

THE NURTURE GROUP NETWORK LIMITED

England & Wales · Charity number 1115972

Details

Other names	NURTUREUK
Status	Registered
Legal form	Charitable company
Company number	05562426
Registered	2006-08-31
Register	View on the Charity Commission register

Contact

Address	Insight Associates Insight House 4-5 Riverside Business Park Stoney Common Road Stansted Essex
Phone	02034758980
Email	info@nurtureuk.org
Website	www.nurtureuk.org

Activities

Objects: TO ADVANCE THE EDUCATION OF CHILDREN WITH SPECIAL EDUCATIONAL NEEDS BY SUCH METHODS AS THE DIRECTORS THINK FIT.

Activities: Promoting nurture-based educationPromoting National Nurturing SchoolsProviding accredited trainingProviding consultancy servicesOrganising eventsRunning the Marjorie Boxall Quality Mark & National Nurturing Schools AwardsSelling publicationsSupporting our members

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** Education/training
- **Who:** Children/young People

Geography

- **Area of benefit:** UNDEFINED. IN PRACTICE, NATIONAL.
- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-09-30	£2,149,267	£2,181,041	£625,400	28
2024-09-30	£1,964,778	£2,134,227	£657,174	26
2023-09-30	£1,830,449	£1,931,838	£826,623	24
2022-09-30	£1,833,179	£1,625,648	£928,012	25
2021-09-30	£1,947,659	£1,441,750	£720,481	21
2020-09-30	£1,468,309	£1,554,227	£214,572	21

Trustees

Name	Role	Appointed
Aidan James de Gruchy		2024-09-20
Alan Giles Downey		2025-09-26
Alexander Christopher Dean		2021-05-05
Bridget Ann Robson		2018-08-01
Claire Nadine Hersey		2021-05-05
IAN MCLEAN ADAMS		2024-09-20
Jennifer Elizabeth Allen		2024-09-20
Kirsty Anne Hird		2024-09-20
Mehak Dawood Tejani		2022-12-16
Roger Mackenzie Mitchell		2024-09-20
Stuart Beattie		2022-12-16

THE NURTURE GROUP NETWORK LIMITED

England & Wales - Charity number 1115972

Accounts

Company number: 05562426

Charity number: 1115972

The Nurture Group Network Limited

Report and financial statements

For the year ended 30 September 2025



Annual Report and Financial Statements

Every child able
to learn

October 2024 – September 2025

Contents

A note from the Chair	3
A message from the CEO	4
Our mission and vision	5
Why is nurture needed?	6
What is nurture?	7
The year at a glance	9
Raising our voice	11
Strengthening our community	13
Expanding our reach	15
Large programmes	19
Inclusive and Nurturing Schools Programme	19
Nurturing schools in Surrey and Solihull	20
Looking to the future	21
Financial summary	23
Reserves Policy	24
Additional information	26
Annual accounts	32
Independent auditor's report	46
Administrative information	52



Children and young people are struggling with social and emotional developmental needs like never before. But there's something we can do.



The nurturing approach to education is changing lives...

“When I was at my maths and English, I was absolutely rubbish, didn't do anything. Then when I started [the nurture group] they taught me stuff... and now I'm starting to learn.” ”

Nurture group pupil,
INJE Vol. 7

“My eldest really struggles to come to school in the morning as she has problems when there's transitions. The nurture side of the school is just amazing. They are safe being able to continue with their education – mentally safe, physically safe, happy – so that they can grow healthy and happy in education and at home as well.”

Parent of Inclusive MAT pupil

n



A note from the Chair



It is a privilege to take up the role of Chair of nurtureuk at such a significant moment, both for our charity and for the children and young people we exist to serve.

I want to begin by paying tribute to my predecessor, Alan Leaman, who led the Board with dedication and skill over nine years. Under his stewardship, nurtureuk grew its income, deepened its impact, and built a passionate community of practitioners and policymakers who believe, as we do, in the transformative power of nurture. He leaves a strong legacy, and I am grateful to be building on it.

What has struck me most in my early months as Chair is the depth of conviction that runs through every part of this organisation: the staff team, our trustees, our partners and the thousands of practitioners across the UK who carry the nurture ethos into their schools every day. This is not simply a charity delivering a service. It is a movement for change. And the evidence that this movement is working continues to grow.

The challenges facing our schools are real and serious. Children's social and emotional needs are rising. Attendance remains a persistent concern. The pressures on school staff are significant. But the policy environment is shifting in a direction that gives us genuine cause for optimism; with greater government focus on inclusive practice, social and emotional development, and the wellbeing of pupils. Nurtureuk has the expertise, the evidence and the relationships to be a leading voice in shaping what comes next.

This year has also been one of honest reflection about how we ensure nurtureuk is in the strongest possible position to grow its impact in the years ahead; financially sustainable, clearly focused, and equipped to meet the moment. I am confident that the foundations we are laying now will serve children, schools and communities well into the future.

