustee since 3 October 2024

Finance, Audit and Risk Committee (member)

Income Generation Committee (member)

Kathleen Saxton

Trustee since 3 October 2024

Finance, Audit and Risk Committee (member)

Emma Smyth

Trustee since 7 October 2021

Volunteer Engagement Committee (member)

Finance, Audit and Risk Committee (member)

Chanelle Wilson

Trustee from 5 October 2023 to 30 April 2026

Service Development, Safeguarding and Quality Committee (member)

Gaby Zein

Trustee since 5 October 2023

Policy Committee (member)

Volunteer Engagement Committee (Chair)

Committee advisers

We thank the following for the support on our committees, recognising the expert advice they give:

Policy Committee

Debra Allnock

Dr Joanna Begent

Dr Carlene Cornish

Professor Julia Davidson

Jon Franklin

Dr Alison Steele

Service Development, Safeguarding and Quality Committee

Sally Essler

Paul Snell

Finance, Audit and Risk Committee

Sarah Timby

We also thank the trustees of the NSPCC Pension Scheme Limited:

Lynne Stewart-Brindle, Pan Trustees UK LLP (chair)

Alex Camm

Tracey Dawkins

Senior management (the Executive Leadership Team)

Chief Executive

Chris Sherwood

Director of Communications and Marketing

Devia Gurjar

Director of Finance and Technology

Paul Taylor

Director of Engagement and Fundraising

Tim Hunter from 7 April 2025 to 15 January 2026 (Interim)

Tracey Pritchard from 2 February 2026

Director of Services

Claire Watt to 31 March 2026

Kate Dexter (Interim) from 14 April 2026

Director of People

Brett Terry to 10 July 2026

Director of Strategy and Knowledge

Maria Neophytou to 28 February 2026

Director of Strategy and Transformation

Mike Woolf from 1 September 2026

Director of Policy and Social Change

Anna Edmundson (Interim) from 31 March 2026

Chief Safeguarding Officer and Director of Organisational Safeguarding

Tracey Holdsworth

Bankers and professional advisers

Bankers

Barclays Bank Plc

1 Churchill Place, London E14 5HP

The Co-operative Bank Plc

9 Prescott Street, London E1 8BE

NatWest Plc

250 Bishopsgate, London EC2M 4AA

Auditors

Crowe U.K.

55 Ludgate Hill, London EC4M 7JW

Internal audit partner

KPMG LLP

15 Canada Square, London E14 5GL

Investment managers

Blackrock

12 Throgmorton Avenue, London EC2N 2DL

Credit Suisse (UK) Limited

1 Cabot Square, London E14 4QJ

J.P. Morgan International Bank Ltd.

25 Bank Street, Canary Wharf, London E14 5JP

Goldman Sachs International

25 Shoe Lane, London, EC4A 4AU

Legal advisers

Bates Wells & Braithwaite

10 Queen Street Place, London EX4R 1BE

Carbon Law Partners

89 Eastgate, Cowbridge CF71 7AA

Carson McDowell LLP

Murray House, Murray Street, Belfast BT1 6DN
(who also advise us on a pro-bono basis)

Wilson's Law

4 Lincoln's Inn Fields, London WC2A 3AA

Withers Worldwide

20 Old Bailey, London EC4M 7AN
(who also advise us on a pro-bono basis)

We would like to thank the following firms for their pro-bono work:

Baker & McKenzie

100 New Bridge Street, London EC4V 6JA

CMS Cameron McKenna Nabarro Olswang LLP

Cannon Place, 78 Cannon Street, London EC4N 6AF

Devereux Chambers

Devereux Court, Temple, London WC2R 3JH

DLA Piper

3 Noble Street, London EC2V 7EE

Doughty Street Chambers

53-54 Doughty Street, London WC1N 2LS

Gowling WLG

3 Waterhouse Square, 142 Holborn, London EC1N 2SW

Herbert Smith Freehills LLP

Exchange House, Primrose Street, London EC2A 2EG

Mayer Brown International LLP

201 Bishopsgate, London EC4V 6JA

Simmons and Simmons

City Point, 1 Ropemaker Street, London EC2Y 9SS

Walker Morris

Kings Court, 12 King Street, Leeds LS1 2HL

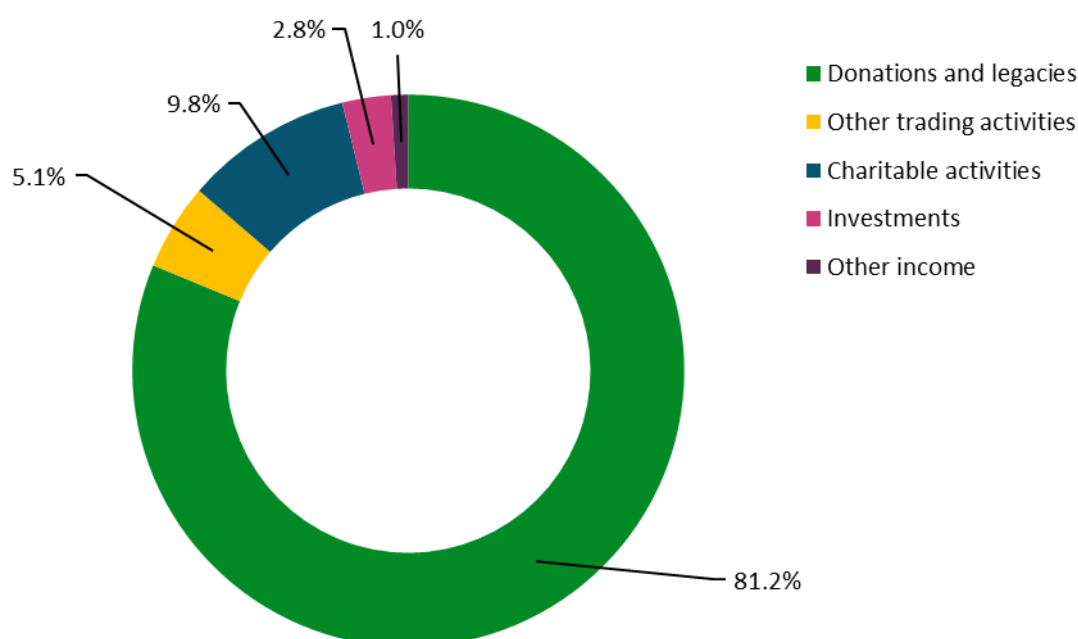
Weil, Gotshal & Manges

110 Fetter Lane, London EC4A 1AY

Financial review



The support we received



Donations and legacies £105.6 million (81.3%)

Voluntary donations made by our supporters on a regular or one-off basis, including grants which do not have performance-conditions attached. (£97.1 million in 2025)

Income from charitable activities £12.8 million (9.8%)

Income which we receive in the course of carrying out our charitable work. For example, income received from service level agreements with local authorities; government grants; and income received from provision of training and education in child protection to professional groups. (£13.5 million in 2025)

Other trading activities £6.6 million (5.1%)

Activities undertaken for the purpose of raising funds to support our charitable work. For example, dinners and balls, auctions, challenge events, sale of Christmas cards and allowing commercial organisations to use our name and logo in their marketing activity. (£5.6 million in 2025)

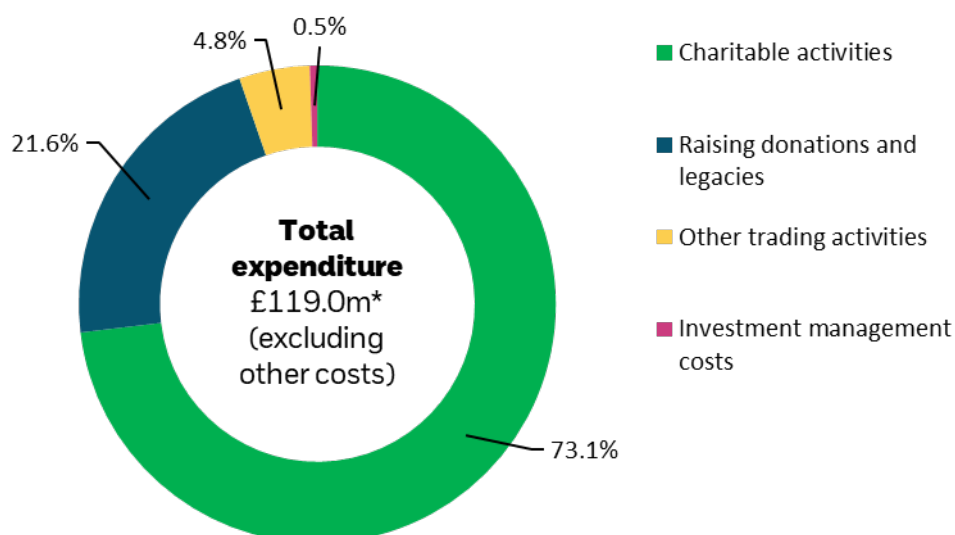
Investments £3.7 million (2.8%)

Income received from our bank accounts and investment holdings. (£4.0 million in 2025)

Other Income £1.3 million (1.0%)

This includes profit on sale of properties and other capital assets, and compensation payments received. (£nil in 2025)

How we helped protect children



Charitable expenditure £87.0 million (73.1%)

The cost of undertaking direct charitable activities which are defined under the following headings: (£85.3 million in 2025)

- Services for children and families: £25.0 million (£25.5 million in 2025)
- Childline and the Schools Service: £27.6 million (£25.8 million in 2025)
- Child protection advice and awareness: £27.5 million (£27.8 million in 2025)
- Child protection consultancy: £6.9 million (£6.2 million in 2025)

Raising donations and legacies £25.7 million (21.6%)

The cost of receiving voluntary donations, attracting new supporters and ongoing supporter care. (£27.0 million in 2025)

Other trading activities £5.7 million (4.8%)

The cost of fundraising events, attracting support for our weekly lottery and other trading activities to raise funds to support our work. (£6.1 million in 2025)

Investment management costs £0.6 million (0.5%)

The cost of managing our investments. (£0.5 million in 2025)

Other* £4.2 million

Costs outside business-as-usual activities, such as restructuring and impairments. (£3.3 million in 2025)

Summary

This year's annual report marks our sixth year of progress in our ambitious ten-year strategy. Much of the social safety net the NSPCC provides is dependent on our indispensable volunteers who, alongside our employees, supporters and partners, keep lifelines like Childline and the Helpline open to the children and families who need them. Crucially, none of those vital services would be possible without the generosity and good will of our supporters, who continue to donate much-needed funds.



This year our financial statements show net income before investment gains of £6.7m. This comes, however in the context of an exceptionally generous £15m one-off gift from the Katherine Martin Charitable Trust (KMCT). Whilst this gift has made an important contribution to our in-year income, it is not an amount we can rely on going forward. Net of this amount, our deficit before investment gains was £8.3m, demonstrating the scale of the financial challenge we continue to face. Every penny we receive truly counts.

