



National Voices

Annual report and accounts 2014/15

National Voices
A company limited by guarantee

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Charity Registration Number 1057711

Company Number 3236543

NATIONAL VOICES

Report of the Trustees

Message from the chair



In a year dominated by growing concerns about funding, and by an impending general election, there could not have been a better time to champion person-centred care, keeping the focus on what really matters to patients and their families.

That is what National Voices did – across the domains of policy, research, partnership working and leadership development. Among many highlights, it was a mark of our influence and reputation among policy makers that we were asked to play a key role in shaping and implementing the seminal NHS Five Year Forward View.

Our pre-election position statement formed the basis for key engagements between the political parties and our members. Though acting in a strictly non-partisan way, we found the requirements of the new Lobbying Act a burdensome and questionable distraction. Like other charities we want this legislation reformed to remove the chilling effect on charities speaking out on matters relevant to their missions.

In my first full year as chair, I was very grateful to my fellow trustees for their able support. Our strategic focus on helping National Voices organize to achieve and assess impact will pay dividends in the years to come. I thank Ruth Bravery, Caroline Hacker and Alison Cook, who stood down from the board during the year, and also Zoe Matthews who agreed to serve another term. And it was a pleasure to welcome four new trustees onto the board after this reporting period at our AGM in June 2015: Rick Borges, Sally Hughes, Judi Rhys and Joy Warmington.

Once again, huge thanks are due to chief executive Jeremy Taylor and his small, able team, who have continued to build National Voices' reputation for punching above its weight.

I thank the organisations whose generous funding and support enabled National Voices to continue our important work. They are detailed in the report. As ever, we are scrupulous about transparency, while taking pains to ensure that funders in no way compromise our independence of thought, word and deed.

Finally, my heartfelt thanks to all National Voices' member organisations, for your generous support and involvement in our collective work, ensuring that National Voices is a powerful coalition that cannot be ignored. It has been a pleasure getting to know many of you in my first year – a process that I look forward to continuing.

A handwritten signature in black ink, appearing to read 'H. J. Newiss', with a horizontal line underneath.

Hilary Newiss – Chair

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Report of the Trustees

I. Trustees and advisers

National Voices Board of Trustees

Jean Appleyard Treasurer (independent)

Ricardo Borges (independent, appointed June 2015)

Ruth Bravery (Marie Curie Cancer Care, elected by members, resigned February 2015)

Simon Chapman (National Council for Palliative Care, elected)

Alison Cook (Alzheimer's Society, elected, resigned October 2014)

Sophie Corlett (Mind, elected)

Angela Coulter (independent)

Renata Drinkwater (Self Management UK, elected)

Jane Dunnage (Lupus UK, elected)

Caroline Hacker (Parkinson's UK, elected, resigned April 2014)

Sally Hughes (MS Society, elected June 2015)

Zoe Matthews (Friends, Families and Travellers, elected, until 26 March 2014. Reappointed June 2014)

Hilary Newiss Chair (independent)

Julia Oliver (independent)

Judi Rhys (Arthritis Care, elected June 2015)

Joy Warmington (independent, appointed June 2015)

Chief Executive

Jeremy Taylor

Professional advisers

Accountants **V L Sholund** Accounts and Finance Systems
61 Casimir Road, London E5 9NU

Bankers **CAF Bank Limited**
Kings Hill, Kent ME19 4TA

HSBC
31 Holborn, London EC1N 2HR

Auditors **Goldwins Limited**
75 Maygrove Road, West Hampstead, London NW6 2EG

Solicitors **Russell-Cooke LLP**
8 Bedford Row, London WC1R 4BX

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2. What is National Voices?

National Voices is the national coalition of health and social care charities in England. We work for a strong patient and citizen voice and services that are built around the needs of people. We stand up for voluntary organisations and their vital work for people's health and care. We are a charity and a company limited by guarantee.

We have 160 members with 140 charity members and 20 professional and associate members (which do not have voting rights at the annual general meeting). Our broad membership covers a diverse range of health conditions and communities and connects with the experiences of millions of people. A full list of our members, big and small, can be found on the National Voices website.

Our vision is of a health and care system which is person centred. This means that services focus on the things that most matter to people; that people can be partners in decisions about their health and be empowered and supported to manage their conditions and get on with their lives. It means that people have meaningful care plans and that care is coordinated. It means a partnership approach to designing and delivering services, which involves carers, families, communities and the voluntary and community sector. It means that these outcomes are a priority and that progress is measured. National Voices' mission is to work in partnership with others to make these outcomes a growing reality.

What does National Voices do?

Promoting person-centred care. We bring together insight and information from our member organisations, testimony from people who use services and evidence from the wider research base to articulate what matters to patients, service users and carers, and what changes are needed in health and care systems to reflect that.