I look forward to working with Arti and the whole team as we build on everything that has been achieved and reach even further.

Alan Downey
Chair of Trustees, nurtureuk



A message from the CEO

This has been a year of real progress and growing momentum and I am proud of everything our team, partners and school communities have achieved together.

The need for nurture has never been more urgent. One in five children aged 8–16 has a probable mental health disorder.¹ Nearly a fifth of pupils are persistently absent from school.² Suspensions have risen sharply since the pandemic, and disadvantaged children continue to fall further behind their peers. Behind each of these statistics is a child whose social and emotional developmental needs are going unmet; a child who does not yet feel safe, understood or ready to learn. This is exactly why nurtureuk exists, and why our work matters so much.

Our national programmes have continued to demonstrate the power of a nurturing approach (see pages 15–20 for some of our programme highlights). The Boxall Profile® Online continues to grow, giving schools an evidence-based tool to identify and respond to children's social and emotional needs early before challenges escalate. This year we were also proud to launch our Transition Passport, a practical tool to support children through the critical moments of change that can so often disrupt their progress and wellbeing.

We were delighted to publish our [Inclusive Schools, Empowered Learners report](#), setting out the evidence for nurture practice in accessible and compelling detail. The response from schools, local authorities and policymakers has been hugely encouraging, and it sits alongside a year in which nurtureuk's profile and influence grew considerably. I was honoured to serve as a commissioner on the [Raising the Nation Play commission](#), contributing to a national call for a play strategy that recognises the fundamental role of play in children's development and wellbeing. I also had the pleasure of speaking on the [Culture of Curiosity](#) podcast, exploring the themes of belonging and the urgent need for nurture in our schools; a conversation that reflects how widely this agenda is now resonating. You can read more about this work in the '[Raising our voice](#)' section of this report.

It was also a year of well-earned recognition. The Boxall Profile® Online was nominated at the ERA Awards, and



¹ Mental health of children and young people in England, NHS, 2023

² Pupil absence in schools in England, DfE, 2025

we were proud to be shortlisted as a finalist for the Inclusive Technology of the Year award at the nasen Awards; a testament to the continued relevance and impact of our early intervention tools.

The external environment is moving in our direction. The government is placing greater emphasis on inclusive practice, social and emotional development, and early intervention. There is a renewed national focus on attendance, behaviour and pupil wellbeing. The moment for nurture, and for relational, inclusive

education has genuinely arrived, and nurtureuk is well placed to help lead that change.

None of this is possible without the people who make nurtureuk what it is. To our brilliant staff, our trustees, our associate consultants, our members and our school partners; thank you. Together, we will keep making #nurturethenorm.

Arti Sharma
Chief Executive, nurtureuk

Our mission and vision

Our vision is a world where:

Child development isn't limited by lack of nurture in education

Adults working with and caring for children and young people (CYP) are supported and equipped with evidence-based tools to help them flourish and learn

Our mission:

nurtureuk is dedicated to improving the life chances of children and young people by promoting nurture across the whole education system and beyond:

- We are proud of being a charity and driven by social purpose
- Children's and young people's development is at the heart of everything we do
- We want to amplify the benefits of nurture for children and young people within and beyond the classroom
- We are evidence-based and practice-led guided by The Six Principles of Nurture

Why is nurture needed?

“We wanted to create a place where they feel safe and valued. A nurturing approach allows us to do this as well as allowing us to respond better to behavioral and emotional needs, while building strong relationships in order to give our pupils the tools to succeed.”

Shaun McBride, Assistant Principal, Belfast Model Boys' School

20% of 8–16 year olds had a probable mental health disorder.

18% of pupils were persistently absent.

20% of pupils reported not feeling safe in school.

34% of pupils with an EHCP were persistently absent.

55% of teachers considering leaving the profession stated pupil behaviour as a main reason.

89% of teachers considering leaving the profession stated stress as a main reason.*

For pupils across the UK, the reality of school is a daily struggle. But what is causing one in five pupils to regularly miss school? Some report not feeling safe in school, and for many, there are special education needs (SEN) or social, emotional, and mental health (SEMH) challenges that cause a barrier to attendance.

The growing teacher recruitment and retention crisis is also testament to the challenges currently faced by pupils and education professionals.

But nurture is already making a difference in thousands of schools across the UK, helping children and young people to flourish, and teachers to improve attendance, behaviour and attainment. This relational approach to education helps children build strong attachments in school, and makes the classroom a place they really want to be. It has also been shown to have a positive impact on staff wellbeing and retention.

*Statistics for England only

What is nurture?

Nurture is an evidence-based relational approach to help children develop vital social skills, confidence and self-esteem. The nurture approach enables teachers to identify, understand, and address the social and emotional needs that create barriers to learning, helping schools improve behaviour, attendance and attainment.

Through a nurturing approach to education, which is rooted in attachment theory, we can create positive learning environments built on positive relationships, so that every child and young person feels like they belong.

