

**THE BREASTFEEDING NETWORK**

**REPORT OF THE DIRECTORS  
AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2016**

**Company Number: SC330639**

**Scottish Charity Number: SC027007**

**THE BREASTFEEDING NETWORK**  
**REPORT OF DIRECTORS AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2016**

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# **THE BREASTFEEDING NETWORK**

## **REPORT OF THE DIRECTORS**

### **FOR THE YEAR ENDED 31 MARCH 2016**

The Directors, for the purpose of company law and trustees for the purpose of charity law, present their report and financial statements for the year ended 31 March 2016. The financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

#### **Chair's Report**

This has been another challenging year for The Breastfeeding Network and for all of us involved in Early Years work. However, a recent meeting with ACOSVO for the Path to Impact Programme positively commented on the health of the charity and progress made so far. New partnerships have been created and in terms of an ever - changing commissioning landscape our peer support schemes have had to trim down whilst continuing to provide their invaluable service. I am proud to be part of the amazing work undertaken by this organisation to promote and support women, families and communities and upholding choice in infant feeding.

We have seen over the past year an increasing awareness of perinatal mental health and the charity is well placed to contribute to this agenda and works hard to support the mental wellbeing of women and babies via our Drugs in Breastmilk Information Service and rigorous training, active listening skills and effective use of counselling skills.

We have focussed efforts on building partnerships and are proud of our relationship with UNICEF BFI resulting in a clear Call to Action to clarify and address the responsibility for breastfeeding in the UK. We are also proud to have supported an All Party Parliamentary Group on Infant Feeding and Inequalities. We consider this a breakthrough as it remains independent of commercial influences and represents a clear political interest to help reduce inequalities in infant feeding and child health.

Our work providing peer support through the National Breastfeeding Helpline (NBH) in partnership with the Association of Breastfeeding Mothers (ABM) deserves important recognition especially for those volunteers who take calls and the small group of staff members who manage, encourage and support. We have seen an impressive number of call time hours logged and strive to improve this number. To help with boosting capacity to support the charity has developed new online training

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modules to equip trainees to provide telephone and webchat support to callers. We are proud that all of the modules are Open College Network accredited which means that our volunteers are gaining recognised qualifications for themselves whilst providing vital support for breastfeeding families.

The staff, with help from volunteers, have also started developing new courses for people in the sector of infant feeding including an Antenatal course and a soon to be launched Neonatal peer supporter course which will support some of the most vulnerable babies.

Successes in fundraising for Drugs in Breastmilk Information Service confirm that this is much valued and although donations go some way to help fund it we are still exploring other options to secure sustainable funding for this essential service. Wendy Jones, a supporter and qualified pharmacist, and a team of volunteers answer questions on all aspects of medications and breastfeeding to mothers, families, and medical professionals every day and we regard this service as truly unique to the work of our charity.

As if this was not enough The Breastfeeding Network also manages peer support schemes across the country employing peer supporters and volunteers providing women and families support on hospital wards, in the community and in their homes, often in hard to reach areas. All our teams offer support over and beyond and they are a credit to our organisation.

Without the incredible energy and attention to detail of our CEO, central and remote staff team and Volunteers none of this year's achievements would have happened. We thank our CEO for all her efforts in this - thank you Shereen. You all perform to a high level and with passion working remotely and in challenging circumstances. This commitment and dedication across the charity has enabled BfN to remain one of the leading breastfeeding support organisations in the UK.

Finally I would like to thank my fellow board members for their insights and knowledge. All of them provide vital skills to the board. I am in awe of their commitment and dedication.

Thank you.

**Sukie Woodhouse**

Chairperson

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#### OBJECTS AND ACTIVITIES

BfN's charitable objectives are to:

1. Promote breastfeeding and a greater understanding of breastfeeding in the United Kingdom.
2. Collect and disseminate information on breastfeeding and baby and infant nutrition
3. Provide information and support to parents on the feeding of babies and infants
4. Set and to encourage the acceptance of quality standards for breastfeeding support
5. Establish and publish codes of practice for such support

The Breastfeeding Network (BfN) was founded as a Scottish charity in 1997 to provide independent breastfeeding support throughout the UK. Our Board of Directors bring a wide range of professional skills including health, finance and law and all have a passion for breastfeeding. This helps our organisation to develop and thrive while remaining true to our original aims and values. Our work is funded completely independently of companies with a commercial interest in infant feeding or in the choices a mother makes.

#### Mission and Values

Our vision is a society where babies get the best start in life and mums are able to make informed decisions about breastfeeding, to access help when they need it and to become confident in their choices or decisions.

Our mission is to offer independent, evidence-based information and support to help build awareness, develop an understanding of breastfeeding to individuals and organisations and to support a mother and her family in her choice/decisions around breastfeeding.

Our values are to:

Listen actively

Respect a mother and support her choices

Share the evidence to inform early parenting choices/decisions

#### Why the Breastfeeding Network is needed

How an infant is fed and nurtured strongly determines a child's future life chances. Independent, practical, evidence-based information and support on breastfeeding is essential for women and their

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families and should be available at every stage of a woman's breastfeeding journey. The UK has some of the lowest breastfeeding rates in the world and support for women, parents and families falls short of what is needed and wanted.

#### **Our approach**

The Breastfeeding Network makes an impact because our volunteers and staff are trained to the highest standard and because they have experience of breastfeeding. They understand the issues and work alongside parents in any chosen setting to help them fulfil their choices in infant feeding, giving them the confidence they need to nurture their children's development.

#### **Volunteers**

Volunteers have been integral to our work with women, parents and families. Today our network of over 800 committed regular volunteers plays a vital role in supporting women with infant feeding in hospitals, homes and in the community. Volunteers also answer calls on the National Breastfeeding Helpline (NBH). Volunteers also support the charity's mission in other ways including as directors on the board and on committees, as local ambassadors and fundraisers.

- In the year 2015-16 over 800 Breastfeeding Network volunteers gave their time and skills to provide direct support to families in their communities and across our helplines.
- The contribution of volunteers was acknowledged at key events including at the charity's Annual Conference where NBH badges were awarded to volunteers who have provided significant support to callers to the National Breastfeeding Helpline.
- In addition 10 year certificates were awarded to a number of long-serving and committed volunteers.
- The charity celebrated the contribution through volunteer profiles published in BfN and NBH newsletters.
- The charity has also received ad hoc support from individuals giving their time in other ways such as fundraising.

**We thank all our volunteers for everything they have done to sustain and develop the Breastfeeding Network and the women, parents and communities we support.**

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#### **ACHIEVEMENTS AND PERFORMANCE**

In the past year the Breastfeeding Network has supported over 18,000 women and their families through our peer support schemes and helplines through its network of 800 volunteers and 136 staff. Our peer support projects are rooted in communities, typically where breastfeeding rates are low. We acknowledge that many families come to the Breastfeeding Network for help in difficult circumstances. We are delighted that the Breastfeeding Network has risen to this challenge and delivered transformative change.

For 2015 – 2016 the Directors continued to focus on three simple aims for the Breastfeeding Network. In parallel review of the strategic plan for 2016-2019 commenced.