Overall, our total income increased in the year, with additional income across our corporate partnerships, trust and major donors, legacies and trading income streams. As

noted above this was primarily driven by a £15m from the KMCT, and a smaller increase in legacy income. Net of this trust gift, total income decreased by £5.3m, with continued decline in individual direct giving, as well as a reduction in regional and community income streams and grants and contracts. Despite this overall reduction, our income from supporters (donations and legacies*, and other trading activities) remains around 85% of total income received, which continues to illustrate the clear mandate we hold to act on behalf of the public to protect children.

The amount spent on charitable activities has increased by £1.8 million to £87.0 million, and the amount spent on raising funds has reduced by £1.7 million to £31.9 million. This means the percentage of our funds spent on directly helping children and families has increased to 73.1% (2025 71.7%). Despite continuing to invest in our fundraising infrastructure, including our supporter engagement platform, this still means that for every pound we spend, almost 75 pence** goes on charitable activities.

We would like to thank everyone who stands with us in the fight for every childhood and who continues to support our work.

How we helped children

Our ambition over our ten-year strategy is to work with more children and make the biggest impact we can to help prevent child abuse and neglect. This year, we again spent a total of £87.0 million on charitable activities (2025: £85.3 million) with the amount spent to directly help children and families remaining around 75% of expenditure.**

Expenditure on services for children and families decreased slightly by £0.5 million to £25.0 million (2025: £25.5 million). You can read more about the delivery of our direct services throughout the annual report.



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

**Expenditure on charitable activities is 73.1% (2025: 71.7%) of total expenditure excluding other expenditure. Excluding donated services of £3.3 million (2025: £6.9 million), expenditure on charitable activities would be 74.6% (2025: 75.7%) of total expenditure excluding other expenditure. Donated services are recognised within raising funds (£2.5 million (2025: £6.5 million)) and charitable activities (£0.8 million (2025: £0.4 million)).

Expenditure on Childline and our Schools Service increased by £1.8 million to £27.6 million (2025: £25.8 million). Throughout 2025/26, Childline has continued to listen to

and respond to children and young people's needs for help and support. This year, we delivered more counselling sessions – around 171,000 (2025: almost 162,000), with the help of over 1,000 volunteer counsellors (2025: over 1,000 volunteer counsellors) who provided almost 121,000 hours (2025: over 106,000 hours).

Childline continues to face challenges in providing enough capacity during the busiest periods: evenings and weekends are often the hardest shifts to fill with volunteers. During the year, the service was restructured to manage the shift pattern of the counsellors to help meet the demand. We are also focusing on recruiting more volunteers and getting them trained as efficiently as possible. Delivery of our Speak out Stay safe programme through school assemblies remained largely virtual during the year. We delivered assemblies to over 6,700 schools (2025: over 6,300 schools) reaching over 1,497,000 children across the UK (2025: over 1,538,000 children). You can read more about our Childline service and Speak out Stay safe on pages 27 and 29.

Expenditure on child protection advice and awareness decreased by £0.3 million to £27.5 million (2025: £27.8 million) due to an in-year reduction in awareness focused advertising activities. The NSPCC Helpline continues to support adults, including parents, professionals, and other members of the public, who have concerns about a child. During the year, our Helpline responded to more contacts this year in relation to child welfare, up by 11% to 77,804 (2025: 69,920). You can read more about our Helpline on page 18.

Expenditure on child protection consultancy increased by £0.7 million to £6.9 million (2025: £6.2 million). A major component is our NSPCC Learning activity, where we offer our range of online courses that help organisations and individuals working with children and young people to gain the knowledge and skills they need to keep them safe. In 2025/26, we had almost 2.5 million visitors to the NSPCC Learning website. And we are well on our way to achieving our vision to be the 'go-to' place for safeguarding information, and for training professionals working or volunteering with children. You can read more about our NSPCC Learning on pages 20 and 21.

Expenditure on raising funds decreased by £1.7 million to £31.9 million (2025: £33.6 million). This included lower advertising costs for our awareness and fundraising campaigns. Advertising costs have reduced by £3.6 million this year, driven by a reduction in gifted advertising, and event costs have also reduced. This is partly offset by increased spend in public engagement, focusing on direct fundraising recruitment activities.

Our efforts over the years to streamline all that we do have enabled us to continually reduce support costs, and to reduce this as a percentage of our total expenditure from 7% in 2012 to just 4% in 2019, remaining around this level since. This year, our support costs of £5.4 million were slightly below last year, at 4.4% of total expenditure. (2025: £5.6 million, 4.6%). Support costs include expenditure on governance activities of £0.5 million (2025: £0.5 million). Governance costs include the cost of internal audit, legal advice, costs associated with meeting constitutional and statutory requirements, and strategic planning.

The support we received

This year, our total income increased by £9.7 million to £130.0 million (2025: £120.3 million). Of that, overall income from donations and legacies increased by £8.4 million to £105.6 million (2025: £97.2 million).

Income from individual giving, including regular donations, reduced again this year by £2.2 million to £39.5 million (2025: £41.7 million), continuing the trend of decline in the number of committed regular giving relationships. Ongoing cost of living pressure has resulted in persistent cancellations, reducing the number of regular donors by 26,000 to 357,000 (2025: reducing by 28,000 to 374,000). This year, we were able to secure 9,000 new regular donors (compared to 7,000 in 2025), largely due to a continued increase in face-to-face fundraising and the return of door-to-door donor recruitment.

Legacy income increased by £2.9 million to £29.1 million (2025: £26.2 million), partly due to more high-value gifts this year. In the year there were 22 gifts over £250,000, with a total value of £9.8 million (2025: 16 gifts over £250,000 with a total value of £8.5 million). This includes a significant gift of £1.1 million.

Income from corporates, trusts and major donors, and regional and community fundraising, increased by £7.5 million to £35.7 million (2025: £28.2 million). Within this, the Katherine Martin Charitable Trust gave £15 million this year, £12.3 million higher than last year, with the donation split between a £5 million permanent endowment in support of our work in Grimsby and North East Lincolnshire, and a £10 million restricted gift towards our work in schools, of which £3.2 million has been spent. The offsetting decrease of £4.7 million is largely due to gifted advertising from Newsquest last year.

Income from other trading activities increased by £1.0 million to £6.6 million (2025: £5.6 million). This includes income from events, with our flagship events City Fine Wine, White Hat Ball, Great Chefs Dinner and Merry Little Christmas all raising more income this year, and lottery and raffle ticket sales which increased with the continuation of venues recruitment.

Other voluntary income streams remained relatively consistent with the prior year.

Income from charitable activities, received primarily from the government and other statutory sources through grants and contracts, decreased by £0.7 million to £12.8 million (2025: £13.5 million). An additional £0.6 million was received from the Department for Education to support our helplines. This is offsetting reduced activity with the Blackpool Better Start programme, reducing income by £1.4 million as the partnership is coming to an end.

Income from supporters (donations and legacies*, and other trading activities) remains above 80% of total income received, which continues to illustrate the clear mandate we hold to act on behalf of the public to protect children. We would like to thank all our supporters for their commitment to the cause and their passion for what we do, which leads them to give generously in so many ways. This support is as vital as it has ever been, and we simply could not reach the children who need us without our supporters standing with us.

Reserves

Total reserves now stand at £140.3 million, an increase of £14.4 million compared to last year. This reflects unrestricted general funds of £101.6 million (2025: £98.7 million), designated funds of £37.3 million (2025: £40.0 million), restricted funds of £8.1 million (2025: £2.9 million) and endowment funds of £6.5 million (2025: £1.6 million), offset by the negative pension reserve of £13.3 million (2025: £17.2 million).

The overall increase should be referenced in the context of a £15m one-off gift from the Katherine Martin Charitable Trust (KMCT).

The £2.9 million increase in unrestricted general funds is inclusive of net gains on the investment portfolio of £4.2 million, partly offset by transfers of £1.3 million, including £2.2 million transferred to the pension reserve for defined benefit contributions paid during the year.

The £2.6 million decrease in designated funds reflects £1.9 million of spend in the year on strategic expenditure and fixed asset property movements of £0.7 million. Designated funds are funds set aside by the trustees out of general funds to cover the value of property fixed assets held, which includes freehold and leasehold properties, or to fund specific future purposes or projects. Designated funds relating to freehold and leasehold properties were £21.9 million, consisting of property fixed assets, with a land value of £1.9 million, investment property value of £1.9 million and depreciating property assets of £14.3 million, and related provision for property dilapidations of £3.8 million. The remaining average depreciation time for these property assets is 30 years. In addition, £15.5 million is held for furthering strategic projects.

The £5.3 million increase in restricted funds reflects an additional gift received in the year from the KMCT for campaigns and services beyond 2026. Restricted funds at 31 March 2026 represent £8.1 million unspent restricted income, being £7.7 million for our KMCT projects, and £0.4 million across a number of projects to end cruelty to children.

Endowment funds, being donations where the capital needs to be preserved, have increased by £4.9 million. The increase reflects a further £5 million gift in the year from the Katherine Martin Charitable Trust, supporting our work in Grimsby and North East Lincolnshire, offset by temporary reductions in value linked to volatility in investment markets. This drop in capital value is expected to be short term in nature, and to reverse as markets improve.

Per our reserves policy we aim to retain sufficient unrestricted free reserves in a range equivalent to three to six months' forward expenditure. Unrestricted free reserves are calculated as excluding fixed assets included within general funds, adjusted for the actuarial deficit in the pension scheme and investment volatility. We hold these unrestricted free reserves in case of any sudden decline in income, so that we can honour our commitments to children and young people by ensuring contractual obligations to staff, premises and funding partners can be met with confidence.

Our unrestricted free reserves totalled £65.1 million (2025: £64.9 million) and are equivalent to 6.6 months forward expenditure (2025: 5.9 months), which is at the top end of our target range.

Investments and cash

Our reserves are largely represented by the amounts that we hold in investments and cash.

The trustees' responsibilities with respect to investments are set out in the Royal Charter and byelaws. These responsibilities are delegated to the Finance, Audit and Risk Committee, which oversees the management of the portfolio.

JP Morgan and Goldman Sachs are our investment managers, with each actively managing a mixed portfolio of equities, bonds and cash deposits with the aim of achieving return goals within risk parameters, and applying a set of ethical screens using industry-recognised screening tools such as provided by MSCI ESG (Environmental, Social and Governance) Research and ECPI Research. Investments previously held with Credit Suisse were fully transferred to Goldman Sachs this year, closing the relationship with Credit Suisse.

At 31 March 2026, total investments and cash totalled £133.1 million (2025: £126.9 million). Fixed asset investments totalled £128.0 million (2025: £118.8 million), of which £42.4 million was held in equities (2025: £29.5 million), £43.0 million was held in fixed income bonds (2025: £42.6 million), £40.4 million was held in bank deposits and money market funds (2025: £43.9 million) and £2.3 million in investment property (2025: £2.8 million).