We use this evidence as the basis of our efforts to influence policy, opinion and practice, working to promote person-centred care with decision makers and opinion leaders in government, Parliament, the health service, social care, regulators, professional bodies, industry, management consultants, and think tanks. We are one of the voluntary sector strategic partners of the Department of Health (DH) together with NHS England and Public Health England. We are consortium partners of the Health Quality Improvement Partnership (HQIP) – the organisation that leads the conduct of national clinical audits and promotes clinical audit. We are part of a consortium that has been designing and delivering new programmes for the NHS Leadership Academy. We have become involved in various other high level forums. We provide a conduit between the world of national decision makers and our network of voluntary sector professionals, volunteers, service users and experts.

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Serving our members: We do this by informing them, bringing them together, creating opportunities for them to influence decision makers, providing training and development opportunities, working with them to co-produce policy positions and products and by influencing on their behalf.

How we are governed

Launched in October 2008, National Voices is a registered charity and a company limited by guarantee established with a memorandum and [articles of association](#).

National Voices is governed by a Board of Trustees which meets quarterly. The majority of the trustees come from the membership of the coalition as a result of direct member elections. A proportion of member trustee posts expire each year and there are annual elections. Member trustees provide a range of perspectives and insights informed by their respective organisations. They are, however, asked to perform a strategic governance role for National Voices as a whole, and do not act as representatives of their organisations.

The remaining trustees are independent and recruited externally, according to criteria for skills and personal qualities, and in accordance with processes agreed by the board on advice from a nominations committee.

The board plays a vital role in ensuring that National Voices acts independently in accordance with its charitable objects, its members' wishes and the wider evidence base about what matters to patients, carers and families, and is not influenced by the agendas of those who provide funding. New trustees are offered induction, including face to face introductory meetings with the chief executive. Individually and collectively the trustees play an active role in the work of National Voices beyond attending formal meetings.

The board monitors major risks in particular relating to funding, reputation and membership, and ensures that these are mitigated. The board considers an updated risk register at each board meeting. National Voices' [ethical funding policy](#) includes a commitment to transparency about all sources of income, as reflected elsewhere in this report.

Members of the board are not paid by National Voices, but they may claim reasonable out of pocket expenses. All board members are required to declare any potential conflict of interest, financial or otherwise, and may be required to withdraw from any relevant proceedings.

The board delegates the day to day management of the charity to the chief executive, who is supported by a small staff team. The total permanent staff complement at the end of March 2015 was 7.2 full time equivalent posts.

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3. Trustees' Report

This report covers the period 1 April 2014 to 31 March 2015, during which National Voices pursued three over-riding strategic goals:

- **Promote more person-centred care** by influencing opinion, policy and practice
- **Be an excellent membership organisation**, successfully representing, serving, supporting and involving our members
- **Be sustainable as an organisation**, in particular by ensuring diverse sources of income, being less dependent on grants and donations and increasing the proportion of earned income

Public benefit statement. The activities to achieve these objectives are all carried out for the public benefit as described by the Charity Commission. The beneficiaries of the charity are members of the public who are in need because of health, disability or other issues, and the activities of the charity seek to ensure that these people can be supported by better services and support to have more say in decisions that affect their health and care. The board sets out in this report the charitable public benefit of our activities.

Objective 1: Promoting more person-centred care

The reporting period straddled a busy time in the health policy environment, including the passage into law of the Care Act, the publication of the seminal NHS Five Year Forward View, the Barker Review of the funding of health and social care, an activist policy agenda pursued by the Department of Health under Secretary of State Jeremy Hunt and with everything coloured by the impending general election.

In this context, National Voices worked to influence policy and its implementation, system design, thought and practice, where we judged that we had an opportunity to make a difference. The key themes that we championed were:

- the involvement of patients, service-users and carers in decisions about their care and treatment;
- support for people with long term conditions and disabilities to have greater control of the management of their health;
- the better coordination of frequently disjointed and fragmented health and care services;

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- the collective involvement of citizens in decisions about health and care services; and a stronger and
- a better facilitated role for social action, volunteering and the voluntary and community sectors in helping and supporting people alongside the formal health and care workforce.

Highlights of the year included:

Preparing for the 2015 general election

In collaboration with National Voices members, we prepared a collective position statement: [Person centred care 2020](#) setting out an agenda for the reform of health and social care systems in the 2015-20 Parliament. This was designed to influence the political parties and other decision makers in health and care, and drew upon the themes of the March 2014 members' conference. We launched the statement in September 2014, alongside a video and a letter to the Times signed by 75 National Voices members. A revised version (taking account of the NHS Five Year Forward View) was launched in February 2015.

Between January and March 2015, member meetings to discuss the statement were held with the health leads of the Conservative, Labour and Liberal Democrat parties. The offer of similar meetings was also made to the Scottish National Party, United Kingdom Independence and the Green Party (though these offers were not taken up).

Care was taken, and suitable advice sought, to ensure that in the run-up to the election, National Voices was compliant with the requirements of the new Lobbying Act and of the relevant Charity Commission requirements. The need to ensure compliance with the Lobbying Act imposed unnecessary burdens on National Voices and the organisation shares the widespread view within the charity sector that this legislation needs to be reformed to ensure that regulation is proportionate and does not have a chilling effect on the ability of charities to speak out on matters important to their beneficiaries.

National Voices also contributed to a cross-health sector consensus building process culminating in the September ["2015 Challenge Manifesto"](#) which reflected key planks of our agenda for person centred care.