#### **1. Be stable and sustainable**

After a prolonged period of change, in respect of our governance and staffing structures, the charity enjoyed few changes at board level and we were pleased to welcome back Debbie Lawrence in January 2016. This offered stability to allow plans to be progressed including establishing the Quality, Standards and Training Committee (QUeST). The Board continued to review issues and processes in a managed way to bring about careful change that is in the interest of the charity.

Centrally, the team welcomed Julie McNeil (maternity cover for Kim Abercrombie) back to post as HR Advisor in October 2015. In March 2016 we appointed Emilia Raszteborska as Finance Officer who replaced Julie Henderson. The charity continued to benefit from previous staff changes and HR, finance and operations were better equipped to pursue a coordinated approach to priorities. We know that for our projects to have maximum impact and effectiveness they require dedicated support and a team approach to improve outcomes for women and the families we support.

Securing the Breastfeeding Network's Drugs in Breastmilk Line remained a priority for 2015/16. We made noteworthy progress running a dedicated fundraising campaign 'BfN's Big Tea Break Challenge' which helped: raise profile of the unique service, build a database of supporters, and, launch a Friends Scheme. We continue to work hard to attract a suitable funder for this information service so we can plan for the future.

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#### ACHIEVEMENTS AND PERFORMANCE (cont'd)

##### 2. Be the best we can be

The Breastfeeding Network carries out invaluable work for women, parents and communities and we also have links with universities and research departments and proactively inform policy, including working with Cardiff University research department. In 2015 we were able to demonstrate the difference our peer support makes across England and Scotland via an independent evaluation of the charity's impact. It clearly showed that families valued the support offered, 82% of mums said the BfN support had helped them address the breastfeeding challenges they faced. It also increased their confidence, 64% reported that BfN support helped them feel more confident to breastfeed, and reduced isolation for women, 68% said it made them feel they were not on their own. The evaluation also showed that support had a wider community impact, 83% of women said that their experience of receiving support from BfN had made them more likely to recommend breastfeeding to others with 20% of mums saying BfN had helped them to change the attitudes of family and friends. Mums described feeling informed and empowered and because of this they had seen family members or friends become more positive and supportive of breastfeeding.

The evaluation highlights the value in different forms of support offered by BfN from face to face peer support, to groups, to text messaging and online support that could all impact positively on mums' confidence or ability to breastfeed. It also showed the importance of online/social media support with 28% of women saying they had found out about BfN support this way.

Importantly, over 90% of people agreed or strongly agreed that BfN support had helped them feel listened to, that their choices were respected and that mums were always at the centre of the support offered.

The work also developed an evaluation framework we can use in all our projects and a theory of change, helping us understand what families need to move from lack of understanding, awareness and confidence in breastfeeding to feeling empowered to breastfeed.

The Breastfeeding Network will use the evidence of impact to demonstrate to funders and stakeholders of the role of peer support in infant feeding which is recognised in policy. In 2016 we will look to design a simple evaluation framework and test a coordinated monitoring approach.

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#### **ACHIEVEMENTS AND PERFORMANCE (cont'd)**

**We are grateful to the Third Sector Early Intervention Fund, administered by BIG Lottery Scotland, for funding for this and to Blake Stevenson Ltd who were commissioned by BfN to undertake the evaluation.**

To unify our approach the Breastfeeding Network has continued to hold events that support the development and positive exchange of best practice of our tutors, supervisors and volunteers. We have hosted 'no-frills' events with rich agendas and briefings:

- Southern Tutor Day at The Vineyard in Stevenage on 16<sup>th</sup> May 2015
- The 8<sup>th</sup> Annual General Meeting & National Study day held at Sadlers Wells Theatre, London on Wednesday 8<sup>th</sup> October 2015
- The Tutor days for 2016 were held in May and fall outside of the scope of this report

These training days are positively evaluated and allow Board Directors, CEO, central staff, tutors, supervisors and volunteers to network face to face and help foster a common purpose for the charity. They also support access to supervision for tutors and supervisors.

#### **3. Growing our charity (reach and income)**

Growth in peer support income has not been possible given reductions in statutory funding but BfN has been pleased to see many of its peer support schemes maintained by local authorities across England. We have prioritised maintaining and renewing current contracts where we can ensure quality and innovating where we are confident we can make the biggest difference to mothers, babies and communities. In 2015 we launched our breastfeeding awareness course 'First Milk Matters', after a pilot phase. The course aims to support communities with information and knowledge about breastfeeding with the aim that this will lead to a shift in attitude, thus creating a more breastfeeding-friendly culture. The training has been included in several of our schemes. In November 2015 BfN supported the inaugural meeting of an all-party parliamentary group on infant feeding and inequalities. BfN presented on the work of the charity and the crisis facing breastfeeding support and how this is detrimental to health inequalities. BfN also hosted and supported two meetings with ministers, including Maureen Watt in Scotland and Ben Gummer. BfN is working closely with stakeholders including UNICEF, BFI and other charities to support and protect breastfeeding.

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#### **ACHIEVEMENTS AND PERFORMANCE (cont'd)**

##### **Fundraising**

2015/2016 proved to be a strong year for fundraising thanks to some inspirational efforts of BfN supporters. BfN ran two successful fundraising campaigns through the period 2015/16. Mums' Milk Run is now in its fourth year raised approximately £1,450.00 and the Big Tea Break Challenge in its second year raising funds for Drugs in Breastmilk (DIBM) raised approximately £3,730.00.

##### **Grant funding**

In 2015/16 BfN were successful with a grant application to Scottish Government Section 16b for £5,000 for First Milk Matters and Glasgow volunteer coordination, to Community Food and Health Scotland for £2,470 to develop resources for schools and from Renfrewshire Local Area Committees (council grant) for £5,621. We also received £5,000 for peer support training from the Royal Borough of Windsor and Maidenhead.

We were very pleased to receive £10,000 funding from National Lottery Awards for All to support the delivery of a Community Conference and Gathering in 2015 which was run alongside the 2015 AGM at Sadlers Wells Theatre London.

##### **Funding/Contracts**

2015/16 saw many of BfN's commissioned contracts either retendered or renewed. However, a proactive telephone service for Wandsworth expired and the peer support programme in Wigan was unsuccessfully retendered. These changes were in the context of reducing public funding and responsibility for the provision of early years funding transitioning from public health to local authorities. Despite the challenges of reducing resources and greater expectations on all BfN performed well and retained many of its major projects which is credit to BfN's staff and volunteers and enables parents, families and communities continued access to breastfeeding peer support.

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ACHIEVEMENTS AND PERFORMANCE (cont'd)

Continuing BfN Projects	
Ayrshire 16B Funding	Ayrshire CFHS Schools
Ayrshire - Cattanach Funding	Ayrshire – General
Bracknell Forest	Blackpool
Breastfeeding Peer Support in Scotland	East Berks – WAM
Glasgow 16B	Gloucestershire
Gosport & Havant	Hackney Childrens Centre Area D&E
Hackney Childrens Centre Area F	Haringey
Islington	Islington - first 21 months
Islington - Other funds	Lambeth Borough Wide
Lambeth LEAP	Lewisham
N Lancs IFPSS	Oldham
Portsmouth	Reading, Wokingham and West Berkshire
Sandwell	Tower Hamlets
West Berkshire Pilot	

We are proud of our work with others during 2015, especially our partner on the National Breastfeeding Helpline – the Association of Breastfeeding Mothers. We were also proud to support UNICEF BFI in Chairing the 2015 BFI Conference. Other key partners include Home-Start UK, First Steps Nutrition, Scottish Government, Baby Friendly Initiative, UNICEF, Renfrewshire local area committees, NHS Ayrshire and Arran, Cattanach Trust and Volant Trust. We are also pleased to have been a key national partner in the Early Years collaborative in Scotland. We will continue to develop these going forward.