A total of £90.4 million is held by Goldman Sachs and JP Morgan (2025: £76.3 million held by Credit Suisse and JP Morgan). The increase between years reflects additional deposits of £9 million, including £5 million from the Katherine Martin Charitable Trust endowment gift, together with £3.5 million in investment gains and £1.6 million of net investment income. The table below shows the performance of our investment managers at 31 March 2026:

Fund manager	Benchmarks used	Fund value 31 March 2026 £'000	Inception	Performance Since Inception	
				%	
JP Morgan	51% BBG Capital Sterling Corporate 1-10yrs 49% MSCI World After Tax	Equities 16,954	1 October 2018	Performance	47.97
		Bonds 16,924		Benchmark	68.93
		Deposits 641			
		Total 34,519		Variance	(20.96)
Goldman Sachs	UK RPI + 15% Index in GBP ARC Sterling Balanced ACI TR Index in GBP 50% JPM GBI Global 1-10Y TR / 50% MSCI ACW NTR Index MR in GBP	Equities 25,404	15 July 2025	Performance	1.41
		Bonds 26,105		Benchmark	4.69
		Deposits 4,359			
		Total 37,098		Variance	(3.28)

The investment managers' performance against their respective benchmarks is monitored closely by the Finance, Audit and Risk Committee. JP Morgan's underperformance versus its benchmark since inception has been impacted by sustainability objectives. Although JP Morgan's performance has been below benchmark, it has delivered a strong overall absolute return since inception. Goldman Sachs' underperformance versus its benchmark was impacted by the Iran War towards the end of the financial year. Performance beyond the reporting date has returned to be in line with benchmarks.

Current investments and cash were £5.1 million (2025: £8.1 million), comprising operational cash held plus overnight money market investments. The overall return on cash investments for the year ending 31 March 2026 was 3.4% (2025: 4.8%). We also earned rental income of £0.3 million (2025: £0.3 million) from our investment properties.

Pensions

We provide a defined contribution pension scheme available to all staff, operated by Aviva. We also operate a defined benefit scheme. The non-contributory section of this defined benefit scheme was closed to new members on 1 July 2002, and the contributory section was closed to new members on 1 July 2008. The full scheme was closed to future accrual on 31 December 2009. On closure, members of the scheme had the opportunity to join the defined contribution scheme.

The most recent triennial actuarial valuation, carried out at 31 March 2024, calculated a funding deficit of £14.9 million. Based on this valuation, the NSPCC has agreed with the trustees that it will aim to eliminate the deficit over a period of nine years from 31 March 2024 by the payment of annual contributions of £1.8 million until 30 June 2028 (which is the deadline for the next triennial valuation), rising to £2.5 million from 1 July 2028 to 31 March 2033. In addition, and in accordance with the actuarial valuation, the NSPCC has agreed with the trustees that it will pay £0.4 million per annum to meet expenses of the scheme and levies to the Pensions Protection Fund. This is in line with the existing expense arrangements.

The next triennial actuarial valuation is due 31 March 2027, with the existing funding arrangements remaining in place until this is finalised, and a new funding plan agreed. The funding commitment beyond 30 June 2028 is subject to change following this valuation.

The basis of calculating a pension surplus and deficit for funding purposes is different to the basis that needs to be adopted to determine an accounting valuation under FRS 102. The FRS 102 valuation as at 31 March 2026 reported assets of £103.4 million with liabilities of £116.6 million, giving a deficit of £13.3 million (2025: £17.2 million).

Going concern

When setting the 2026/27 budget, we reviewed our income expectations in light of historic returns and future scenario modelling. We have considered our risks and opportunities to ensure that our income targets are realistic, and have aligned our planned services and activities with our expected future short-term income. We have considered our need to balance investment in future income streams to ensure financial longevity against the desire to do as much as we can for children now, and the potential consequences of upward trends in inflation on our financial position.

Despite management's view that the 2026/27 budget represents a realistic, risk-adjusted view of our expected outcome for the year, we acknowledge that our operating environment continues to reflect some uncertainty. Sensitivity analysis has been prepared to model the impact that unexpected changes in income might have on our overall position and viability. Two scenarios have been considered: firstly, the impact of a worsening economic and political climate, with higher inflation and reductions in donor contribution and, secondly, the impact of damage from an adverse reputational event. Our

budget for 2026/27 has been drawn up to expect a reduction in reserves by the end of the year to support and develop the activities of the NSPCC.

We have assessed projected future income, expenditure and cash flows over the period to 31 March 2028, including additional downside scenarios, and analysed the strength of the NSPCC's reserves, liquid assets and its ability to withstand a short-term material fall in income. In conclusion, the trustees have agreed that there is a reasonable expectation that the NSPCC and its subsidiaries have adequate resources to continue their activities for the foreseeable future. Therefore, we have continued to adopt the going concern basis in preparing the financial statements.

The Trustees' Report was approved by the Trustees at their meeting on 17 August 2026 and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'Emma Scott', with a long horizontal stroke extending to the right.

Emma Scott, Chair of Trustees

Independent auditors' report to the Trustees of the National Society for Prevention of Cruelty to Children (NSPCC)

Opinion

We have audited the financial statements of NSPCC ('the charity') and its subsidiaries (the group) for the year ended 31 March 2026 which comprise the consolidated statement of financial activities, consolidated balance sheet and charity balance sheet, consolidated cash flow statements and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice). In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 March 2026 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient and proper accounting records have not been kept by the parent charity; or
- the financial statements are not in agreement with the accounting records and returns; or

- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011, and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, including financial reporting legislation and the Charities SORP (FRS 102), and tax regulations. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be necessary to the charity's and the group's ability to operate or to avoid a material penalty. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We also considered the opportunities and incentives that may exist within the group for fraud. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of legacy and performance related grant income, the valuation of the defined benefit pension scheme liabilities and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, legal counsel and the Finance, Audit and Risk Committee about their own identification and assessment of the risks of irregularities, agreeing legacy income to supporting documentation on a sample basis, considering both completeness and accuracy, agreeing performance related grant income to supporting documentation on a sample basis, reviewing payments received after the yearend to assess the application of cut-off for both legacy and performance-related grant income, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the

financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in dark ink that reads "Crowe U.K. LLP". The signature is written in a cursive, flowing style.

Crowe U.K. LLP

Statutory Auditor

London

Date: 8 September 2026

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Financial statements



NSPCC Consolidated Statement of Financial Activities
for the year ended 31 March 2026

	Notes	Unrestricted funds £'000	Restricted & endowment funds [i] £'000	Year ended 31 March 2026 £'000	Year ended 31 March 2025 £'000
Income from:					
Donations and legacies	3	79,130	26,492	105,622	97,143
Charitable activities	4	4,691	8,107	12,798	13,517
Other trading activities	3	3,981	2,634	6,615	5,640
Investments	3	3,297	368	3,665	3,984
Other	5	1,259	-	1,259	-
Total income		92,358	37,601	129,959	120,284
Expenditure on:					
Raising donations and legacies	6	25,548	118	25,666	27,034
Other trading activities	6	5,681	15	5,696	6,082
Investment management costs	6	542	16	558	522
Raising funds		31,771	149	31,920	33,638
Net income available for charitable application		60,587	37,452	98,039	86,646
Expenditure on:					
Services for children and families		16,716	8,282	24,998	25,473
Childline and the schools service		11,392	16,242	27,634	25,782
Child protection advice and awareness		25,955	1,534	27,489	27,794
Child protection consultancy		6,186	753	6,939	6,229
Charitable activities	6	60,249	26,811	87,060	85,278
Other	6	4,245	-	4,245	3,263
Total expenditure		96,265	26,960	123,225	122,179
Net (expenditure) / income before investment gains		(3,907)	10,641	6,734	(1,895)
Net gains/(losses) on investments	14	4,296	(63)	4,233	232
Net (expenditure) / income		389	10,578	10,967	(1,663)
Transfer between funds	22	370	(370)	-	-
Other recognised gains:					
Actuarial gains on defined benefit pension scheme	20	3,413	-	3,413	8,011
Net movement in funds		4,172	10,208	14,380	6,348
Reconciliation of funds:					
Total funds brought forward		121,519	4,431	125,950	119,602
Total funds carried forward		125,691	14,639	140,330	125,950

[i] The net gains on investments shown under Restricted and endowment funds are attributable to permanent endowment investments and along with the allocation of investment management fees are the only movements on the Permanent endowment funds. All other income and expenditure relates to restricted funds. Details of the Permanent endowment fund are given within notes 22 and 23.

There were no other recognised gains and losses other than those listed above and the net income for the year. All income relates to continuing operations.

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

NSPCC and Consolidated Balance Sheets
as at 31 March 2026

		Group		Charity	
	Notes	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Fixed assets					
Tangible assets	12	18,200	18,853	18,200	18,853
Intangible assets	12	7,724	3,252	7,724	3,252
Investments	14	128,029	118,800	128,029	118,800
Total fixed assets		153,953	140,905	153,953	140,905
Current assets					
Debtors	15	10,612	11,332	10,479	11,184
Investments	16	5,047	7,607	5,047	7,607
Cash at bank and in hand	16	3	494	(19)	469
Total current assets		15,662	19,433	15,507	19,260
Creditors - amounts falling due within one year	17	(11,666)	(13,211)	(11,541)	(13,068)
Net current assets		3,996	6,222	3,966	6,192
Total assets less current liabilities		157,949	147,127	157,919	147,097
Provisions for liabilities	18	(4,356)	(3,991)	(4,356)	(3,991)
Net assets excluding pension scheme liability		153,593	143,136	153,563	143,106
Defined benefit pension scheme liability	20	(13,263)	(17,186)	(13,263)	(17,186)
Total net assets		140,330	125,950	140,300	125,920
Total funds					
Endowment funds	22	6,497	1,564	6,497	1,564
Restricted income funds	22	8,142	2,867	8,142	2,867
<i>Unrestricted funds:</i>					
Designated funds	22	37,342	39,994	37,342	39,994
General funds	22	101,612	98,711	101,582	98,681
<i>Unrestricted funds excluding pension liability</i>		<i>138,954</i>	<i>138,705</i>	<i>138,924</i>	<i>138,675</i>
Pension reserve	22	(13,263)	(17,186)	(13,263)	(17,186)
<i>Total unrestricted funds</i>		<i>125,691</i>	<i>121,519</i>	<i>125,661</i>	<i>121,489</i>
Total funds		140,330	125,950	140,300	125,920

The accompanying notes form part of these accounts.