Influencing the NHS Five Year Forward View

National Voices was one of a small number of national voluntary organisations invited to shape the seminal [Five Year Forward View](#) document which was published in October 2014 and which provided the basis for cross party consensus on a number of key aspects of health reform and funding in advance of the general election. Following this work, National Voices chief executive Jeremy Taylor was invited to chair a board – the People and Communities Board – as part of the governance arrangements for implementing the Forward View commitments.

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Ensuring that Integrated Care is person centred

Following the earlier publication of our [narrative for person centred coordinated care](#) National Voices published four further vision statements defining good, coordinated care from the point of view of different groups of patients and service users – and designed to help those designing and delivering services understand what really matters to people. These were created with the help of partner organisations and with the active involvement of service users, carers and voluntary organisations.

The documents were [No Assumptions](#) (mental health); [I'm Still Me](#) (older people seen as frail); [Every Moment Counts](#) (people near the end of life) and [My Life, My Support, My Choice](#) (children and young people with complex lives).

Other policy and strategic work

Bringing together work that had been funded and undertaken in the previous financial year, in June 2014 National Voices created a new zone in our website and published 5 [guides](#) which summarise a large body of evidence on the value and impact of person centred care, based on the analysis of 779 systematic reviews.

We contributed to a joint King's Fund/National Voices report: [People in control of their own health and care: the state of involvement](#). This was launched at a joint event with the Fund in November.

Work began in partnership with the Association of the British Pharmaceutical Industry on a guide to inform the ethical and transparent conduct of collaborations between charities and pharmaceutical companies. (The guide was still in preparation at the end of this reporting year).

As a member of the Department of Health-funded health and care voluntary sector strategic partner programme, National Voices continued to offer strategic advice on a number of issues, participating in high level groups and forums overseeing integrated care; integrated personalised commissioning (the piloting of joint health and social care personal budgets); the relaunch of care.data (an NHS data sharing scheme) and the future of Department of Health funding to the voluntary sector.

Shaping NHS leadership development

As part of a KPMG-led consortium, and building on our contribution to shaping new NHS leadership programmes in the previous year, National Voices assembled a team of facilitators to lead workshops on engagement as part of the Bevan and Anderson programmes of the NHS Leadership Academy. By February 2015, about 1,500 NHS leaders and emerging leaders had participated in these workshops. National Voices also

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contributed to programmes for the London Leadership Academy in partnership with the Hay Group.

Spreading the word

National Voices undertook a wide range of efforts to disseminate our messages about person-centred care, including speaking engagements across the country, writing articles and blogs, use of Twitter and media commentary and interviews.

Objective 2: Being an excellent membership organisation

National Voices continued to work hard to inform, support, serve and engage our diverse range of member organisations.

Members were involved in a huge range of our work, including the creation of our pre-election position statement and its launch with a jointly signed letter to the Times, in the work to produce our 4 further narratives of coordinated care, and in the delivery of workshops for the NHS Leadership Academy.

There was a wide range of meetings, events and forums for members, including the meetings with party health leaders in the context of the impending general election. (A full members' conference did not take place within this reporting period. The AGM was in June 2015 and the next conference is in November 2015).

We continued to produce our weekly members' update newsletter as part of our core service to members, and we increased circulation. Considerable staff time and effort is dedicated to ensuring that this is an informative and engaging medium, and it is highly rated by members.

We developed a new training offer for members to support them in influencing local health and care commissioning. 95% of those who attended two training sessions on this topic rated it 'good' or 'very good'.

With funding and support from the Health Foundation, we launched Wellbeing Our Way in July 2014. This is a programme designed to harness the potential of the voluntary and community sector to empower individuals in managing their health and exerting their voice. It works through shared learning and building a self-sustaining community of practice. By the end of the reporting year some 40 organisations had been recruited, there was an engagement and communication strategy in place; 3 workshops had been delivered and 5 further planned; and a model of impact had been developed.

In our annual survey of members, 95% of respondents agreed that National Voices was effective in strengthening the voices of people who use services, carers and voluntary

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organisations. 86% felt that we pursued issues that were important to their own organisations; 78% would recommend membership to another organisation, and 76% were satisfied with NV membership (and only 4% dissatisfied). (Questions were not directly comparable with those of previous years).

In a continuing climate of financial challenge for charities, and competition among a large array of differing charity coalitions, and despite a requirement for members to pay an annual subscription, National Voices was successful in retaining members, with a total of 165 members at the end of the reporting year, compared with 166 at the start of the year.

Objective 3: Being a sustainable organisation

Financial sustainability

National Voices finished the accounting period with a surplus of £75,810, allowing a fund balance of £229,351 to be carried forward into the 2015-16 financial year.

We continued to achieve a much better balanced and diversified portfolio of income, compared with the earlier years of National Voices, doing our best to avoid dependence on any one source. The table below shows the proportional breakdown of funding into key categories, compared with the previous year.