We were pleased to grow our supporter base for BfN’s Drugs in Breastmilk Line through fundraising activities, BfN Big Tea Break challenge and the Friends Scheme which continues to develop. **We thank our supporters for their donations and attention to this vital cause and we will continue to sustain our efforts on the line going forward.**

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#### **ACHIEVEMENTS AND PERFORMANCE (cont'd)**

##### **Peer Support Programmes – our work with parents, families and communities**

During 1st April 2015 and 31st March 2016 The Breastfeeding Network were commissioned to run 19 projects around the UK. Our projects are tailored to meet the local needs of the area and to fulfil the service level agreement as set out in the commissioned contracts, often providing both borough-wide and targeted wards service, in order to reach families in areas with low breastfeeding rates. The projects are delivered by a local BfN project co-ordinator, who acts as an important link between the BfN central team, local BfN members, midwifery and health visiting services, local mums/families and other stakeholders. Project co-ordinators, working closely with local tutors and supervisors, often oversee a high volume of staff and volunteers, enabling them to provide a range of peer support from telephone to hospital, from drop-ins to home visits.

During the year 1st April 2015 to 31st March 2016, over 18,000 mums and families were supported through commissioned projects.

##### **Breastfeeding Drop-in Centres**

The BfN currently run 232 regular drop-in groups nationwide. BfN drop-ins can be found listed on our website and can be searched by postcode.

A BfN drop-in group is a safe place for local breastfeeding mothers and families to meet and receive face-to-face evidence-based information and support. They are run or attended by BfN registered peer supporters, usually on a weekly basis, lasting for two hours.

Many of our drop-ins are in some of the most socially and economically challenged areas of the UK. As of September 2015, within commissioned projects, over 40% (6) of drop-ins were ranked in the most deprived areas of Scotland and 20% (15) drop-ins were in ten percent most deprived areas in England and Wales.

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#### **ACHIEVEMENTS AND PERFORMANCE (cont'd)**

##### **Peer Support Training**

The Breastfeeding Network offer 2 levels of OCN accredited training which is designed to meet the needs of learners and is accessible to mothers of all ages and many backgrounds. The training is free for all those selected and carried out in three stages.

- Breastfeeding Helper training, a level 2 course with six credits accredited by the Open College Network
- Breastfeeding Supporter training, an intensive course that takes around two years to complete is now also OCN accredited at level 3 with 9 credits.
- Our volunteers can then go on to train as Tutors and Supervisors so that they can then deliver training and professional supervision (reflective practice) to other volunteers.

Through our Helpers and Supporters courses, peer support training is delivered free to breastfeeding mothers. We also provide Helper training to health professionals and children centre workers.

In the period 1st April 2015 to 31st March 2016, BfN tutors delivered 22 Helpers Courses resulting in 246 Helpers being trained in the year. There were also 4 Supporters courses and 2 online Helpline courses.

All BfN members receive regular supervision and ongoing training to maintain the quality of their peer support.

##### **National Breastfeeding Helpline (NBH)**

The Helpline continues to be a popular and necessary source of independent and confidential support for women and their families, this year and across all the lines we received over 45,000 calls.

Calls are answered by trained supporters from BfN and ABM (Association of Breastfeeding Mothers) and operations are supported by a small number of paid staff. Given the voluntary nature of the lines we continue to be challenged on responding to all callers to the helpline. As a result, our main focus has been to increase the number of calls we answer, ensure quality support for callers, and encourage engagement from volunteers

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#### ACHIEVEMENTS AND PERFORMANCE (cont'd)

Volunteers are the backbone of the NBH along with the families we support, to this end we have adapted our training to better support new volunteers to join the line.

We have trained more volunteers to support mums and families who contact the NBH through web chat function; in this year we were pleased to receive just under 1,500 chat requests indicating this channel as a potentially popular form of support for women.

Going forward we continue to try and engage more supporters and tutors from BfN to support the helpline so we can make a bigger difference to the lives of breastfeeding women and their families.

The NBH newsletter is sent out on a quarterly basis and is a lively, upbeat and useful communique for volunteers.

#### Membership

Membership figures at the end of March 2016 were as follows:

	2015/16
<b>Friend/Subscriber</b>	<b>800</b>
<b>Member</b>	<b>800</b>
<b>Grand Total</b>	<b>1600</b>

The charity will continue to monitor membership rates and look to support member engagement. This was aided by a development project to improve the membership database funded by Third Sector Internships Scotland, which started in January 2015.

#### Communication, website and social media

##### Website

We maintain a vibrant, informative and useful website which is regularly updated and sustains a good number of visitors (550 unique visitors).

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#### ACHIEVEMENTS AND PERFORMANCE (cont'd)

##### Newsletter

The BfN newsletter is issued in electronic format on a quarterly basis. It is well presented and popular with members. Recent guest writers include Dame Sarah Storey and Mairi Hedderwick.

##### Central Line

We distribute a dedicated e-letter for volunteers, tutors and supervisors which follows meetings of the board to share the latest highlights on issues affecting BfN.

##### Social Media

We continue to maintain an active presence across social media platforms for Breastfeeding Network and the National Breastfeeding Helpline. We work together with partners to share relevant information, support fundraising and highlight campaigns, such as National Breastfeeding Celebration Week and Maternal Mental Health Awareness Week. Our social media presence is popular and engaging for families, volunteers and health professionals and contributes greatly to our ability to be involved and to influence national discussions about infant feeding.

##### Facebook

BfN (public) page – 9,000 likes as at 31<sup>st</sup> March 2016

NBH (public) page – 2,705 likes as at 31<sup>st</sup> March 2016

The DIBM group is now a Facebook page [@BfNDrugsinbreastmilkinformation](#) which has made the information much more accessible and allows people to send private messages if they need support and information. The page receives an average of 300 questions per month which are all answered by Wendy Jones and a team of volunteers.

##### Twitter

BfN – 3,000 followers as at 31<sup>st</sup> March 2016

NBH – 2,268 followers as at 31<sup>st</sup> March 2016

New for this year we hosted two very popular Twitter chats [#bfchat](#) along with a dedicated chat on maternal MH day. The chats allowed us to engage with a wide range of professionals and families and we plan to continue these in 2016/17.

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#### **ACHIEVEMENTS AND PERFORMANCE (cont'd)**

##### **National Breastfeeding Helpline**

For the period 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016, we received 45,213 calls. Daily talk time averages 7 hours per day.

Statistics for webchats have been collected since September 2015 and up to 31<sup>st</sup> March 2016 we received requests for 846 chats of which 199 were answered.