Approved by the Board of Trustees on 17 August 2026 and signed on its behalf by



Emma Scott
Chair



Sajad Manzoor
Treasurer

Consolidated Cash Flow Statement
for the year ended 31 March 2026

	Notes	2026 £'000	2025 £'000
Cash flows provided from operating activities:			
Net cash (used)/provided by operating activities	a	4,828	(2,167)
Cash flows from investing activities:			
Dividends and interest from investments		3,665	3,984
Proceeds from the sale of tangible and intangible fixed assets		745	-
Purchase of tangible and intangible fixed assets		(7,143)	(2,916)
Proceeds from sale of investments		139,730	56,783
Purchase of investments		(144,876)	(52,168)
Net cash provided by/(used in) investing activities		(7,879)	5,683
Change in cash and cash equivalents in the reporting period		(3,051)	3,516
Cash and cash equivalents at the beginning of the reporting period	b	8,101	4,585
Cash and cash equivalents at the end of the reporting period	b	5,050	8,101

Notes to the cash flow statement

	2026 £'000	2025 £'000
a. Reconciliation of net income to net cash flow from operating activities		
Net (expenditure)/income	10,967	(1,663)
Adjustments for:		
Depreciation and amortisation charges	2,715	1,958
Impairments	344	-
Gains on investments	(4,233)	(232)
Dividends and interest from investments	(3,665)	(3,984)
Profit on the sale of tangible and intangible fixed assets	(329)	-
Decrease in debtors	719	1,644
Decrease in creditors	(1,545)	(303)
Increase/(Decrease) in other provisions	365	460
Difference between pension contributions paid and charges made	(510)	(47)
Net cash (used)/provided by operating activities	4,828	(2,167)
b. Analysis of cash and cash equivalents		
Cash at bank and in hand	3	494
Current investments	5,047	7,607
Total cash and cash equivalents	5,050	8,101

Notes to the Consolidated Accounts for the year ended 31 March 2026

1 Accounting policies

1.1 Basis of accounting

The NSPCC is a public benefit entity. The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the Charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019. The accounts are prepared under the historical cost convention as modified for the revaluation of investments.

After making enquiries, the Trustees have a reasonable expectation that the Charity and its subsidiaries have adequate resources to continue their activities for the foreseeable future. When setting the 2026/27 budget, we reviewed our income expectations in light of historic returns and income modelling. We have considered our risks and opportunities, to ensure that our income targets are realistic, and have aligned our planned services and activities with our expected future short term income. Having assessed projected future income, expenditure and cash flows over the period to 31 March 2027, including additional downside scenarios and analysed the strength of the Charity's reserves, liquid assets and its ability to withstand a short-term material fall in income we have concluded that there is a reasonable expectation that the Charity and its subsidiaries have adequate resources to continue their activities for the foreseeable future. Therefore, we have continued to adopt the going concern basis in preparing the financial statements.

1.2 Consolidated accounts

The results of NSPCC Trading Company Limited (the 'Trading Company') and Childline, which are wholly-owned subsidiaries, have been consolidated on a line-by-line basis in the Statement of Financial Activities (SOFA) and Balance Sheet. A summary of the results of the parent charity are given within note 11.

Where Childline is used to describe part of charitable income or expenditure by activity, this does not refer to the results of the statutory entity. Childline, the entity, exists to receive legacy income otherwise not receivable by the NSPCC. Childline, the charitable activity, provides support and advice to ensure that every child is listened to and protected.

NSPCC Pension Scheme Limited, a wholly owned subsidiary, has not been consolidated as it is a dormant entity with no assets or liabilities. The company acts solely as a corporate trustee of the NSPCC Pension Scheme and does not trade on its own behalf.

1.3 Principal accounting estimates and judgements

In the application of the Charity's accounting policies, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources.

The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from those estimates and the estimates, along with their underlying assumptions, are continually reviewed. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The following critical judgements have been made in the process of applying the Charity's accounting policies and have the most significant effect on the amounts recognised in the financial statements:

- Legacy income recognition: Income from residuary legacies are recognised when there is entitlement and the income is measurable and probable as detailed within accounting policy 1.5. Legacy income recognised in the year is shown in note 3, and legacies not recognised in the year are detailed in note 24.
- Expenditure allocations: Expenditure is apportioned where it relates to more than one cost category as detailed within accounting policy 1.6.

The following are the key sources of estimation uncertainty:

- Actuarial assumptions: See detailed disclosure within note 20.
- Property impairments: See detailed disclosure within note 12.
- Dilapidation Provisions: See detailed disclosure within note 18.

1.4 Financial instruments

Financial assets and financial liabilities are recognised when the NSPCC becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value, with the exception of fixed asset investments, as detailed within accounting policy 1.9.

Trade and other debtors are recognised at the settlement amount due after any discount offered and net of the bad debt provision. Prepayments are valued at the amount prepaid net of any trade discounts due. Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.5 Income

All income is accounted for in the SOFA when the Charity is legally entitled to the income, it is probable that the income will be received, and the amount can be quantified with reasonable accuracy.

For pecuniary legacies the recognition point is normally at the date probate is granted, and residuary legacies are normally recognised when draft estate accounts are available or other suitable information which allows the legacy to be measured with reasonable accuracy. Income is not recognised for legacies which remain subject to a life interest.

Income received from fundraising activities organised by volunteer groups operating under the Charity's control is in many cases received net of related expenditure. An estimate of the expenditure has been calculated according to payments made out of the branch bank accounts and returns sent from the volunteer groups. Income and expenditure have been increased by this amount. The Trustees have concluded that this is a reasonable estimate to use given the cost and administrative effort involved to account for the actual gross branch income.

Gifts in kind and donated services have been included at the lower of their value to the NSPCC and their estimated open market value. No amount has been included for services donated by volunteers.

All grants and contractual payments are included on a receivable basis. Contract income is recognised as performance obligations are satisfied. Grant income with performance related conditions received in advance of delivering specified goods and services, or income with a time restriction placed on it by the donor, is deferred until the donor stipulated criteria are met. Income is also deferred if it is probable it could become refundable. Income from contracted services and performance related grants generated through the delivery of goods and services furthering the objects of the Charity is included under income from charitable activities. This policy applies to both non-government and government grants.

1.6 Expenditure

Expenditure is accounted for on an accruals basis and allocated to the appropriate heading in the accounts.

Charitable activities expenditure enables the NSPCC to meet its charitable aims and objectives. Expenditure on raising funds includes expenditure incurred in raising donations and legacies, other trading activities and investment management costs. These costs are regarded as necessary to generate funds that are needed to finance charitable activities.

Expenditure is apportioned where it relates to more than one cost category, such as communication with the public around child protection advice and awareness with the parallel purpose of encouraging potential donors to contribute funds to the NSPCC. The method of apportionment uses the most appropriate basis in each case. Marketing activities with the dual purpose of generating funds and informing the public about child protection are allocated based on content. An analysis of the split between directly attributable costs and allocated costs incurred for fundraising activities and child protection advice and awareness is detailed within note 7.

Support costs are those costs which enable raising funds and charitable activities to be undertaken. These costs include finance, human resources, information systems, communications, property management, legal costs, and governance costs. All support costs are apportioned on the basis of full time equivalent staff numbers, except costs relating to information systems which are apportioned based on the number of computers and laptops in use.

Redundancy costs are recognised when there is a legal or constructive obligation. Employment related costs and redundancy costs are detailed within note 9.

Any irrecoverable VAT is included as part of the cost to which it relates. The amount suffered in the year is detailed within note 6.

1.7 Fund Accounting

General funds - these are funds given freely to the organisation that can be applied at the discretion of the Trustees in accordance with the NSPCC's charitable objects.

Designated funds - these are funds set aside by the Trustees out of general funds, to cover the value of property fixed assets and investment property held, or to fund specific future purposes or projects.

Restricted funds - these are funds received for undertaking an activity specified by the donor when making the gift, or may result from the terms of an appeal for funds.

Endowment funds - these are funds where the assets must be held permanently by the NSPCC, principally in the form of investments. Endowment funds are not shown separately on the SOFA on the basis of materiality but are detailed within note 22. Income received from endowments is added to the appropriate fund in accordance with any restriction placed upon it. Any capital gains or losses arising on the investments form part of the fund.

Further explanation of the nature and purpose of each fund is detailed within note 22.

1.8 Tangible and intangible fixed assets

Tangible and intangible fixed assets are stated at cost. Depreciation and amortisation is calculated to write off the cost of fixed assets by equal annual instalments over their expected useful lives as follows:

Freehold property	50 years
Leasehold property	the shorter of the lease term or 50 years
Furniture, fittings and equipment	2 - 5 years
Intangible assets	2 - 5 years
No depreciation is provided on freehold land.	

Tangible and intangible fixed assets costing less than £2,000 are not capitalised, and are written off in the year of purchase. Technology hardware refresh projects that purchase individually insignificant items but that in aggregate are over £100,000 are capitalised in order to reflect the hardware's pattern of use.

Impairment reviews on fixed assets are conducted on an annual basis and if found to have a carrying value materially higher than its recoverable amount, it is written down accordingly. As part of the impairment review, an assessment is performed to record properties at the lower of net book value and recoverable amount. Fair value is estimated through property valuations which are conducted triennially by an independent valuer. The valuation, which conforms to International Valuation Standards, was arrived at by reference to market evidence of transaction prices for similar properties.

1.9 Investments

Other than investments in subsidiaries, which are stated at cost, and donated shares as in the paragraph below, investments are stated at fair value (market value) through the SOFA.

Investment properties are held by the NSPCC to earn rentals or for capital appreciation, or both rather than for use by the entity. Investment properties are initially recognised at cost which includes purchase cost and any directly attributable expenditure. They are subsequently held at fair value with the fair value assessment being conducted triennially by an independent valuer. The valuation, which conforms to International Valuation Standards, was arrived at by reference to market evidence of transaction prices for similar properties.

No depreciation is provided on the investment properties and changes in fair value are recognised in the SOFA.

Rental income from operating leases is recognised as income from investments in the SOFA on a straight-line basis over the term of the lease.

Donated shares that come with a requirement that they be held for a fixed period or are infrequently traded are included in the balance sheet at the lower of market value if available and a value assessed by the Trustees. This value is reviewed by the Trustees at each balance sheet date.

Investment income is recognised gross of costs when the Charity is entitled to it, it is probable that it will be received, and it can be reliably measured. Realised and unrealised gains and losses are combined in the appropriate section in the SOFA.

1.10 Pension costs

The NSPCC defined benefit scheme is closed to new entrants and to further accrual. The assets of the scheme are held separately from those in the group, in a separate trustee administered fund. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the balance sheet. Whilst the scheme includes a provision to allow the NSPCC to claim a refund after the payment of all outstanding benefits, the scheme trustees retain full discretion over whether to grant such a refund and may instead apply any balance of assets to augment members' benefits. As such, the NSPCC does not recognise an asset in respect of potential future refunds. Full actuarial valuations are obtained triennially.

The amounts charged in expenditure are gains and losses on settlements and curtailments. These are included as part of staff costs together with losses and gains due to benefit changes which are recognised immediately if the benefits have vested. The net amount of interest cost and the discount rate applied to the assets are included within other expenditure. Actuarial gains and losses are recognised immediately under Other recognised gains and losses.

Costs incurred in relation to the defined contribution scheme are included in staff pension costs. Costs recognised are equivalent to the contributions in the year and are recognised on an accruals basis and any unsettled amounts are included in other creditors.

1.11 Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

1.12 Tax

The NSPCC as a registered charity is exempt from tax under Chapter 3 of Part 11 to the Corporation Tax Act 2010 or Section 256 of the Taxation for Chargeable Gains Act 1992, to the extent surpluses are applied to its charitable purposes. No corporation tax charge has arisen in the Charity's subsidiaries since all their profits are gifted to the NSPCC.

1.13 Cash flow

The NSPCC meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemption in relation to presentation of a cash flow statement in respect of its separate financial statements, which are presented alongside the consolidated financial statements.