Category of income	Percentage of total 2014-15	Percentage of total 2013-14
DH voluntary sector strategic partner grant	35	39
Health Foundation grant for Wellbeing Our Way	18	0
Other grants and donations	12	14
Member subscriptions	15	19
Chargeable services	20	28
Bank interest	0	0
Total	100	100

The DH grant of £200,000 supported the staff time and associated costs incurred to fulfil our commitments as a member of the DH funded health and care voluntary sector strategic partner programme (which also includes NHS England and Public Health England). This included the work to develop further narratives describing good integrated care from the service –user perspective, the work to build the evidence base for person centred care, and our strategic involvement in the NHS Five Year Forward View.

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At 35 per cent of total income, the DH grant was a smaller component of National Voices' finances than in earlier years, but still the largest single item. As in previous years, we took great care in negotiation with the DH to ensure that the work programme supported by its grant funding enabled us to further our own goals on behalf of our members and did not distort our priorities, or constrain our freedom to challenge and speak out as necessary.

£116,630 was in the form of fee-income. Most of this was earned from National Voices' contribution to the oversight and delivery of training for the NHS Leadership Academy, and also through other NHS leadership work in London. Part of this income derived from training and advisory work for the London Health Commission, Salford NHS Foundation Trust and Cumberlege Eden and Partners, and for participation in an advisory board for Monmouth Partners. Some income was also earned from speaking engagements relating to National Voices and our agenda, at the invitation of local NHS organisations, health professional bodies, Capita Conferences and a number of companies (Novartis, Capita, Genzyme and Janssen).

£86,536 came from membership subscriptions.

£102,000 of grant funding from the Health Foundation was in support of the Wellbeing our Way programme, meeting the costs of a programme manager and non-staff costs.

£60,000 of grant funding was secured from NHS England to cover additional costs associated with National Voices' participation in the Five Year Forward View implementation, through the chairing of a board focussed on engagement issues.

£80,000 was also received from NHS England to fund our contribution to the development and activities of the Coalition for Collaborative Care – a resource hub to support the adoption of person centred care. £77,000 was deferred to 2015-16 as the project will only really be up and running later in that year. National Voices is the lead partner in a sub-consortium of 4 voluntary organisations dubbed "Voluntary Voices" (also including NAVCA, Regional Voices and Volunteering Matters) and the funding and is to be shared between them.

£10,000 was donated during the year by Pfizer to support the November 2015 members' conference. Because the activity to which this donation relates takes place in 2015-16, it has been deferred to and will be shown in the 2015/16 annual accounts.

Governance

Early in the reporting period Caroline Hacker resigned as an elected trustee as a result of taking a new job at the Care Quality Commission which made her ineligible to remain as a trustee. In her place, Zoe Matthews, who had stood for re-election and received

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the fourth highest number of votes in the trustee elections, was re-appointed to the board for a second term.

Two other elected trustees also resigned during the reporting period: Alison Cook and Ruth Bravery, in both cases as a result of leaving the National Voices member organisations which had nominated them.

On advice of the board's nomination committee, the board agreed to recruit an independent trustee to increase the board's competence and confidence in tackling issues of equality and diversity. The recruitment was carried out in early 2015 and due to the high quality of candidates, two were selected: Joy Warmington, chief executive of the equalities charity BRAP, and Ricardo Borges, accreditation manager at the Professional Standards Authority for Health and Care. (They were formally adopted as trustees at the AGM in June 2015).

Management

National Voices continued to punch above its weight with a small but high performing staff team. The programme leader for Wellbeing Our Way, Natalie Koussa, joined the team in summer 2014 and a new communication and engagement officer, Veronica Beserve, joined in December 2014.

4. Financial review

For the 2014-15 financial year, National Voices' incoming resources were £576,876 and resources expended, £501,066, resulting in a surplus of £75,810 that increases our overall fund balances to £229,351

Incoming resources for the year of £576,876 represents an increase of 14% against the £506,474 achieved in 2013-14, the prime reason for this increase being the organisation's success in securing grant income from NHS England and the Health Foundation. The largest element of income remains the grant from the Department of Health at £200,000 which represents 35% of the total. Full details of income for the current year have been described in the preceding Financial Sustainability section.

Resources expended for the year were £501,066 compared with £491,894 for the previous year. All expenditure was incurred on charitable activities. Staffing, running and governance costs represented 89 per cent (2013-14: 82 per cent) of total costs. The largest single element of expenditure was salaries at £369,647 representing an average of 7.2 full time equivalent staff. The increase in salaries against the previous year is primarily due to the recruitment of a manager for the Wellbeing our Way programme.

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Of the remaining 11 per cent of expenditure, the largest items were in respect to direct costs of activities, such as consultants. Events, conferences and networking costs have decreased over the year primarily because the annual members conference that was last held at the end of the previous financial year is next scheduled to take place towards the end of 2015.

During the past year, National Voices conducted a review of its VAT status in order to determine if the organisation should register for VAT in respect of certain of its income-generating activities and, if so, whether a VAT liability existed from a prior date. An external consultant with charity VAT experience was engaged to assist with this process. The outcome of this process was that the organisation should register for VAT as certain of its income streams constituted taxable supplies. For 2014-15, a net liability of £7,339 has been provided.