##### **Some examples of OUR PROJECTS**

*The Reading, Wokingham and West Berkshire Project and the West Berkshire Community Breastfeeding Support Project*

The Reading, Wokingham and West Berkshire Project is commissioned to provide breastfeeding peer support to mothers upon discharge from hospital until their babies are 6-8 weeks old. Support is also given to mothers on the wards where there is a need. The Project is funded by Wokingham, South Reading, North and West Reading CCGs (Clinical Commissioning Groups), Reading Borough Council and Wokingham Borough Council. A team of paid peer supporters visit the maternity wards at Royal Berkshire Hospital to collect referrals. The mothers are then contacted by their local supporter to offer 1:1 support via text, phone or face to face. In 2015/2016 we accepted 2,344 referrals, supported 1,671 women on the wards and 994 women in the community by phone, text or face to face.

Many more women are supported at 19 volunteer led drop in groups, often alongside health visitors and children's centre staff. Many of these groups operate in areas of deprivation.

We work closely with local midwives and health visitors, who can refer into the service and mothers themselves can also self-refer. We have BfN representatives at local maternity forums and we hold an annual study day in Reading, which health professionals also attend. We are developing relationships with key charities.

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#### ACHIEVEMENTS AND PERFORMANCE (cont'd)

Looking forward, we have been granted permission for peer supporters to access the midwifery community offices, with the aim of contacting mothers by telephone to offer and arrange breastfeeding support whilst targeting those living in areas of deprivation. In addition, we have developed a text information service for all mothers taken onto the project, providing them with information relevant to their stage in the breastfeeding journey, which we will trial soon.

Alongside the success of the Project 440, over the last 2 years we have been running Pilot 443 in West Berkshire. The Pilot is designed to provide breastfeeding peer support to mothers not delivering at Royal Berkshire Hospital, residing in rural areas and areas of deprivation. Once again, 1:1 support is provided via text, phone and face to face and via a network of drop ins throughout West Berkshire.

We are working collaboratively with health professionals and plan to start new drop-ins working alongside midwives and health visitors. Such is the success of the Pilot and the relationships we had built that health visitors recently wrote in support of the service:

*'As health visitors we are concerned that if the service were to discontinue, the support for local breastfeeding mothers would be drastically diminished and breastfeeding rates locally could fall. We have had lots of very good feedback from mothers who have accessed breastfeeding support at our clinics and as a result have continued breastfeeding their babies until 6 months plus.'*

Next year, the Pilot, is to be renamed the West Berkshire Community Project, with increased funding from West Berkshire Council. In addition to the service already provided, we plan to contact mothers via the midwifery offices in order to offer and arrange their breastfeeding support in the community. We will also be providing supervision to staff at Family Wellbeing Hubs, previously known as Children's Centres.

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#### **ACHIEVEMENTS AND PERFORMANCE (cont'd)**

##### *The Blackpool Peer Support and Infant Feeding Project*

The Blackpool project is commissioned to provide breastfeeding peer support during the antenatal and postnatal period. Blackpool has a hospital and community based peer support team and an Infant Feeding Coordinator. The Infant Feeding coordinator role covers maintenance of the Health Visiting service Baby Friendly Initiative (BFI) accreditation (which Blackpool has maintained for two years) and implementing the new Children Centre BFI accreditation by mid-2017.

The project has been commissioned for seven years and has continuously evolved and increased in responsibilities.

Antenatal support is provided on a one to one basis at antenatal clinics, during specialist clinics at the Blackpool Teaching Hospital (BTH) and regular infant feeding workshops are delivered, by the peer support team, for the two antenatal programmes available in Blackpool. Postnatal support is offered at the bedside in BTH to all women who initiate breastfeeding which also includes supporting the Neonatal Unit women for ten hours per week and ad hoc support when required for re-admissions on the Children's Ward. Postnatal support then continues to be provided within the community for up to eight weeks or longer if required. This ongoing support includes, telephone, text and face to face support either as home visits or breastfeeding group attendance.

The Blackpool project also has a small team of volunteers who support the project with attendance at the breastfeeding groups and support on the hospital ward. A volunteer co-ordinator supports the volunteers and coordinates local volunteering opportunities.

The Project is funded by Blackpool County Council – Public Health until 30<sup>th</sup> June 2017 where there is an opportunity for a further 1 + 1 year contract extension.

During 2015–2016 the team supported 347 antenatal women at clinics, antenatal workshops, telephone and face to face, 875 women were supported in the postnatal period by phone, text or face to face. Blackpool volunteers regularly, covering at least one session per week, work on the BTH ward.

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##### **ACHIEVEMENTS AND PERFORMANCE (cont'd)**

Blackpool have established a breastfeeding welcome scheme where there are almost 100 premises signed up.

The Blackpool project work closely with midwives, health visitors, children's centre staff with the day to day support the project provides as well as their ongoing commitment and support of the BFI accreditation through attendance at the BFI annual update training and undertaking of the internal and external BFI audits which are undertaken by the Infant Feeding Coordinator. A Local Infant Feeding Project Board, chaired by the Infant Feeding Coordinator, is held on a bi-monthly basis where the peer support team are represented along with heads of midwifery, health visiting, children centres, operational staff and to enable infant feeding and BFI accreditation to be kept on everyone's agenda.

In addition the project works in partnership with local NSPCC Better Start work (£46 million Lottery funded project for ten years) where they support the antenatal programme through the delivery of infant feeding workshops. The Infant Feeding Coordinator attends the Healthy Child Development Review Board which is attended by heads of all services across Blackpool, and chaired by the Manager of the Better Start project.

The project receives regular feedback which is provided in the monthly reports to the commissioner.

A new Tutor/Supervisor has recently been appointed and is scheduling two Helper training course to start this year and one early 2017. This will help to increase the number of active volunteers and provide further sustainability for the team.

Moving forward the team have been involved in the review of the existing 0-19 service provision across Blackpool and held several meetings with the commissioner to discuss opportunities for the continuation of the Blackpool contract within this model.

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#### FINANCIAL REVIEW

In the year ended 31 March 2016 the total income was £1,368,460 (2015: £1,304,212) and the total expenditure was £1,156,947 (2015: £1,281,967). The total funds carried forward at the end of the year were £987,202 (2015: £775,689), of which £552,890 (2015: £555,508) were in restricted funds and £434,312 (£220,181) were in unrestricted funds.

The movement in unrestricted reserves was a surplus of £1,983 (before transfers) (2015: deficit £31,330)

It is recognised that we are working in a very difficult economic climate and the Board continues to prioritise, and take steps to secure, sustainable funding for the organisation. The organisation remains committed to seeking additional funding opportunities in line with our purposes and strategic aims, and to monitoring expenditure closely.

#### Reserves Policy

It is the policy of the charity to retain unrestricted funds which are the free reserves of the charity, at a level to provide sufficient funds to cover management, administration and support costs. The Board has agreed a reserves policy which seeks to build unrestricted charity reserves to amount to not less than 12 months and not more than 18 months planned consolidated expenditure by focusing on income generating activity.

#### Investment Policy

Funds held in excess of operating requirements are held in a deposit account in order to achieve the most favourable rate of return with minimal risk.