2 Consolidated Statement of Financial Activities with fund comparatives

	Unrestricted funds	Restricted & endowment funds	Year ended 31 March 2026	Unrestricted funds	Restricted & endowment funds	Year ended 31 March 2025
	£'000	£'000	£'000	£'000	£'000	£'000
Income from:						
Donations and legacies	79,130	26,492	105,622	83,198	13,945	97,143
Charitable activities	4,691	8,107	12,798	4,516	9,001	13,517
Other trading activities	3,981	2,634	6,615	3,402	2,238	5,640
Investments	3,297	368	3,665	3,925	59	3,984
Other	1,259	-	1,259	-	-	-
Total income	92,358	37,601	129,959	95,041	25,243	120,284
Expenditure on:						
Raising donations and legacies	25,548	118	25,666	26,834	200	27,034
Other trading activities	5,681	15	5,696	6,069	13	6,082
Investment management costs	542	16	558	519	3	522
Raising funds	31,771	149	31,920	33,422	216	33,638
Net income available for charitable application	60,587	37,452	98,039	61,619	25,027	86,646
Expenditure on:						
Services for children and families	16,716	8,282	24,998	16,939	8,534	25,473
Childline and the Schools Service	11,392	16,242	27,634	13,156	12,626	25,782
Child protection advice and awareness	25,955	1,534	27,489	25,956	1,838	27,794
Child protection consultancy	6,186	753	6,939	5,509	720	6,229
Charitable activities	60,249	26,811	87,060	61,560	23,718	85,278
Other	4,245	-	4,245	3,263	-	3,263
Total expenditure	96,265	26,960	123,225	98,245	23,934	122,179
Net (expenditure) / income before investment gains	(3,907)	10,641	6,734	(3,204)	1,309	(1,895)
Net gains / (losses) on investments	4,296	(63)	4,233	228	4	232
Net (expenditure) / income	389	10,578	10,967	(2,976)	1,313	(1,663)
Transfer between funds	370	(370)	-	99	(99)	-
Other recognised gains:						
Actuarial gains on defined benefit pension scheme	3,413	-	3,413	8,011	-	8,011
Net movement in funds	4,172	10,208	14,380	5,134	1,214	6,348
Reconciliation of funds:						
Total funds brought forward	121,519	4,431	125,950	116,385	3,217	119,602
Total funds carried forward	125,691	14,639	140,330	121,519	4,431	125,950

3 Analysis of income from raised funds

	2026 £'000	2025 £'000
Donations and legacies:		
Individual giving including regular donations	39,461	41,668
Legacies	29,125	26,218
Regional and community fundraising	4,878	10,291
Corporates, trusts and major donors	30,788	17,943
Schools fundraising	413	468
Other donations and gifts	957	555
Total	105,622	97,143
Other trading activities:		
Fundraising events	4,036	3,539
Sale of goods and other activities*	2,579	2,101
Total	6,615	5,640
Investments:		
Dividends	528	400
Interest	2,885	3,333
Investment property	252	251
Total	3,665	3,984

*Other activities include sponsorship, promotions, training, sundry sales, lotteries and rental income, none of which are individually material.

Donated goods and services amounted to £3,790,000 (2025 £6,929,000), of which £2,014,000 (2025 £6,314,000) has been recognised within Corporates, trusts and major donors, £1,075,000 (2025 £353,000) within Regional and community fundraising and £701,000 (2025 £263,000) within Other donations and gifts.

Donations and legacies includes £5,603,000 (2025 £9,000) income received for a capital purpose, of which £5,000,000 from the Katherine Martin Charitable Trust (see below) is recognised within Corporates, trusts and major donors and £603,000 is recognised within Other donations and gifts.

Income from donations and legacies includes £15,000,000 donations received from the Katherine Martin Charitable Trust. This income is split between a £5,000,000 Permanent Endowment fund in support of our work in Grimsby and North East Lincolnshire, and a £10,000,000 million restricted gift towards our work in schools. Both are recognised in Corporates, trusts and major donors.

Income from donations and legacies includes £3,629,000 from non-performance related grants (2025 £5,728,000), of which £559,000 are government grants (2025 £884,000). £2,500,000 was received from People's Postcode Lottery (2025 £2,600,000), recognised within Corporates, trusts and major donors. There were no unfulfilled conditions or other contingencies relating to government grant income recognised in the year. None of the income received from government grants has been used to fund political campaigning.

Although required to disclose the aggregate donated by trustees the NSPCC recognises that all of our trustees give their time on a voluntary basis and make valuable non-financial contributions. Total trustee donations of £3,000 (2025 £37,000) have been received in the year, of which £1,000 (2025 £36,000) was restricted.

4 Analysis of income from charitable activities

Income raised by the following child protection activities:

	Statutory funding		Non-Statutory funding		Total 2026 £'000	Total 2025 £'000
	Contracts and fees	Performance related grants	Contracts and fees	Performance related grants		
	£'000	£'000	£'000	£'000		
Services for children and families	911	3,690	32	-	4,633	5,761
Childline and the Schools Service	-	2,498	-	-	2,498	2,001
Child protection advice and awareness	13	486	113	113	725	943
Child protection consultancy	345	723	3,874	-	4,942	4,812
Total	1,269	7,397	4,019	113	12,798	13,517

Statutory funding includes income received from government, government agencies and similar bodies whether local, national or international.

Income from charitable activities includes £7,510,000 from performance related grants (2025 £8,417,000), of which £7,397,000 are government grants (2025 £8,112,000). There were no unfulfilled conditions or other contingencies relating to government grant income recognised in the year. Other forms of government assistance include income from statutory contracts and fees of £1,269,000 (2025 £1,255,000). None of the income received from government grants has been used to fund political campaigning.

Statutory contracts and fees include donated services and facilities under service level agreements (SLAs) of £10,000 (2025 £10,000) in respect of premises and other facilities which have been recognised as gifts in kind.

5 Analysis of other income

	2026 £'000	2025 £'000
Profit from sale of tangible fixed assets	330	-
Legal settlements	929	-
Total	1,259	-

6 Analysis of total expenditure

	Notes	Direct Costs £'000	Support Costs £'000	Total 2026 £'000	Total 2025 £'000
Expenditure on Raising Funds:					
Expenditure on raising donations and legacies:					
Individual giving including regular donations		8,106	240	8,346	8,210
Legacies		3,422	80	3,502	2,347
Regional and community fundraising		5,461	213	5,674	5,723
Corporates, trusts and major donors		6,836	267	7,103	9,604
Schools fundraising		818	41	859	897
Other donations and gifts		172	10	182	253
Total		24,815	851	25,666	27,034
Expenditure on other trading activities:					
Fundraising events		2,682	87	2,769	3,903
Sale of goods and other activities		2,859	68	2,927	2,179
Total		5,541	155	5,696	6,082
Investment management costs		558	-	558	522
Total expenditure on raising funds	7	30,914	1,006	31,920	33,638
Expenditure on charitable activities:					
Services for children and families		23,750	1,248	24,998	25,473
Childline and the Schools Service		26,032	1,602	27,634	25,782
Child protection advice and awareness	7	26,279	1,210	27,489	27,794
Child protection consultancy		6,604	335	6,939	6,229
Total expenditure on charitable activities		82,665	4,395	87,060	85,278
Other expenditure:					
Dilapidations		(30)	-	(30)	289
Restructuring		2,366	-	2,366	796
Impairments		194	-	194	-
Defined benefit pension costs (see note 20)		1,715	-	1,715	2,178
Total other expenditure		4,245	-	4,245	3,263
Total expenditure		117,824	5,401	123,225	122,179

Included in total expenditure is irrecoverable Value Added Tax of £5,164,000 (2025: £4,655,000). The partially recoverable percentage has increased to 5% (2025 3%). Wholly irrecoverable VAT has decreased by £30,000 from £2,613,000 to £2,643,000).

Included in total expenditure are grant payments of £1,868,000 (2025 £2,732,000) which are grants to Blackpool council for delivery of services for the Big Lottery funded 'Better Start' programme.

The NSPCC undertakes annual property impairment reviews, comparing the properties' net book value to value in use. Properties identified with a net book value in excess of value in use are written down to the higher of market value or value in use.

During the year the NSPCC completed a full review of the potential liability to dilapidations at the end of the leases on occupied buildings. The provision is calculated based on average historic landlord claims received. The movement on the provision reflects both changes in the average landlord claims and changes in properties occupied by the NSPCC.

The restructuring costs relate primarily to the cost of redundancies (see note 9).

The activities underlying the costs above under each heading are:

Services for children and families - Work with children, young people, families and communities throughout Great Britain, Northern Ireland and the Channel Islands to provide preventive, therapeutic and assessment services across the United Kingdom. The services work in partnership with local authorities and Local Safeguarding Children Boards, health services and other statutory and voluntary agencies; and children and young people's participation activities.

Childline and the Schools Service - Work to provide accessible support and advice to ensure that every child is listened to and protected. Childline includes a free 24-hour helpline (telephone, online and automated text services) for children and young people to access advice and support from trained counsellors; and work with schools to educate children about how to protect themselves.

Child protection advice and awareness - Work in partnership with adults across the UK, empowering them to take action on behalf of children. This includes the NSPCC helpline (telephone and online services) providing advice and support to adults; the Child Trafficking Advice Centre (CTAC); the provision of comprehensive and expert information services; public campaigning and government lobbying; and activities to raise awareness and influence behaviour within adult audiences.

Child protection consultancy - Work with organisations, networks and professionals that come into contact with children, challenging them to ensure that children are protected from harm. This includes the provision of training and consultancy services; use of the NSPCC's authorised person status; work in partnership with other bodies; and representation on boards and committees where the NSPCC can influence change.

Expenditure on raising donations and legacies - promoting the awareness of the NSPCC and its work to create the income flow needed to support our activities.

Expenditure on other trading activities - investing in products and organising events to create the income flow needed to support our activities.

	2026 £'000	2025 £'000
Total expenditure is stated after charging:		
Operating lease rentals:		
Land and buildings	1,004	958
Other	159	171
Fees payable to the Charity's auditor for:		
Statutory audit of the Charity and Group accounts	131	104
Statutory audit of the Charity's subsidiaries' accounts	9	9
Total audit fees	113	113
Other assurance services	4	4
Total non-audit fees	4	4
Charges on owned assets:		
Depreciation and amortisation	2,715	1,958
Impairment	194	-
Trustees' expenses:		
Trustees' travel, subsistence and other expenses	7	6

Our Trustees are based all over the United Kingdom and give their time on a voluntary basis; the trustees are not entitled to and did not receive any remuneration or other benefits during the year (2025 £nil).

Total trustee expenses of £7,000 (2025 £6,000) were incurred in the year, in respect of seven trustees (2025 ten). In addition the NSPCC paid indemnity insurance in respect of the trustees of £13,000 (2025 £16,000).

The trustee expenses disclosed above were incurred solely in furtherance of their duties. Trustee expenses include travel, subsistence and other incidental expenses reclaimed or paid directly by the Charity.