Reserves policy

The trustees reserves policy is that the organisation should hold unrestricted reserves equivalent to 4 to 5 months of unrestricted expenditure as a contingency in the event of wind-down, or as a requirement to replace lost income. A proportion of the reserves will also be designated for essential investment in National Voices' infrastructure, in particular information and communications technology. This policy was agreed in February 2014 and there has been no change in the past year.

Total reserves at the end of March 2015 were £229,351, reflecting an increase of £75,810 over the year. The increase in reserves was accounted for by restricted funds and reflects that various work streams classed as restricted extend across more than one accounting period. Unrestricted reserves fell by £15,221 during the year to £139,882 but still represent over 7 months unrestricted expenditure and are sufficient to meet our planned investment in 2015-16 in website and IT infrastructure, which will strengthen our service provision and provide us with the platform for ongoing sustainability.

4.1 Achievement, conclusions and plans for the future

During the reporting period National Voices continued to build its reputation and profile as a respected umbrella organisation for health charities. Key indications of achievement and success are as follows:

- We produced important new documents articulating aspects of person centred care and why it matters - in particular our 4 further narratives of coordinated care, our 5 evidence guides and our pre-election position statement.
- We were invited to play a key role in developing and implementing the flagship NHS Five Year Forward View.

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- We received growing evidence of the impact and reach of our original narrative (including Catalonia and Australia), which had already been adopted by the NHS system leading organisations as the formal definition of integrated care. One commissioner said “Your I statements have changed the world: everyone is using them.”
- We trained a total of 1500 participants on NHS leadership programmes
- In June 2014, Chief Executive Jeremy Taylor was featured in a Health Service Journal/Local Government Chronicle list of top 50 “drivers” of integrated care with the comment: “few bodies have done more than National Voices to promote person centred coordinated care”. Jeremy was also featured in December 2014, for the fourth year running, in the Health Service Journal’s annual list of 100 most influential people in health.

For 2015-16, the National Voices’ Board of Trustees has agreed a refreshed strategy, which is published on the website, and a new business plan. The overall goal is to **make person centred care** happen by pursuing the following three objectives:

- **Improving national policy and system design** by embedding person centred approaches
- **Promoting a powerful role for the voluntary and community sector**, including by serving and supporting our members
- **Improve professional practice** by increasing demand for person centred care, influencing professional development and (selectively) some services

The business plan includes specific commitments to:

- Influence the implementation of the Five Year Forward View, the policies of the new Conservative administration and the agenda of the House of Commons Health Select Committee
- Create further impact through our participation in the Coalition for Collaborative Care and the Realising the Value programme
- Continue and build a diverse programme which engages, informs, supports and satisfies our members and grows our membership base
- Spread the learning and commitments emerging from the Wellbeing Our Way programme
- Continue to build a significant programme of strategic advisory work, including in the design and delivery of leadership programmes for health and care professionals
- Step up our communications, marketing and dissemination, including by creating and recruiting to a new head of communications role and improving our digital communications

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- Improve our operational effectiveness, including by creating and recruiting to a new head of operations role.
- Clarify our model of change and framework for assessing and demonstrating impact, with external advice
- Secure a diverse range of income sources for National Voices' continued financial sustainability

4.2 Statement of trustee responsibilities

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with the Companies Act 2006 and for being satisfied that the financial statements give a true and fair view. The Trustees are also responsible for preparing the financial statements in accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law 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, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that show and explain the charity's transactions, disclose with reasonable accuracy at any time the financial position of the charity, and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the group's website is the responsibility of the Trustees. The Trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

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4.3 Appointment of Auditors

Goldwins Limited conducted the audit of these accounts and have accordingly signed their auditor's report. The decision to appoint Goldwins was approved at the National Voices AGM of 26 March 2014 (and reported in the 2013/14 annual report and accounts). The decision to re-appoint Goldwins was confirmed at the AGM of 4 June 2015.

Each of the directors has confirmed that so far as he/she is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and that he/she has taken all the steps that he/she ought to have taken as a director in order to make him/herself aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Approved and signed on behalf of the Board of Trustees


Chair
Hilary Newiss


Treasurer
Jean Appleyard

Date: 24 September 2015

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Auditor's report to the members of National Voices

5. Independent auditor's report to the members of National Voices

We have audited the financial statements of National Voices for the year ended 31 March 2015 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's members, as a body, in accordance with Sections 495 and 496 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatements, whether caused by fraud or error. This includes an assessment of:

- whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed;
- the reasonableness of significant accounting estimates made by the trustees;
- and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

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Auditor's report to the members of National Voices

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2015 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

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

Matters on which we are required to report by exception

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

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

Anthony Epton

Anthony Epton (Senior Statutory Auditor)
for and on behalf of
Goldwins Limited
Statutory Auditor
Chartered Accountants
75 Maygrove Road
West Hampstead
London NW6 2EG

9 November 2015

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Statement of Financial Activities
(incorporating an Income and Expenditure Account)