#### Risk Management

Like other organisations, BfN faces risks to its operations, finances and reputation. The Chief Executive with staff considers, evaluates and records the major areas of risk to which BfN is exposed, assessing both the likelihood and impact of those risks happening, together with the measures in place to manage and mitigate such risks. A strategic risk register is regularly reviewed by the central team, regularly by the Finance, Audit and Risk (FAR) subcommittee and annually by the full board of Directors.

# THE BREASTFEEDING NETWORK

## REPORT OF THE DIRECTORS

### FOR THE YEAR ENDED 31 MARCH 2016

#### PLANS FOR THE FUTURE

##### Our plans for 16/17 include:-

- Implementing our revised strategic plan for 2016-2019
- Delivering 2016 Annual Conference for Volunteers and Stakeholders and AGM.
- Introducing a simple Evaluation Framework for BfN
- Providing BfN Peer Support Schemes with a funding tool kit and updated policies
- Planning our 20 years supporting women, families and communities celebrations
- Developing training that meets the needs of the families we support, including neonatal peer support training and antenatal training

#### STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Directors (who are also the trustees of The Breastfeeding Network for the purposes of charity law) are responsible for preparing the Directors' Annual Report and the financial statements in accordance with the applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors to prepare financial statements for each financial year that give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the Directors are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles of the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed; subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue on that basis.

# THE BREASTFEEDING NETWORK

## REPORT OF THE DIRECTORS

### FOR THE YEAR ENDED 31 MARCH 2016

#### STATEMENT OF TRUSTEES' RESPONSIBILITIES (cont'd)

The Directors are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities & Trustees Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). The Directors are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

#### REFERENCE AND ADMINISTRATIVE INFORMATION

<b>Company registration number</b>	SC330639
<b>Charity number</b>	SC027007
<b>Registered Office</b>	38 Cadogan Street Glasgow G2 7HF
<b>Principal Office</b>	PO Box 11126 Paisley PA2 8YB
<b>Bankers</b>	Bank of Scotland plc 58 Neilston Road Paisley PA2 6NE

# THE BREASTFEEDING NETWORK

## REPORT OF THE DIRECTORS

### FOR THE YEAR ENDED 31 MARCH 2016

#### REFERENCE AND ADMINISTRATIVE INFORMATION (cont'd)

**Solicitors** Shepherd and Wedderburn  
1 Exchange Crescent  
Conference Square  
Edinburgh  
EH3 8UL

**Senior Statutory Auditor** Mark Mulholland

**Independent Auditors** Alexander Sloan  
Chartered Accountants  
38 Cadogan Street  
Glasgow  
G2 7HF

#### Directors/Trustees

The Directors of the charitable company are its trustees for the purpose of charity law. The Trustees and officers serving during the year and since the year end were as follows:

Sukie Woodhouse (Chair)  
Phyll Buchanan (Vice Chair)  
Deborah Lawrence (Treasurer) (Returned from Sabbatical Jan 16)  
Wendy Barber (Caldicott Guardian)  
Kirsten Burnett  
Zoe Chadderton  
Madeline Lowe (Resigned 23<sup>rd</sup> April 2016)  
Ann Kerr  
Mary Whitmore

**Company Secretary** Deborah Lawrence

#### Key Management Personnel

**Chief Executive** Shereen Fisher **Programme Manager (Scotland)** Sarah Edwards  
**Business Development** Kate Meads **NBH Manager** Felicity Lambert  
**Central Support Manager** Clare Farquhar  
**Programme Manager (North)** Nina White  
**Programme Manager (South)** Anthea Tenant-Eyles

## **THE BREASTFEEDING NETWORK**

### **REPORT OF THE DIRECTORS**

#### **FOR THE YEAR ENDED 31 MARCH 2016**

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### Governing Document

The organisation is a charitable company limited by guarantee incorporated on 7<sup>th</sup> September 2007. The company was incorporated under a Memorandum of Association which established the objects and powers of the company and is governed under its Articles of Association.

##### Recruitment and Appointment of Board of Directors

New directors are elected by members, or appointed by the current directors under the Articles. Maximum number of directors is set at 12, as per the Articles, and of these, the non-member directors should not form a majority. Directors are unremunerated.

The member directors retire from the Board by rotation. The longest serving third of the Board step down at the AGM. Board members can then stand for re-election. At the 2015 AGM Sukie Woodhouse was re-elected by the membership and new Director Mary Whitmore was formally elected.

New directors receive an induction pack and the induction process includes meetings with the other Directors, Chief Executive and members of staff. The board member handbook is updated regularly, it incorporates good practice guidance from the Office of the Scottish Charity Regulator (OSCR). New board members are allocated an existing board member to act as a “buddy” and support them in their new role.

##### Operations of the Board

Directors adhere to a Conflict of Interests policy and a Register of Interests is held and regularly reviewed. Interests are declared at the start of each board meeting.

The board works with staff and volunteers to ensure that we meet our charitable objectives whilst remaining financially viable.

##### Organisational Structure

Shereen Fisher has been in post for four years as Chief Executive appointed and overseen by the board. The role is to manage the day to day operations of the charity as delegated by the Board of Directors. The Chief Executive works with the support of a PA and a small team of central managers. Central management is part of the Directors’ vision to ensure better accountability, leadership and

## **THE BREASTFEEDING NETWORK**

### **REPORT OF THE DIRECTORS**

#### **FOR THE YEAR ENDED 31 MARCH 2016**

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)**

day to day running of the charity. In addition to the CEO role the central team consists of three part time Programme Managers (North and South (England) and Scotland), two part time Business Development Managers and a central support team including a Finance Officer, HR Advisor and Central Support Manager. There is also a small administrative team, supporting BfN core administrative work. In total, BfN employs 136 staff, most of whom are employed in peer support projects, based either at home or in project offices but there are also staff within the central team who support the work of projects and members.

#### Committees

The Breastfeeding Network has two committees:

- Finance, Audit and Risk (FAR) Committee, a formal board sub-committee, overseeing financial matters, compliance and the risk register
- Quality, Standards and Training (QUeST) committee, a formal board sub-committee overseeing quality and standards of all BfN information, support and training

#### Pay policy for senior staff

The Directors consider the Board of Directors, who are the charity's trustees, and the senior management comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis. All directors give of their time freely and no director received remuneration in the year. Details of directors' expenses are disclosed in note 10 to the accounts.

#### **STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS**

So far as the Directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

**THE BREASTFEEDING NETWORK**  
**REPORT OF THE DIRECTORS**  
**FOR THE YEAR ENDED 31 MARCH 2016**

**SMALL COMPANY PROVISIONS**

This report has been prepared in accordance with the special provisions of Part 15 Companies Act 2006 relating to small companies.

Approved by the Board of Directors on 8<sup>th</sup> October 2016 and signed on their behalf by:

..... Sukie Woodhouse (Chairperson)

## **THE BREASTFEEDING NETWORK**

### **INDEPENDENT AUDITORS' REPORT**

#### **TO THE TRUSTEES AND MEMBERS OF THE BREASTFEEDING NETWORK**

We have audited the accounts of The Breastfeeding Network for the year ended 31 March 2016 which comprise the Statement of Financial Activities (incorporating the Income and Expenditure Account), the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Section 44(1) (c) of the Charities and Trustees Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

#### **Respective Responsibilities of Trustees and Auditors**

As explained more fully in the Trustees' responsibilities statement set out on page 20-21, the Trustees are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view.