Maria Neophytou, a member of the ELT of the NSPCC until February 2026, is also a Trustee and Director of Warren House Group at Dartington (trading as Dartington Design Lab). During the year the NSPCC paid a total of £7,605 to this company for Consultancy work on the Baby Steps and Pregnancy in Mind projects, and other Research and Evaluation training. This work was awarded through an open tender process to select and approve the contract, which Maria was not a part of. During the year the NSPCC also received £900 for providing virtual training courses to employees of Dartington Design Lab.

Christopher Sherwood, the CEO of the NSPCC, is also the Co-Vice Chair of the National Council for Voluntary Organisations (NCVO). During the year the NSPCC paid £7,589 in NCVO membership fees at market rate. The NSPCC also paid £603 at market rate for room hire for an executive leadership team meeting.

Albert Heaney, trustee at the NSPCC, is the Chief Social Care Officer for Wales. During the year the NSPCC received £20,771 from the Welsh Government for sale of Techosaurus materials at market price.

7 Child protection advice and awareness

As part of its mission to end cruelty to children, and in accordance with its Royal Charter, the NSPCC undertakes a broad range of publicity and educational work aimed at influencing adults. It aims to work in partnership with adults across the UK, empowering them to take action on behalf of children. Expenditure of this nature:

- makes the public aware of the incidence and effects of child abuse and everyone's shared responsibility to act to stop it;
- provides comprehensive and expert advice and information on child protection to professionals and other relevant parties;
- provides advice, guidance and support to adults who are concerned about the welfare of a child or young person, enabling them to take appropriate action; and
- informs the public and fellow professionals about the NSPCC's own action to protect children and young people through its services for them and their families.

Communication with the public through child protection advice and awareness has a parallel purpose of encouraging potential donors to contribute funds to achieve the mission of the NSPCC.

	2026		2025	
	Raising funds £'000	Child protection advice and awareness £'000	Raising funds £'000	Child protection advice and awareness £'000
Charged directly	13,720	13,250	17,499	14,920
Allocated costs	17,194	13,029	15,072	11,549
Direct costs allocated	30,914	26,279	32,571	26,469
Support costs allocated	1,006	1,210	1,067	1,325
Total	31,920	27,489	33,638	27,794

Expenditure incurred each year is, where possible, charged directly to raising awareness or raising funds. Where there is more than one purpose, costs are shared between the activities in proportion to the work undertaken. For example, marketing materials are evaluated by content.

8 Allocation of support costs

Type of cost	Raising funds £'000	Charitable activities £'000	Total 2026 £'000	Total 2025 £'000
Central management and administration	698	2,982	3,680	3,246
Premises, infrastructure and communications	202	960	1,162	1,861
Governance	106	453	559	485
Total support costs allocated	1,006	4,395	5,401	5,592

Central management and administration costs includes the relevant proportion of human resources, legal services and risk management, and central finance including procurement and transaction processing.

Premises, infrastructure and communications are costs which enable the buildings and NSPCC facilities to operate effectively, this includes provision of information system services and internal and external communications.

Governance cost are costs associated with the governance arrangements of the NSPCC, including internal and external audit costs, legal advice for trustees and costs associated with constitutional and statutory requirements.

Support costs are allocated on the basis of relevant full time equivalent staff numbers. Information Systems support costs are allocated on the basis of personal and laptop computers in use.

9 Employees

	2026	2025
	£'000	£'000
Total staff costs recognised in the year		
Wages and salaries	57,547	58,251
Social security costs	7,526	6,025
Pension costs	8,166	8,611
Other forms of employee benefits	301	311
Total	73,540	73,198

Redundancy costs of £2,101,000 have been paid (2025 £779,000). The amount expensed in the accounts, not included in the above table, is £2,359,000 (2025 £810,000), of which £289,000 is provided for (2025 £31,000).

Included within pension costs of £8,166,000 (2025 £8,611,000) are costs relating to the defined contribution scheme of £6,451,000 (2025 £6,433,000) and costs relating to the defined benefit scheme of £1,715,000 (2025 £2,178,000). Pension costs in relation to the defined benefit pension scheme are detailed within note 20.

Other forms of employee benefits include life assurance and car allowances, where applicable.

The average number of employees on the payroll for the year was 1,536 (2025: 1,636). The average number of employees, calculated on a full time equivalent basis for the year was 1,427 (2025 1,484). The NSPCC operates a family-friendly policy including part-time work and job-sharing. The above numbers include staff responsible for the management and support of the volunteers.

The average number of employees, calculated on a full-time equivalent basis, analysed by function was:

	2026	2025
	Number	Number
Activities to end cruelty to children	1,077	1,116
Raising funds	200	213
Support and governance	150	155
Total	1,427	1,484

The number of employees whose total employee benefits (excluding employer pension and national insurance costs) for the reporting period amounted to over £60,000 was as follows:	2026	2025
	Number	Number
£190,001 - £200,000	1	-
£180,001 - £190,000	1	-
£150,001 - £160,000	-	1
£140,001 - £150,000	-	2
£130,001 - £140,000	1	-
£120,001 - £130,000	2	3
£110,001 - £120,000	1	-
£100,001 - £110,000	-	1
£90,001 - £100,000	8	7
£80,001 - £90,000	9	14
£70,001 - £80,000	26	25
£60,001 - £70,000	38	45
Total	87	98

The table above does not include termination benefits paid in the year. If these were included, 10 additional employees would be included in banding £60,000-£70,000, 6 in banding £70,000-£80,000, 8 in banding £80,000-£90,000, 3 in banding £90,000-£100,000, 2 in banding £100,000-£110,000, 3 in banding £110,000-£120,000, 2 in banding £130,000-£140,000, 1 in banding £140,000-£150,000, 1 less in banding £180,000-£190,000 and 1 in banding £380,000-£390,000. In 2025, 2 additional employees would be included in banding £60,000-£70,000, 1 in banding £70,000-£80,000, 1 less in banding £80,000-£90,000 and 1 in £120,000-£130,000.

	2026	2025
	£'000	£'000
Key management personnel (Executive Leadership Team (ELT), formerly Executive Board) - Group and Charity		
Total employee benefits* received by the ELT for their services during the year	1,615	1,185

*Employee benefits are all forms of consideration paid by a charity in exchange for the service rendered by employees and include all remuneration, salary, employer's pension and national insurance contributions and any termination payments made.

10 Contribution from volunteers

We are very grateful to our large and hugely supportive volunteer base. Some work tirelessly to raise funds for our work, whilst others work directly with children, young people and families through our services such as being a trained volunteer counsellor for our Childline service or delivering our Schools Service.

- Our Childline service delivers 24/7 support to children throughout the year. Our Childline counselling service delivered almost 171,000 counselling sessions (2025 almost 162,000 sessions) with the help of over 1,000 volunteer counsellors (2025 almost 1,000 volunteer counsellors) providing almost 101,000 hours (2025 over 106,000 hours).
- Our Speak out Stay safe service delivers assemblies and workshops in primary schools to equip pupils with the knowledge and resilience to protect themselves from abuse, and the confidence to seek help. This year the assemblies continued to be completed virtually, and we delivered assemblies to over 6,700 schools (2025 delivered virtual assemblies to over 6,300 schools) reaching over 1,497,000 children across the UK (2025 reaching over 1,538,000 children).
- Supporting our fundraising team, there are a number of Special Events Committees, Volunteer and Business Boards, each focussing on NSPCC activities they feel particularly passionate about, and where their skills and expertise can be best utilised. Our Board and Committee members use their expertise and contacts from their own fields of business, employing a range of fundraising techniques, from corporate introductions to charity event creation, securing major gifts and legacies, and raising awareness. In the year, the Boards and Committees supported our fundraising team in generating income of £4,895,000 (2025 £8,515,000).
- We have 118 branches and 270 districts (2025 122 branches and 313 districts) raising funds around the UK, with around 2,800 members (2025 around 2,800 members) who raised over £1,458,000 (2025 over £2,052,000) in the year through organising local community fundraising events.
- In addition there are approximately 64 volunteers (2025 approximately 67 volunteers) working in our service centres across the country in a range of roles, primarily providing support through our Young Witness Programme in Northern Ireland.

Given the absence of a reliable measurement basis, donated services from our volunteers are not included within the financial statements. This is in line with the requirements of the Charities SORP (FRS 102).

11 Subsidiary companies and their activities

The Charity has three wholly-owned subsidiaries. Information and financial data on Childline and NSPCC Trading Company Limited are detailed below. The NSPCC Pension Scheme Limited acts solely as a corporate trustee of the NSPCC Pension Scheme, does not trade on its own behalf and has no assets or liabilities.

NSPCC Trading Company Limited

NSPCC Trading Company Limited (NSPCC Trading) is incorporated in the UK (Company registration number 00890446). The main activities consist of corporate sponsorships, fundraising events, sale of goods – including Christmas cards, and income from promotional activities.

A summary of the NSPCC Trading results are below. The information is taken from the audited accounts for the company and therefore includes transactions undertaken with the NSPCC.

	NSPCC Trading 2026 £'000	NSPCC Trading 2025 £'000
Profit and loss account		
Revenue	631	1,116
Cost of sales	(55)	(66)
Gross profit	576	1,050
Net operating costs	(135)	(200)
Operating profit	441	850
Amount gift aided to the NSPCC	(441)	(850)
Retained profit for the year	-	-
Assets, liabilities and funds:		
Assets	541	528
Liabilities	(511)	(498)
Total funds including 100 ordinary shares of £1 each	30	30

NSPCC Trading runs fundraising events that benefit the NSPCC. As such the NSPCC has been charged a management fee to cover these costs plus a commission totalling £1,282,000 (2025 £1,306,000). Revenue includes £37,000 in commission for fundraising events (2025 £38,000). In addition NSPCC Trading pays the NSPCC £10,000 for the use of the NSPCC logo (2025 £10,000) and £489,000 in staff and building costs (2025 £576,000).

Profits from NSPCC Trading are gift aided to the NSPCC at the value of the taxable profits under a deed of covenant arrangement.

Childline

Childline is a charitable company limited by guarantee, registered in England and Wales and incorporated in the UK (company registration number 2622689, charity registration number 1003758). Childline the entity exists to receive legacy income otherwise not receivable by the NSPCC. These funds are paid by way of a grant to the NSPCC.

A summary of the Childline results are below. The information is taken from the audited accounts for the charitable company and therefore includes transactions undertaken with the NSPCC.

	Childline 2026 £'000	Childline 2025 £'000
Total income	1,910	1,480
Total expenditure	(1,910)	(1,480)
Net expenditure	-	-
Reconciliation of funds:		
Total funds brought forward	-	-
Funds balance carried forward	-	-
Assets, liabilities and funds:		
Assets	39	126
Liabilities	(39)	(126)
Total funds	-	-

NSPCC results (excluding subsidiaries)

A summary of the results of the parent charity are below.