For the year ended 31 March 2015

		Restricted Funds £	Unrestricted Funds £	2015 Total £	2014 Total £
	Notes				
Incoming Resources					
<i>Voluntary Income</i>					
Donations & similar income	2	200,000	440	200,440	240,270
<i>Investment Income</i>					
Bank interest		-	579	579	1,192
<i>Incoming resources from charitable activities</i>					
Influencing policy	3	65,000	10,944	75,944	63,510
Services to members		-	86,536	86,536	101,107
Influencing practice		105,000	108,377	213,377	100,395
Total incoming resources		370,000	206,876	576,876	506,474
Resources expended					
<i>Cost of generating voluntary income</i>					
Costs of generating voluntary income		-	-	-	4,994
<i>Charitable activities</i>					
Influencing policy		161,961	42,051	204,012	239,154
Services to members		53,620	87,517	141,137	179,237
Influencing practice		63,388	52,924	116,312	54,596
Organisational development		-	22,709	22,709	-
Governance		-	16,896	16,896	13,913
Total resources expended	4	278,969	222,097	501,066	491,894
Net incoming/(outgoing) resources for the year before transfers		91,031	(15,221)	75,810	14,580
Transfer Between Funds	12	(1,562)	1,562	-	-
Fund balances brought forward		-	153,541	153,541	138,961
Fund balances carried forward		89,469	139,882	229,351	153,541

NATIONAL VOICES

Balance Sheet

As at 31 March 2015

	Notes	31 Mar 2015 £	31 Mar 2014 £
Tangible fixed assets	7	4,496	-
Current assets			
Debtors	8	205,633	54,905
Cash at bank and in hand		<u>191,305</u>	<u>205,779</u>
		396,938	260,684
Creditors: amounts due within 1 year	9		
Deferred membership	10	(38,784)	(40,678)
Other creditors		<u>(133,299)</u>	<u>(66,465)</u>
		(172,083)	(107,143)
Net current assets		<u>224,855</u>	<u>153,541</u>
Net assets		<u><u>229,351</u></u>	<u><u>153,541</u></u>
Funds	12		
Restricted funds		89,469	-
Unrestricted funds			
Designated funds		4,496	-
General funds		<u>135,386</u>	<u>153,541</u>
Total funds		<u><u>229,351</u></u>	<u><u>153,541</u></u>

The financial statements were approved and authorised for issue by the board on 24 September and signed on its behalf by:

Hilary Newiss
Chair



Jean Appleyard
Treasurer



The notes on pages 21 to 29 form part of these financial statements.

NATIONAL VOICES

Notes to the Financial Statements
For the year ended 31 March 2015

1 Accounting policies

The principal accounting policies adopted are as follows:

1.1 Basis of accounting

The financial statements have been prepared under the historical cost convention and comply with the Companies Act 2006. The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP), "Accounting and Reporting by Charities: Statement of Recommended Practice" published in March 2005 and applicable accounting standards.

1.2 Fund accounting

The financial statements of a charitable company must differentiate between restricted and unrestricted funds. Details of restricted funds are set out in note 13 to the financial statements.

Restricted funds are subject to conditions imposed by the donor.

Unrestricted funds are available for the use at the discretion of the trustees in furtherance of the charitable objectives of National Voices.

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

1.3 Cost of generating voluntary income

This comprises costs for generating income for the charitable company and includes fund raising costs and an allocation of staff time.

1.4 Incoming resources

The charitable company receives grants towards the costs it expects to incur and these are recognised in the period they are receivable. Amounts relating to future periods are shown as deferred income. All other income is included when receivable by the charitable company except for membership income which is treated as set out below. Contract income is recognised in the period in which the activity is carried out.

Membership income

Membership income is recognised over the year to which it relates, with the proportion relating to the following calendar year carried forward in creditors and shown as deferred income.

Membership subscriptions received during the year that relate to a subsequent financial accounting period are carried forward as a creditor in the balance sheet and shown as subscriptions received in advance. Creditors at the end of 2015 included £38,784 of membership subscriptions carried forward.

NATIONAL VOICES

Notes to the Financial Statements
For the year ended 31 March 2015

1 Accounting policies (continued)

1.5 Resources expended

The cost of generating voluntary income and charitable expenditure comprise staff and other costs directly attributable to an activity and also an allocation of general costs. Where costs have been allocated, this has been done on a basis of staff time spent on the activities. The costs of generating voluntary income are those incurred on fund raising. Governance costs are those incurred in connection with the management of the Charity's assets, organisational administration and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets

Tangible fixed assets are capitalised where their costs exceed £500 and are included at cost, less depreciation. Assets purchased with a value below this are expensed in the year in which they occur.

Depreciation

Depreciation, calculated using the straight-line method, is provided to write off assets over their estimated useful lives as follows:

Fixtures, fittings & equipment	- Over three years
Computers & other equipment	- Over three years

1.7 Pensions

The charitable company operates a stakeholder defined contribution pension scheme. Contributions payable for the year are charged in the Statement of Financial Activities.