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

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

#### **Scope of the Audit of the Accounts**

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

## THE BREASTFEEDING NETWORK

### INDEPENDENT AUDITORS' REPORT

#### TO THE TRUSTEES AND MEMBERS OF THE BREASTFEEDING NETWORK

##### **Opinion on Accounts**

In our opinion the accounts:-

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

##### **Opinion on Other Matters Prescribed by the Companies Act 2006**

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

##### **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 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:-

- the charitable company has not kept proper and adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the accounts 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; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Trustees' Annual Report.

**Mark Mulholland**

**Senior Statutory Auditor**

**for and on behalf of Alexander Sloan, Statutory Auditor**

**Alexander Sloan is eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006**

**38 Cadogan Street**

**Glasgow G2 7HF**

**Date: 8<sup>th</sup> October 2016**

THE BREASTFEEDING NETWORK

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2016

	<u>Note</u>	Unrestricted <u>Funds</u> £	Restricted <u>Funds</u> £	Total <u>Funds</u> <u>2016</u> £	Total <u>Funds</u> <u>2015</u> £
<b>Income and endowments from</b>					<b>(As Restated)</b>
<b>Donations</b>	(2)	20,994	2,526	23,520	23,042
<b><i>Income from charitable activities:</i></b>	(3)				
Peer support		-	1,093,442	1,093,442	985,293
Helplines		-	190,960	190,960	209,057
Training		10,719	18,478	29,197	34,505
Quality Standard Setting & Promotion		-	-	-	33,616
Information dissemination		17,738	-	17,738	12,077
<b><i>Income from other trading activities</i></b>	(4)				
Fundraising		1,042	636	1,678	1,386
<b>Investment income</b>	(5)	3,073	-	3,073	2,667
<b>Other income</b>		8,552	300	8,852	2,569
		<hr/>	<hr/>	<hr/>	<hr/>
		62,118	1,306,342	1,368,460	1,304,212
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Expenditure</b>					
<b><i>Costs of raising funds:</i></b>					
Fundraising & cost of sales	(6)	261	-	261	532
<b><i>Expenditure on charitable activities:</i></b>					
Peer support & other service costs	(8)	59,874	1,096,812	1,156,686	1,281,435
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Total expenditure</b>		60,135	1,096,812	1,156,947	1,281,967
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Net income/(expenditure)</b>		1,983	209,530	211,513	22,245
Transfers between funds	(16)	212,148	(212,148)	-	-
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Net movement in funds</b>		214,131	(2,618)	211,513	22,245
Funds brought forward		220,181	555,508	775,689	753,444
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Funds carried forward</b>		434,312	552,890	987,202	775,689
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

The company has no gains or losses other than the results for the year as set out above. All activities are classed as continuing. The notes on pages 31 to 41 form part of these financial statements.

**THE BREASTFEEDING NETWORK**

**BALANCE SHEET**

**AS AT 31 MARCH 2016**

	<u>Note</u>	£	<u>2016</u> £	<u>2015</u> £
<b>FIXED ASSETS</b>				
Tangible assets	12		202	-
			-----	-----
			202	-
			-----	-----
<b>CURRENT ASSETS</b>				
Stock		7,085		7,431
Debtors	13	302,493		376,196
Cash at bank and in hand		742,953		499,166
		-----		-----
		1,052,531		882,793
<b>CREDITORS</b>				
Amounts falling due within one year	14	(65,531)		(107,104)
		-----		-----
<b>NET CURRENT ASSETS</b>			987,000	775,689
			-----	-----
<b>NET ASSETS</b>			987,202	775,689
	17		-----	-----
<b>FUNDS</b>				
Unrestricted funds:	16			
General Funds			434,312	220,181
			-----	-----
Restricted funds	16		552,890	555,508
			-----	-----
			987,202	775,689
			-----	-----

These accounts are prepared in accordance with the special provision of Part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company. [Company no. SC330639]

Approved by the Board of Directors on 8<sup>th</sup> October 2016 and signed on their behalf by:

.....  
**Sukie Woodhouse (Chairperson)**  
Director

.....  
**Deborah Lawrence**  
Director

The notes on pages 31 to 41 form part of these financial statements.

**THE BREASTFEEDING NETWORK**

**STATEMENT OF CASH FLOWS**

**FOR THE YEAR ENDED 31 MARCH 2016**

	<b><u>Note</u></b>	<b><u>2016</u></b> £	<b><u>2015</u></b> £
<b>Cash used in operating activities</b>	7	240,984	(72,109)
<b>Cash flows from investing activities</b>			
Interest income		3,073	2,667
Purchase of tangible fixed assets		(270)	-
<b>Cash provided by/(used in) investing activities</b>		<u>2,803</u>	<u>2,667</u>
(Decrease)/increase in cash and cash Equivalents in the year		<u>243,787</u>	<u>(69,442)</u>
Cash and cash equivalents at the Beginning of the year		<u>499,166</u>	<u>568,608</u>
<b>Cash and cash equivalents at the End of the year</b>		<u><u>742,953</u></u>	<u><u>499,166</u></u>

## **THE BREASTFEEDING NETWORK**

### **NOTES TO THE ACCOUNTS**

#### **FOR THE YEAR ENDED 31 MARCH 2016**

#### **1. ACCOUNTING POLICIES**

##### **(a) Basis of preparation**

The accounts have been prepared in accordance with 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 (FRS102) (effective 1 January 2015) – Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The Breastfeeding Network meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless stated in the relevant accounting policy note(s).

##### **(b) Reconciliation with previous Generally Accepted Accounting Practice**

In preparing the accounts, the Directors have considered whether in applying the accounting policies required by FRS102 and the Charities SORP FRS102 the restatement of comparative items was required.

No restatements were required.

##### **(c) Preparation of the accounts on a going concern basis**

In spite of the uncertain economic outlook, the Directors are of the view that the charity has secured enough longer term funding for the next 12 to 18 months and on that basis the charity is a going concern.

##### **(d) Income**

Income is recognised when the charity is entitled to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants (whether capital or revenue) or contracts is recognised in the statement of financial activities when the charity has entitlement to the funds, any performance conditions attached to the grants/contracts has been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Where the grantor or donor has specified that the grant or donation is to be spent for a particular period, in which case the portion, which relates to a future period is treated as deferred income and included in creditors.

Donated goods, services and facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS102) volunteer time is not recognised, but refer to the Directors' annual report for more information about their contribution. On receipt, donated goods, services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay for the equivalent item in the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Training fees, shop income and other income are accounted for when earned.

Investment income is included when receivable.

# **THE BREASTFEEDING NETWORK**

## **NOTES TO THE ACCOUNTS**

### **FOR THE YEAR ENDED 31 MARCH 2016**

#### **1. ACCOUNTING POLICIES (cont'd)**

##### **(e) Expenditure and irrecoverable VAT**

All expenditure is included on an accruals basis and is recognised when there is a legal or constructive obligation to pay for expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably. The charity is registered for VAT but for expenditure which includes any VAT which cannot be fully recovered, the VAT element is reported as part of the expenditure to which it relates.