	NSPCC excluding subsidiaries 2026 £'000	NSPCC excluding subsidiaries 2025 £'000
Total income	128,534	118,760
Total expenditure	(121,800)	(120,655)
Net gains/(losses) on investments	4,233	232
Net income	10,967	(1,663)
Actuarial gains on defined benefit pension scheme	3,413	8,011
Net movement in funds	14,380	6,348
Reconciliation of funds:		
Total funds brought forward	125,920	119,572
Funds balance carried forward	140,300	125,920

Total income for the NSPCC excluding subsidiaries, includes the gift aid donation from the NSPCC Trading Company Limited of £441,000 (2025 £850,000) and the grant from Childline of £1,910,000 (2025 £1,480,000).

12 Tangible and intangible fixed assets

Group and Charity	Freehold property £'000	Leasehold property £'000	Furniture, fittings, and equipment £'000	Total Tangible assets £'000	Total Intangible assets £'000	Total Fixed assets £'000
Cost						
1 April 2025	25,721	11,368	8,436	45,525	12,111	57,636
Additions	7	354	813	1,174	5,969	7,143
Disposals	(711)	(1,862)	(1,556)	(4,129)	(316)	(4,445)
31 March 2026	25,017	9,860	7,693	42,570	17,764	60,334
Depreciation and amortisation						
1 April 2025	11,368	8,763	6,541	26,672	8,859	35,531
Depreciation and amortisation	369	319	724	1,412	1,303	2,715
Impairment	-	-	-	-	194	194
Disposals	(296)	(1,862)	(1,556)	(3,714)	(316)	(4,030)
31 March 2026	11,441	7,220	5,709	24,370	10,040	34,410
Net book value						
31 March 2026	13,576	2,640	1,984	18,200	7,724	25,924
31 March 2025	14,353	2,605	1,895	18,853	3,252	22,105

Intangible assets represent the cost of software development and other computer software.

The NSPCC undertakes annual property impairment reviews, comparing the properties' net book value to value in use. Properties identified with a net book value in excess of value in use are written down to the higher of market value or value in use.

Depreciation and amortisation is recognised as an expense in the SOFA. The expense is charged or apportioned to the relevant SOFA headings reflecting the assets use.

13 Capital commitments

There were capital commitments of £2,010,000 at 31 March 2026 (2025 £480,000).

14 Investments

Group and Charity	Equities £'000	Bonds £'000	Bank deposits £'000	Investment properties £'000	Total 2026 £'000	Total 2025 £'000
Market value at 1 April	29,532	42,597	43,886	2,785	118,800	122,288
Transfers	-	-	-	-	-	895
Purchases at cost	31,505	23,849	89,522	-	144,876	52,168
Disposals at carrying value	(21,562)	(24,187)	(93,601)	(380)	(139,730)	(56,783)
Realised (loss)/ gain on investments	1,104	364	288	-	1,756	(674)
Unrealised (loss)/gain on investments	1,784	406	287	(150)	2,327	906
Value at 31 March	42,363	43,029	40,382	2,255	128,029	118,800
Historical cost as at 31 March	38,363	43,063	40,310	1,668	123,404	113,070

The majority of fixed investments are held with and managed by Goldman Sachs and JP Morgan. Bank deposits also include £35,384,000 of deposits held directly (2025 £39,762,000). Investments are accounted for as detailed within accounting policy 1.9.

With reference to FRS 102 properties that are held to generate rental income are included within investments properties. Two properties are leased to not for profit organisations, however as their activities are not in line with the NSPCC charitable objectives, these elements of the properties are classified as investment properties. Independent property valuations are carried out triennially, the last was carried out as at 31 March 2024. The lease for one property is coming to an end with a new lease due to be agreed on comparable terms.

Future minimum lease payments for rent receivable under non-cancellable operating leases on investment properties are:

Group and Charity	Total 2026 £'000	Total 2025 £'000
Less than 1 year	131	193
Between 1 and 5 years	70	173
Total	201	366

15 Debtors

	Group		Charity	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Trade debtors	571	582	543	533
Amounts owed by group undertakings	-	-	426	479
Prepayments	3,230	3,438	2,770	3,018
Accrued income	4,689	4,441	4,650	4,315
Other debtors	2,122	2,871	2,090	2,839
Total	10,612	11,332	10,479	11,184

Amounts owed to by group undertakings are non-interest bearing and repayable on demand.

16 Current investments and cash at bank and in hand

	Group		Charity	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Current investments	5,047	7,607	5,047	7,607
Cash at bank and in hand	3	494	(19)	469
Total	5,050	8,101	5,028	8,076

Current investments represents monies invested through the NSPCC's bankers in short-term money market instruments, and available for return on demand.

17 Creditors: amounts falling due within one year

	Group		Charity	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Trade creditors	1,546	2,250	1,530	2,228
Accruals	4,632	4,820	4,610	4,793
Deferred income (see note 19)	1,736	1,711	1,649	1,617
Taxation and social security	1,554	1,533	1,554	1,533
Grants payable	1,437	2,068	1,437	2,068
Other creditors	761	829	761	829
Total	11,666	13,211	11,541	13,068

18 Provisions for liabilities

Group and Charity	Dilapidations on leasehold properties £'000	Other £'000	Total £'000
Carrying amount at 1 April 2025	3,771	220	3,991
Additions and remeasurement	412	427	839
Amounts utilised against the provision	(442)	(32)	(474)
Carrying amount at 31 March 2026	3,741	615	4,356
Commitments are likely to be met:			
Within one year	1,746	615	2,361
After one year and less than five years	653	-	653
After five years	1,342	-	1,342
Total	3,741	615	4,356

The provision for dilapidations on leasehold properties relates to the estimated future cost of landlord claims at the end of the lease. The provision is calculated based on average historic landlord claims received. The movement on the provision reflects both changes in the average landlord claims and changes in properties occupied by the NSPCC.

No discounting has been applied to any of the provisions as the effect of this would be immaterial.

19 Deferred income

	1 April 2025 £'000	Deferred £'000	Released £'000	31 March 2026 £'000
Statutory sources	104	333	(104)	333
Other non-statutory sources	441	269	(441)	269
Income from fundraising activities	1,072	1,047	(1,072)	1,047
Total for the Charity	1,617	1,649	(1,617)	1,649
Income from fundraising activities	94	87	(94)	87
Total for the Group	1,711	1,736	(1,711)	1,736

The main reasons for deferrals are as follows:

	Group		Charity	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Performance related grant conditions not met	360	217	360	217
Potentially refundable income received for future events	1,020	1,166	933	1,072
Other deferrals	356	328	356	328
Total	1,736	1,711	1,649	1,617

20 The NSPCC Pension Schemes

The NSPCC operates both a defined contribution and a defined benefit pension scheme which require contributions to be made to separately administered funds for the benefit of the employees. Further details of these schemes are provided below.

The NSPCC defined contribution pension scheme

The pension costs for the year in relation to the defined contribution pension scheme were £6,451,000 (2025 £6,433,000). As at 31 March 2026, £502,000 was outstanding and included in creditors (2025 £553,000). Expenditure is allocated to the appropriate heading in the accounts on the basis of full time equivalent staff numbers.

The NSPCC defined benefit pension scheme

The NSPCC operates a defined benefit scheme in the UK. This is a separate trustee administered fund holding the pension scheme assets to meet long term pension liabilities. A full actuarial valuation was carried out at 31 March 2024 and this has been updated to 31 March 2026 by a qualified actuary, independent of the scheme's sponsoring employer. The present value of the defined benefit obligation, the related current service cost and past service cost were measured using the projected unit credit method. The major assumptions used by the actuary are shown below.

This most recent triennial actuarial valuation showed a deficit of £14,900,000. Based on this valuation the NSPCC has agreed with the Trustees that it will aim to eliminate the deficit with payment of annual contributions (payable monthly) of £1,800,000 until 30 June 2028, rising to £2,455,000 for the remainder of the term to 31 March 2033. In addition and in accordance with the actuarial valuation, the Society has agreed with the trustees that it will pay £425,000 per annum (payable monthly) to meet expenses of the scheme and levies to the Pensions Protection Fund (previously £425,000 per annum).

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

	31 March 2026 £'000	31 March 2025 £'000
Group and Charity	£'000	£'000
Fair value of plan assets	103,354	102,100
Present value of defined benefit obligation	(116,617)	(119,286)
Defined benefit liability to be recognised	(13,263)	(17,186)

Reconciliation of opening and closing balances of the defined benefit obligation

	31 March 2026 £'000	31 March 2025 £'000
Defined benefit obligation at start of period	119,286	138,572
Interest expense	6,616	6,498
Actuarial gains	(2,733)	(19,311)
Benefits paid	(6,552)	(6,473)
Defined benefit obligation at end of period	116,617	119,286

Reconciliation of opening and closing balances of the fair value of plan assets

	31 March 2026 £'000	31 March 2025 £'000
Fair value of plan assets at start of period	102,100	113,328
Interest income	5,677	5,316
Actuarial gains/(losses)	680	(11,300)
Contributions by the NSPCC	2,225	2,225
Administrative Costs	(776)	(996)
Benefits paid	(6,552)	(6,473)
Fair value of plan assets at end of period	103,354	102,100

The actual return on the plan assets over the period ended 31 March 2026 was a loss of £5,894,000 (2025 gain of £1,654,000).

Defined benefit costs recognised in the Statement of Financial Activities

	31 March 2026 £'000	31 March 2025 £'000
Expenses	776	996
Net interest cost	939	1,182
Defined benefit costs recognised in expenditure	1,715	2,178
Actuarial gains/(losses) on assets	680	(11,300)
Actuarial gains on liabilities	2,733	19,311
Actuarial gains/(losses) on defined benefit pension scheme	3,413	8,011

Assets:

	2026 £'000	2025 £'000
Equity instruments	-	-
Cash and cash equivalents	10,281	8,889
Other	93,073	93,211
Total assets	103,354	102,100

None of the fair values of the assets shown above include any direct investments in the NSPCC's own financial instruments or any property occupied by, or other assets used by, the NSPCC.

Expenses include £23,000 pension regulator fee (2025 £15,000). Last year also included £21,000 Pension Protection Fund levy which was agreed not to be paid this year.