1.8 Operating leases

Rents payable under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

NATIONAL VOICES

Notes to the Financial Statements

For the year ended 31 March 2015

2 Donations and similar income

	Restricted	Unrestricted	2015	2014
	£	£	Total	Total
			£	£
Voluntary income				
<i>Grants</i>				
Department of Health	200,000	-	200,000	200,000
<i>Corporate supporters</i>				
Baxters	-	-	-	10,000
Merck Sharp & Dohme	-	-	-	5,000
Novartis	-	-	-	5,000
Pfizer Ltd	-	-	-	10,000
Health Foundation	-	-	-	10,000
<i>Donations</i>				
Various	-	440	440	270
	200,000	440	200,440	240,270

3 Incoming resources from charitable activities

	Restricted	Unrestricted	Chargeable	2015	2014
	grants	grants	services	Total	Total
	£	£	£		
<i>Influencing policy</i>					
<i>Grants</i>					
NHS England	60,000	-	-	60,000	-
Nesta	5,000	-	-	5,000	-
Nuffield Trust	-	2,691	-	2,691	-
NHS Commissioning Board	-	-	-	-	32,000
<i>Consultancy, advice and publications</i>					
	-	-	8,253	8,253	31,510
<i>Services to members</i>					
<i>Grants</i>					
Membership subscriptions	-	-	86,536	86,536	94,754
Consultancy and conference stall hire	-	-	-	-	6,353
<i>Influencing practice</i>					
<i>Grants</i>					
NHS England	3,000	-	-	3,000	-
Health Foundation	102,000	-	-	102,000	-
<i>Workshops, events and consultancy</i>					
	-	-	108,377	108,377	100,395
	170,000	2,691	203,166	375,857	265,012

NATIONAL VOICES

Notes to the Financial Statements
For the year ended 31 March 2015

4 Total Resources Expended

	Influencing policy £	Services to members £	Influencing practice £	Organisational Development £	Governance £	Support Costs £	2015 Total £	2014 Total £
Salaries	143,487	109,444	76,716	19,289	5,629	15,082	369,647	319,815
Recruitment	679	653	1,012	19	8	27	2,398	993
Finance service	3,138	2,802	1,683	355	143	503	8,624	7,567
Other staff costs	1,817	754	740	62	25	89	3,487	3,593
Premises and equipment	12,958	11,570	7,291	1,468	588	1,701	35,576	34,984
Depreciation	-	-	-	-	-	2,248	2,248	-
Office overheads	5,162	4,300	2,900	523	301	482	13,668	13,813
Consultants	18,825	-	2,645	-	-	-	21,470	35,789
Cost of sales	899	-	12,606	-	-	-	13,505	-
Events, conferences and networking	4,501	2,585	5,992	2	1	2	13,083	42,674
Database and website	642	1,373	148	31	13	44	2,251	13,120
Other costs of activities	3,926	389	307	49	20	70	4,761	8,013
Bad debts	-	180	-	-	-	-	180	2,131
Audit	-	-	-	-	4,635	-	4,635	4,476
Trustee Board expenses	-	-	-	-	1,230	-	1,230	4,913
Legal and statutory fees	-	-	-	-	4,303	-	4,303	13
	196,034	134,050	112,040	21,798	16,896	20,248	501,066	491,894
Support costs allocated to activities	7,978	7,087	4,272	911	-	(20,248)	-	-
Total resources expended	204,012	141,137	116,312	22,709	16,896	-	501,066	491,894

NATIONAL VOICES

Notes to the Financial Statements
For the year ended 31 March 2015

5 Net movement in funds

This is stated after charging:

	2015	2014
	£	£
Depreciation	2,248	-
Auditors remuneration		
--for the current year, including VAT	4,635	4,500
--overestimated in prior year	-	(24)
Trustees' remuneration		
--Reimbursed expenses	507	2,343
--Catering for meetings, training, recruitment, etc	723	2,570
Operating lease rentals		
--land and buildings	21,545	21,545
--equipment	936	936
	<u>21,545</u>	<u>21,545</u>
	<u>936</u>	<u>936</u>

6 Staff costs

Staff costs were as follows:

	2015	2014
	£	£
Salaries and wages	320,618	275,530
Social security costs	33,462	30,420
Pension costs	15,567	13,865
	<u>369,647</u>	<u>319,815</u>

Average number of employees during the year (full time equivalent)

	2015	2014
	No.	No.
Influencing policy	2.6	2.7
Services to members	2.3	2.3
Influencing practice	1.4	0.4
Organisational development	0.3	-
Cost of generating voluntary income (fundraising)	-	0.1
Governance of the charity	0.1	0.1
Support costs	0.5	0.7
	<u>7.2</u>	<u>6.3</u>
No. of employees earning £70,000 - £79,999	<u>1</u>	<u>-</u>
No. of employees earning £60,000 - £69,999	<u>-</u>	<u>1</u>