Cost of raising funds comprises costs associated with fundraising costs

Expenditure on charitable activities comprises those costs incurred by the charity in providing activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature (administration, finance, personnel, payroll and governance costs) necessary to support them. The bases on which support costs have been allocated are set out in note 8.

The accounting treatment of management recharges has been revisited in the current year (as per note 8) and consequently the income and expenditure totals in the SOFA for 2015 have been restated. The net surplus in 2015 remains unchanged.

##### **(f) Operating lease agreements**

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

##### **(g) Tangible fixed assets**

Tangible fixed assets are originally recorded at cost. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Fixtures & Fittings, Equipment	20% straight line
--------------------------------	-------------------

The charity's policy is not to capitalise items that cost under £250.

##### **(h) Stock**

Stock is held at the lower of cost or net realisable value.

##### **(i) Debtors**

Debtors are recognised at the settlement amount.

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

##### **(j) Cash at bank and in hand**

Cash at bank and in hand includes petty cash and bank deposits.

##### **(k) Creditors**

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

## THE BREASTFEEDING NETWORK

### NOTES TO THE ACCOUNTS

#### FOR THE YEAR ENDED 31 MARCH 2016

(l) **Fund accounting**

- Unrestricted funds are available for use at the discretion of the Directors in furtherance of the general objects of the charity.
- Restricted funds are subject to restrictions on their expenditure imposed by the donor/grantor.

(m) **Pensions**

The charity contributes to a defined contribution pension scheme for all employees who are eligible to participate. The pension cost charge represents contributions payable by the Charity to the scheme in respect of the year.

**2. DONATIONS**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>2016 Total £</b>	<b>2015 Total £</b>
Donations	17,170	2,376	19,546	21,658
Membership subscriptions	3,824	150	3,974	1,384
	<hr/>	<hr/>	<hr/>	<hr/>
Total income from donations	20,994	2,526	23,520	23,042
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Income from donations was £23,520 (2015: £23,042) of which £20,994 was unrestricted (2015: £23,042) and £2,526 was restricted (2015: £nil).

The charity benefits greatly from the involvement and support of its many volunteers. In accordance with FRS102 and the Charities SORP (FRS102), the economic contribution of general volunteers is not recognized in the accounts.

**3. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>2016 Total £</b>	<b>2015 Total £</b>
<b>Peer Support Programmes</b>				
<i>Grants/contracts</i>	-	1,093,442	1,093,442	985,293
<b>Helplines</b>				
<i>Grants</i>	-	190,960	190,960	209,057
<b>Training</b>				
<i>Training income</i>	10,719	18,478	29,197	34,505
<b>Quality Standard Setting &amp; Promotion</b>				
<i>Grants</i>	-	-	-	33,616
<b>Information dissemination</b>				
<i>Other income</i>	17,738	-	17,738	12,077
	<hr/>	<hr/>	<hr/>	<hr/>
Total income from charitable activities	28,457	1,302,880	1,331,337	1,274,548
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Income from charitable activities was £1,331,337 (2015: £1,274,548) of which £28,457 (2015: £80,198) was unrestricted and £1,302,880 (2015: £1,194,350) was restricted.

**THE BREASTFEEDING NETWORK**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2016**

**4. INCOME EARNED FROM OTHER TRADING ACTIVITIES**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>2016 Total £</b>	<b>2015 Total £</b>
Fundraising	1,042	636	1,678	1,386
	<hr/>	<hr/>	<hr/>	<hr/>
	1,042	636	1,678	1,386
	<hr/>	<hr/>	<hr/>	<hr/>

Income from other trading activities was £1,678 (2015: £1,386) of which £1,042 was unrestricted (2015: £1,386) and £636 was restricted (2015: £nil).

<b>5. INVESTMENT INCOME</b>	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>2016 Total £</b>	<b>2015 Total £</b>
Bank interest	3,073	-	3,073	2,667
	<hr/>	<hr/>	<hr/>	<hr/>
	3,073	-	3,073	2,667
	<hr/>	<hr/>	<hr/>	<hr/>

Investment income was unrestricted in both the current and prior years.

**6. EXPENDITURE ON RAISING FUNDS**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>2016 Total £</b>	<b>2015 Total £</b>
Fundraising costs	261	-	261	532
	<hr/>	<hr/>	<hr/>	<hr/>
	261	-	261	532
	<hr/>	<hr/>	<hr/>	<hr/>

Expenditure on raising funds was £261 (2015: £532) and was unrestricted in both the current and prior years.

**THE BREASTFEEDING NETWORK**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2016**

**7. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Net movement in funds	211,513	22,245
Add depreciation charge	68	-
Deduct interest income shown in investing activities	(3,073)	(2,667)
Decrease (increase) in stock	346	-
Decrease (increase) in debtors	73,703	(136,298)
Increase (decrease) in creditors	(41,573)	44,611
	-----	-----
	240,984	(72,109)
	=====	=====

**THE BREASTFEEDING NETWORK**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2016**

**8. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES**

	Central Office & Developm't	Peer Support	Helplines	Training	Information Dissemin't'n	2016 Total	2015 Total	Basis of Apportionment
	£	£	£	£	£	£	£	
<b>Direct Costs</b>								
Staff costs (note 10)	122,318	649,217	105,589	29,429	-	906,553	1,055,293	
Other staff costs	2,140	988	44	44	-	3,216	9,158	
Travel & Subsistence	10,916	21,236	1,019	7,172	-	40,343	46,163	
Goods purchased for resale	-	-	-	-	2,688	2,688	913	
Training and supervision costs	4,025	385	-	453	-	4,863	7,342	
Room hire costs	-	8,401	206	2,420	-	11,027	14,790	
Childcare costs	122	4,934	335	1,950	-	7,341	9,685	
Project materials & resources	2,899	11,476	33,105	2,261	-	49,741	13,675	
Evaluation costs	-	95	-	12,309	-	12,404	16,637	
<b>Support Costs</b>								
Management & Administration recharges	(190,150)	146,930	35,619	7,601	-	-	-	Allocated on time
Establishment costs	6,170	-	-	-	-	6,170	6,956	% utilisation of area
Office expenses	51,751	24,722	1,037	1,708	-	79,218	78,910	Invoice/headcount
Other professional fees	10,523	-	-	-	-	10,523	13,262	Invoiced costs
Audit fees	5,520	-	-	-	-	5,520	5,520	Governance
AGM & Trustee meetings	17,011	-	-	-	-	17,011	3,131	Governance
Depreciation	68	-	-	-	-	68	-	n/a
	<u>43,313</u>	<u>868,384</u>	<u>176,954</u>	<u>65,347</u>	<u>2,688</u>	<u>1,156,686</u>	<u>1,281,435</u>	

The charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the four main strands of charitable activity undertaken (Peer support, Helplines, Training, Information dissemination). Funding restrictions mean that it is impossible to allocate all support and governance costs to the key charitable activities. Expenditure on charitable activities was £1,156,686 (2015: £1,281,435) of which £59,874 (2015: £100,172) was unrestricted and £1,096,812 (2015: £1,181,263) was restricted.

**THE BREASTFEEDING NETWORK**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2016**

**9. SUMMARY ANALYSIS OF EXPENDITURE AND RELATED INCOME FOR CHARITABLE ACTIVITIES**

This table shows the cost of the five main charitable activities and the sources of income directly to support those activities.