Assumptions:

	2026 £'000	2025 £'000
Discount rate	6.10% pa	5.70% pa
Inflation (pre and post 2030)	3.30% pa	3.20% pa
Inflation (CPI Pre 2030)	2.40% pa	2.30% pa
Inflation (CPI Post 2030)	3.20% pa	3.10% pa

The mortality assumptions adopted at 31 March 2026 imply the following life expectancies:

	Life expectancy at age 65 (Years)
Male retiring in 2026	20.6
Female retiring in 2026	23.6
Male retiring in 2046	21.6
Female retiring in 2046	24.8

21 Operating lease commitments

Total of future minimum lease payments for the Group and Charity under non-cancellable operating leases for each of the following periods:

	Land and buildings 2026 £'000	Other 2026 £'000	Land and buildings 2025 £'000	Other 2025 £'000
Group and Charity				
Not later than one year	947	-	904	-
Later than one year and not later than five years	1,149	-	590	-
Total	2,096	-	1,494	-

22 Endowment, restricted and designated funds

	Balance 1 April 2024 £'000	Income £'000	Expenditure £'000	Gains / (losses) £'000	Transfers £'000	Balance 31 March 2025 £'000	Income £'000	Expenditure £'000	Gains / (losses) £'000	Transfers £'000	Balance 31 March 2026 £'000
Permanent endowment funds											
Charity											
Permanent endowment fund	1,534	-	(3)	4	-	1,535	-	(4)	56	-	1,587
N Knatchbull endowment fund	10	-	-	-	-	10	-	-	-	-	10
M Glaister fund	10	-	-	-	-	10	-	-	-	-	10
A Sykes fund	9	-	-	-	-	9	-	-	-	-	9
KMCT Grimsby & NE Lincolnshire fund	-	-	-	-	-	-	5,000	-	(119)	-	4,881
Total permanent endowment funds	1,563	-	(3)	4	-	1,564	5,000	(4)	(63)	-	6,497
Restricted funds											
Charity											
Childline restricted funds received by the NSPCC including funding received from the Child's Voice Appeal for the Helpline Development Project	300	9,168	(9,406)	-	-	62	11,267	(11,326)	-	-	3
Activities to end cruelty to children funded by other restricted donations	1,002	5,528	(5,115)	-	(13)	1,402	4,099	(5,018)	-	(49)	434
Capital Projects, including Acquisition of Buildings	250	34	-	-	(34)	250	101	-	-	(321)	30
Details are given below in respect of restricted funds where separate disclosure is required by the funder:											
Childline and the NSPCC Helpline funded by the Department for Education	-	2,000	(2,000)	-	-	-	2,600	(2,600)	-	-	-
Childline Foyle Helpline in Londonderry funded by the Department of Education Northern Ireland	-	159	(159)	-	-	-	159	(159)	-	-	-
Childline counselling staff salaries in Northern Ireland funded by the Department of Health, Social Services & Public Safety (DSSHPS) of Northern Ireland	-	23	(23)	-	-	-	-	-	-	-	-
"A Better Start" project in Blackpool funded by the Big Lottery Fund	-	4,359	(4,359)	-	-	-	2,937	(2,937)	-	-	-
Building public awareness about child sexual abuse set out in the Tackling Child Sexual Abuse Strategy 2021 funded by the Home Office.	-	241	(241)	-	-	-	-	-	-	-	-
Childline in Wales funded by the Welsh Government 'Children and Families Organisation' (CFOG)	-	90	(90)	-	-	-	108	(108)	-	-	-
Northern Ireland Young Witness Support Service funded by the Department of Justice Northern Ireland	-	467	(467)	-	-	-	521	(521)	-	-	-
Community Potential in Plymouth funded by the National Lottery Community Fund	102	52	(95)	-	(52)	7	-	(7)	-	-	-
Delivery of 'Letting The Future In' and scale-up in England and Wales funded by the Home Office	-	365	(365)	-	-	-	423	(423)	-	-	-
Delivery of 'Letting The Future In' Project in South Wales funded by the South Wales Police and Crime Commissioner	-	30	(30)	-	-	-	30	(30)	-	-	-
Grant from the Welsh government towards the Safeguarding campaign	-	23	(7)	-	-	16	-	(16)	-	-	-
Katherine Martin Charitable Trust For the delivery of Childline service	-	1,500	(1,500)	-	-	-	-	-	-	-	-
Katherine Martin Charitable Trust for the delivery of Talk PANTS for the next five years.	-	501	(74)	-	-	427	14	(14)	-	-	427
Katherine Martin Charitable Trust for the delivery of core NSPCC services in Grimsby during the financial year of 25/26	-	502	-	-	-	502	-	(502)	-	-	-
Katherine Martin Charitable Trust to enable the NSPCC to deliver a national campaign on tackling the rise in online sexual abuse arising from self-generated images	-	201	-	-	-	201	7	(20)	-	-	188
Katherine Martin Charitable Trust for the delivery of the Schools Service	-	-	-	-	-	-	10,234	(3,174)	-	-	7,060
Katherine Martin Charitable Trust for endowment fund net interest available to spend	-	-	-	-	-	-	101	(101)	-	-	-
Total restricted funds	1,654	25,243	(23,931)	-	(99)	2,867	32,601	(26,956)	-	(370)	8,142
Total restricted and endowment funds	3,217	25,243	(23,934)	4	(99)	4,431	37,601	(26,960)	(63)	(370)	14,639
Designated funds											
Charity											
Freehold and leasehold properties	22,249	-	(575)	-	944	22,618	(414)	(688)	-	361	21,877
Strategic spend	19,282	-	(1,418)	-	(488)	17,376	-	(1,020)	-	(891)	15,465
Total designated funds	41,531	-	(1,993)	-	456	39,994	(414)	(1,708)	-	(530)	37,342
Other unrestricted funds											
Charity											
General funds	100,068	92,445	(91,478)	228	(2,582)	98,681	90,231	(90,301)	4,296	(1,325)	101,582
Total general funds for the Charity	100,068	92,445	(91,478)	228	(2,582)	98,681	90,231	(90,301)	4,296	(1,325)	101,582
Subsidiary companies											
NSPCC Trading Company Limited	30	1,116	(1,116)	-	-	30	631	(631)	-	-	30
Childline	-	1,480	(1,480)	-	-	-	1,910	(1,910)	-	-	-
Total general funds for the Group	100,098	95,041	(94,074)	228	(2,582)	98,711	92,772	(92,842)	4,296	(1,325)	101,612
Pension reserve	(25,244)	-	(2,178)	8,011	2,225	(17,186)	-	(1,715)	3,413	2,225	(13,263)
Total funds for the Group	119,602	120,284	(122,179)	8,243	-	125,950	129,959	(123,225)	7,646	-	140,330

Income within general funds for the Charity excludes the gift aid donation of £441,000 (2025 £850,000) from NSPCC Trading Company Limited and the grant of £1,910,000 from Childline (2025 £1,480,000).

KMCT gifted the NSPCC a £5,000,000 permanent endowment fund in July 2025 to support our work in Grimsby and North East Lincolnshire. The terms of the fund state that any net income recognised on the value of the fund can be spent, with any gains / losses reinvested and added to the value of the endowment fund. In 2025/26, the KMCT endowment fund made investment losses of £119,387.

Transfers include £2,225,000 transferred from general funds for payments in relation to pensions (2025 £2,225,000), and £361,000 to designated funds in relation to property additions. In 2025 (£944,000) was transferred from designated funds in relation to property disposals.

23 Analysis of group net assets between funds

Fund balances are represented by:

	2026					2025				
	Unrestricted General	Designated	Restricted	Endowment	Total funds	Unrestricted General	Designated	Restricted	Endowment	Total funds
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Tangible and intangible fixed assets	9,708	16,216	-	-	25,924	5,148	16,957	-	-	22,105
Investments	104,177	17,355	-	6,497	128,029	97,970	19,266	-	1,564	118,800
Current assets and liabilities	(7,917)	3,771	8,142	-	3,996	(416)	3,771	2,867	-	6,222
Provisions	(4,356)	-	-	-	(4,356)	(3,991)	-	-	-	(3,991)
Total net assets excluding pension reserve	101,612	37,342	8,142	6,497	153,593	98,711	39,994	2,867	1,564	143,136
Pension reserve	(13,263)	-	-	-	(13,263)	(17,186)	-	-	-	(17,186)
Total net assets	88,349	37,342	8,142	6,497	140,330	81,525	39,994	2,867	1,564	125,950

24 Legacies

The NSPCC has been notified of 751 legacies (2025: 787 legacies) which have not been included within the financial statements as they do not yet meet the income recognition criteria. This includes 24 pecuniary legacies which have an average value of £9,083 (2025: 7 cases with an average value of £12,175). Pecuniary legacies are only recognised once notification of probate is received. The remaining 622 are residuary legacies, which have an average value of £54,454 (2025: 674 cases with an average value of £57,904). Residuary legacies are normally recognised once draft accounts are received or other information which allow them to be measured with reasonable accuracy. Included within the above figures are 8 pecuniary legacies (2025: 7) and 97 residuary legacies (2025: 124) which are not recognised because they are subject to a life interest.

The NSPCC waived the rights to no legacy entitlements during the year (2025: two totalling £7,505).

25 Contingent Liabilities

The NSPCC is defending legal claims brought by two former employees disputing their dismissals on grounds of misconduct, with compensation of approximately £239,000 in aggregate being sought. Based on management's assessment and the information currently available, no provision has been recognised as payment is not considered probable. Accordingly, the claims are disclosed as contingent liabilities, with the matters remaining open pending formal hearings scheduled for January 2027 and February 2028, respectively.

Additionally, a small group of employees have brought claims arising from the recent consultation process and are collectively seeking compensation of approximately £350,000. The NSPCC is defending these claims, and no provision has been recognised as settlement of the claims is not considered probable. Accordingly, the matter has been disclosed as a contingent liability, with formal hearings scheduled to take place between February 2027 and February 2028.

26 Related party transactions

Related party transactions with and between wholly-owned subsidiaries are detailed as follows. Further details on subsidiaries and their activities are provided in note 11.

	2026 £'000	2025 £'000
Management charge (payable by NSPCC to NSPCC Trading)	1,282	1,306
Logo licence fee (payable by NSPCC Trading to NSPCC)	10	10
Staff and building costs (payable by NSPCC Trading to NSPCC)	489	576
Profits distributable under Gift Aid (payable by NSPCC Trading to NSPCC)	441	850
Profits distributable under Gift Aid (payable by Childline to NSPCC)	1,910	1,480

Related party transactions with the NSPCC Pension Scheme are disclosed in note 20. Related party transactions with the Trustees are detailed within in notes 3 and 6.

Friends of the NSPCC (UK) received a £99k legacy in-year. This amount has not yet been granted to the NSPCC.

There were no transactions with other related parties in the year.

Our offices



Headquarters and registered office address

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

National and regional hubs

Cymru/Wales National Office and Hub

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

Northern Ireland National Office and Hub

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

Scotland National Office

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

London and South East Regional Hub

Alexandra Ciardi House,
7-8 Greenland Place, Camden, London NW1 0AP
Tel: 020 3772 9905

North East, Yorkshire and the Humber Regional Hub

Suite 1-3 5th Floor,
St Johns Offices, Albion Street, Leeds, LS2 8LQ
Tel: 01274 381 440

North West Regional Hub

Hargreaves Centre
112 Great Homer Street, Liverpool, L5 3LQ
Tel: 0151 556 1000

Midlands Regional Hub

Jenny Farr House, 1 Cranmer Street, Nottingham, NG3 4GH

Tel: 0115 960 5481

South West and Channel Islands Regional Hub

5 Little London Court,

Albert Street,

Swindon, SN1 3HY

Tel: 01793 683 100



We exist to keep children safe.

Everything we do puts children first
– their voices, their experiences, their needs.
We support young people through Childline
and a range of specialised services, making
sure they always have someone to turn to.
We work to prevent abuse from ever
happening, and we're here to help children
recover so that it doesn't shape their future.

We've been protecting children for
over 140 years. And as long as children
need us, we'll be here.

[nspcc.org.uk](https://www.nspcc.org.uk)