NATIONAL VOICES

Notes to the Financial Statements
For the year ended 31 March 2015

7 Tangible fixed assets

	Computer Equipment £	Office Equipment £	Total £
Cost			
At 1 April 2014	17,023	34,958	51,981
Additions	6,744	-	6,744
Disposals	(17,023)	(34,958)	(34,958)
At 31 March 2015	<u>6,744</u>	<u>-</u>	<u>23,767</u>
Depreciation			
At 1 April 2014	17,023	34,958	51,981
Written off during the year	(17,023)	(34,958)	(51,981)
Charged during the year	2,248	-	2,248
At 31 March 2015	<u>2,248</u>	<u>-</u>	<u>2,248</u>
Net book value			
At 31 March 2015	<u>4,496</u>	<u>-</u>	<u>4,496</u>
At 31 March 2014	<u>-</u>	<u>-</u>	<u>-</u>

8 Debtors

	2015 £	2014 £
Trade debtors	189,394	43,561
Prepayments	13,833	11,344
Other debtors	2,406	-
	<u>205,633</u>	<u>54,905</u>

9 Creditors: amounts falling due within one year

	2015 £	2014 £
Other creditors	29,189	50,092
Taxation and social security	10,284	8,916
Pension contributions	2,071	1,881
Accruals	4,755	5,576
Deferred membership income (see Note 10)	38,784	40,678
Grants received in advance	87,000	-
	<u>172,083</u>	<u>107,143</u>

NATIONAL VOICES

Notes to the Financial Statements
For the year ended 31 March 2015

10 Share capital

The company is limited by guarantee and does not have a share capital. The liability of each member is limited to a sum not exceeding £1 on the winding up of the company.

The word Limited is omitted by licence from the Department of Business, Innovation and Skills (formerly Department of Trade and Industry) as the company has charitable status.

11 Analysis of net assets by funds

	Restricted £	Designated £	Unrestricted £	Total £
Balances at 31 March 2015 are represented by:				
Tangible fixed assets	-	4,496	-	4,496
Current assets	171,776		225,162	396,938
Current liabilities	(82,307)		(89,776)	(172,083)
Total net assets	89,469	4,496	135,386	229,351

12 Movement in Funds

	Balance at 1 Apr 14 £	Incoming £	Outgoing £	Transfers £	Balance at 31 Mar 15 £
Restricted funds					
Department of Health	-	200,000	(200,000)	-	-
NHS England: People and Communities Board secretariat	-	60,000	(10,581)	(33)	49,386
NHS England: Coalition for Collaborative Care	-	3,000	(2,627)	(19)	354
Health Foundation: Wellbeing our way	-	102,000	(60,761)	(1,510)	39,729
Nesta: Peer support review	-	5,000	(5,000)	-	-
Total restricted funds	-	370,000	(278,969)	(1,562)	89,469
Unrestricted funds					
<i>Designated funds</i>					
Depreciation fund	-	-	(2,248)	6,744	4,496
<i>Total designated funds</i>	-	-	(2,248)	6,744	4,496
General funds	153,541	206,876	(219,849)	(5,182)	135,386
Total unrestricted funds	153,541	206,876	(222,097)	1,562	139,882
Total funds	153,541	576,876	(501,066)	-	229,351

NATIONAL VOICES

Notes to the Financial Statements
For the year ended 31 March 2015

Transfers between funds

Transfers are made from restricted and unrestricted funds for the full amount of purchases of capital equipment to the designated depreciation fund and depreciation of these assets is charged to that fund. For capital items bought specifically for a project, the whole cost is charged to that project, otherwise the cost is allocated across the projects on the same basis as other costs.

Transfers are made from the general fund to cover deficits on restricted projects.

Purposes of restricted funds

NHS England: People and Communities Board secretariat

The grant funded the setting up and ongoing provision of secretariat support for the People and Communities Board, one of the governance mechanisms for implementing the NHS Five Year Forward View. The Board is chaired by National Voices' chief executive Jeremy Taylor.

NHS England: Coalition for Collaborative Care

NHS England is funding a consortium led by National Voices to establish a support programme support programme for local community groups and individuals with long term conditions, to ensure they are fully involved in implementing care planning in their local areas. The project will contribute to the Coalition for Collaborative Care workstream. The project started in the year under review, but will largely be carried out in the following year.

Health Foundation: Wellbeing our way

The grant was awarded to support a programme of work, including the costs of a dedicated programme manager, aimed at enabling people to manage their health in ways which matter to them, mobilising the resources of the voluntary and community sector.

13 Operating lease commitments

The amounts payable in the next year in respect of operating leases are shown below, analysed according

	Premises		Equipment	
	2015	2014	2015	2014
	£	£	£	£
Within two to five years	21,545	21,545	936	936

14 Taxation

National Voices is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly the company is potentially exempt from taxation in respect of income or capital gains within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

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Notes to the Financial Statements
For the year ended 31 March 2015

15 Related parties transactions

Sophie Corlett is a trustee of National Voices. She is also the Director of External Relations at Mind.

Mind received £3,600 from National Voices for providing facilitation of three workshops. National Voices was contracted to provide the facilitation and sub-contracted some of this to other organisations and individuals. Mind's services were billed and paid for by 31 March 2015.

Joy Warmington became a trustee of National Voices in June 2015. She is also Chief Executive Officer of BRAP.

BRAP received £4,000 from National Voices for delivering four workshops, also as part of the KPMG Leadership Academy contract. £2,000 is included in creditors at 31 March 2015,