	Peer Support £	Helplines £	Training £	Information Dissemin't'n £	Head Office & Development £	TOTAL £
Costs	(868,384)	(176,954)	(65,347)	(2,688)	(43,313)	(1,156,686)
Direct grant Support	1,093,442	190,960	-	-	-	1,284,402
Earned income Fees/training/ Sales	-	-	29,197	17,738	-	46,935
Net income/ (costs) funded From other Sources	225,058	14,006	(36,150)	15,050	(43,313)	174,651

**10. STAFF COSTS**

	2016 £	2015 £
Wages and salaries	870,835	1,008,897
Social security costs	29,864	40,478
Pension costs	5,854	5,918
	<hr/>	<hr/>
	906,553	1,055,293
	<hr/>	<hr/>

The average number of employees during the year was as follows:

Management & administration	10	10
Service provision	112	132
	<hr/>	<hr/>
	122	142
	<hr/>	<hr/>

**THE BREASTFEEDING NETWORK**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2016**

**10. STAFF COSTS (cont'd)**

No employee earned £60,000 per annum or more (2015: Nil).

The Directors gave their services voluntarily and received no remuneration. Seven directors were reimbursed travel expenses during the year totalling £3,255. In 2015 one director received remuneration, as authorised by the management committee, for services other than as a trustee totalling £3,856.

The key management personnel of the charity comprise the Directors, Chief Executive and Business Managers as noted on page 22. The total employee benefits of the key management personnel were £125,517 (2015: £95,349).

**11. NET INCOME/(EXPENDITURE)**

The net income/(expenditure) for the year is stated after charging:-

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Auditors' remuneration – audit fee	5,520	5,520
Auditors' remuneration – accountancy services	-	3,430
Depreciation	68	-
	<u>          </u>	<u>          </u>

**12. TANGIBLE FIXED ASSETS**

	<b>F&amp;F &amp; Equip £</b>	<b>Total £</b>
<b>Cost</b>		
As at 1 April 2015	12,456	12,456
Additions	270	270
	<u>          </u>	<u>          </u>
As at 31 March 2016	12,726	12,726
	<u>          </u>	<u>          </u>
<b>Depreciation</b>		
As at 1 April 2015	12,456	12,456
Charge for the year	68	68
	<u>          </u>	<u>          </u>
As at 31 March 2016	12,524	12,524
	<u>          </u>	<u>          </u>
<b>Net book value</b>		
As at 31 March 2016	202	202
	<u>          </u>	<u>          </u>
As at 31 March 2015	-	-
	<u>          </u>	<u>          </u>

**THE BREASTFEEDING NETWORK**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2016**

**13. DEBTORS**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Debtors	294,904	369,384
Prepayments	7,589	6,812
	<hr/>	<hr/>
	302,493	376,196
	<hr/> <hr/>	<hr/> <hr/>

**14. CREDITORS – amounts falling due within one year**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Other taxes and social security costs	12,817	18,539
Pension costs	924	-
Accruals and deferred income	50,187	88,543
Other creditors	1,603	22
	<hr/>	<hr/>
	65,531	107,104
	<hr/> <hr/>	<hr/> <hr/>

**15. TAXATION**

The company has charitable status and is therefore exempt from tax on its charitable income under the provision of section 505 of the Income and Corporation Taxes Act 1988.

**THE BREASTFEEDING NETWORK**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2016**

**16. MOVEMENT IN FUNDS**

	<b>As at 1 April 2015 £</b>	<b>Incoming Resources £</b>	<b>Resources Expended £</b>	<b>Transfers £</b>	<b>Unrealised gains/ (losses)</b>	<b>As at 31 March 2016 £</b>
<b>Restricted Funds</b>						
National Breastfeeding Helplines	8,009	193,237	(176,954)	7,931	-	32,223
Awards for All	8,635	-	(2,660)	(5,975)	-	-
Third Sector Early Intervention Fund	28,147	49,128	(48,814)	(28,461)	-	-
Peer Support Programmes	510,717	1,063,977	(868,384)	(185,643)	-	520,667
	-----	-----	-----	-----	-----	-----
<b>Total restricted funds</b>	<b>555,508</b>	<b>1,306,342</b>	<b>(1,096,812)</b>	<b>(212,148)</b>	<b>-</b>	<b>552,890</b>
<b>Unrestricted Funds</b>						
General funds	220,181	62,118	(60,135)	212,148	-	434,312
	-----	-----	-----	-----	-----	-----
<b>Total unrestricted funds</b>	<b>220,181</b>	<b>62,118</b>	<b>(60,135)</b>	<b>212,148</b>	<b>-</b>	<b>434,312</b>
	-----	-----	-----	-----	-----	-----
<b>TOTAL FUNDS</b>	<b>775,689</b>	<b>1,368,460</b>	<b>(1,156,947)</b>	<b>-</b>	<b>-</b>	<b>987,202</b>
	=====	=====	=====	=====	=====	=====

**Purpose of Funds - Restricted Funds**

**National Breastfeeding Helplines**

Funds to support a single National helpline on breastfeeding, including funds from the Department of Health to support the project "Supporterline in Bengali".

**Awards For All**

This grant was provided to run an annual community gathering and conference for parents and professionals on infant feeding – the project completed in the year.

**Scottish Government Third Sector Early Intervention Fund (administered by the Big Lottery)**

This grant was received from the Third Sector Early Intervention Fund to enable Breastfeeding Network to increase their organisational capacity to improve outcomes for babies and families across Scotland. Through this increase in capacity, the organisation has been able to share its practice and experience with stakeholders; develop joined up working and partnerships; contribute more effectively to local and national policy and develop new projects to support families across Scotland. The project completed in March 2016.

**Peer Support Programmes**

Funding received for Peer Support Programmes across the country where a Service Level Agreement is in place.

**THE BREASTFEEDING NETWORK**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2016**

**16. MOVEMENT IN FUNDS (cont'd)**

**Transfers between funds**

During the year a review of the Peer Support reserves was carried out. Where projects or groups had ceased with no clawbacks due to funders, reserves have been transferred to general funds. For continuing projects 75% of reserves have been retained by the local groups and a transfer of 25% of brought forward funds has been transferred to general funds to support central management costs.

Both the Awards For All and Big Lottery Projects completed in the year. The transfers represent refunds to general funds for costs incurred on these projects but met from general funds in a prior period.

**17. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total £</b>
Tangible fixed assets	202	-	202
Net current assets/(liabilities)	434,110	552,890	987,000
	<hr/>	<hr/>	<hr/>
	434,312	552,890	987,202
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

**18. CAPITAL COMMITMENTS**

At 31 March 2016 the charity had no capital commitments (2015: nil)

**19. PENSIONS**

The charity operates a defined contribution pension scheme, the assets of which are held separately from those of the company in an independently administered fund. Contributions made by the company to the scheme during the year amounted to £5,854 (2015: £5,918).

**20. RELATED PARTY TRANSACTIONS**

No director or person related to a director had any personal interest in any other contract or transaction entered into by the charity during the year or in the previous year. There were no outstanding balances with related parties as at 31 March 2016 (2015: £nil).