We believe that inclusion is the goal in schools, and nurture is how we get there.

The Six Principles of Nurture

Our approach is guided by the Six Principles of Nurture which underpin all our work with schools and educators. Thousands of schools across the UK have been trained on the Six Principles of Nurture and have transformed their school culture, relationships, policies, and community based on these Principles.

The Six Principles of Nurture build on a relational approach to learning, ensuring that every child and young person feels safe, supported, and understood by staff, including our most vulnerable pupils and pupils with SEND (Special Educational Needs and Disabilities).

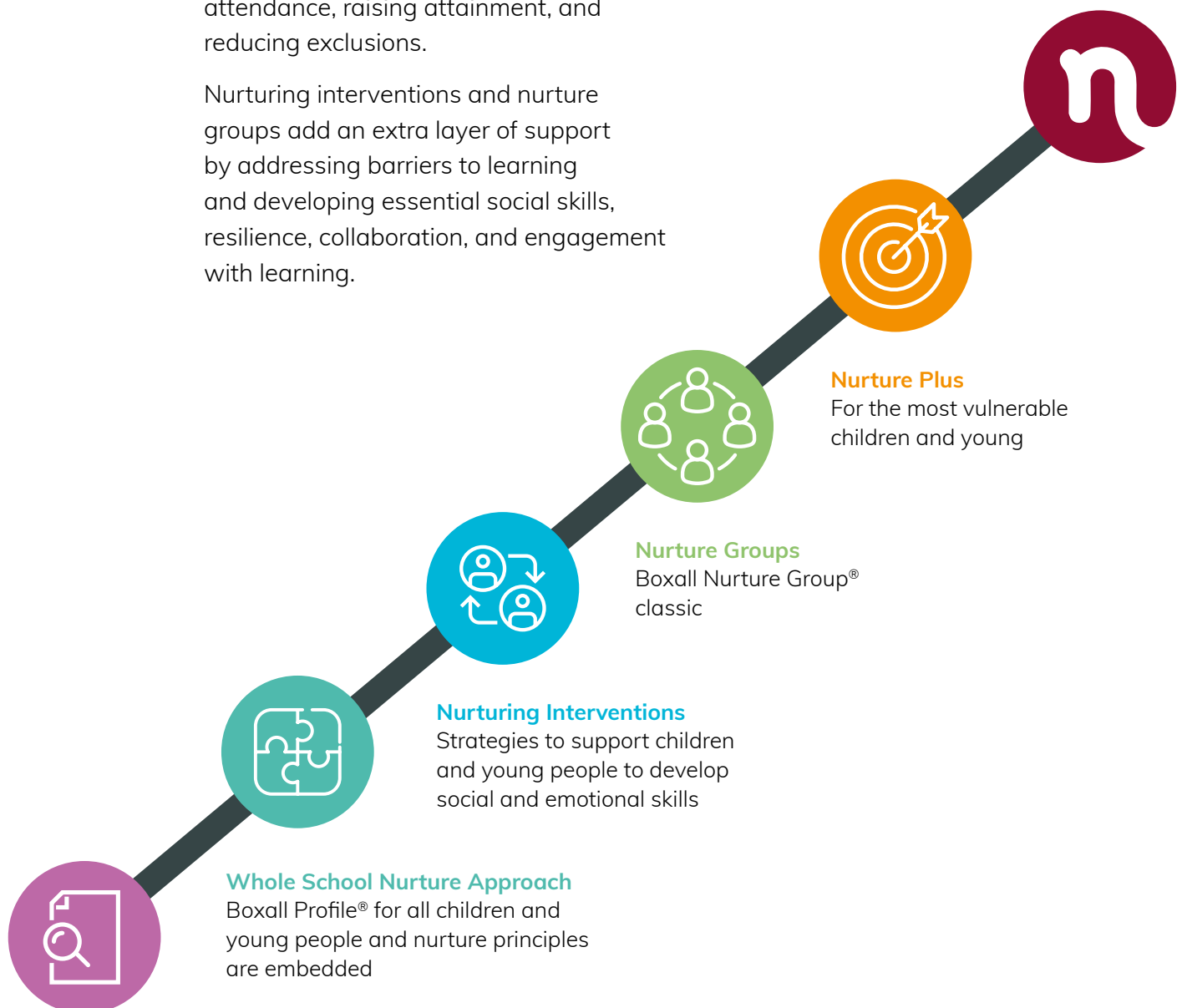


The Graduated Approach to nurture

The Graduated Approach to nurture begins with early intervention and identification of needs via the Boxall Profile®. A Whole-School Approach integrates nurture throughout an entire school community to improve outcomes for all children, particularly effective in improving behaviour, boosting attendance, raising attainment, and reducing exclusions.

Nurturing interventions and nurture groups add an extra layer of support by addressing barriers to learning and developing essential social skills, resilience, collaboration, and engagement with learning.

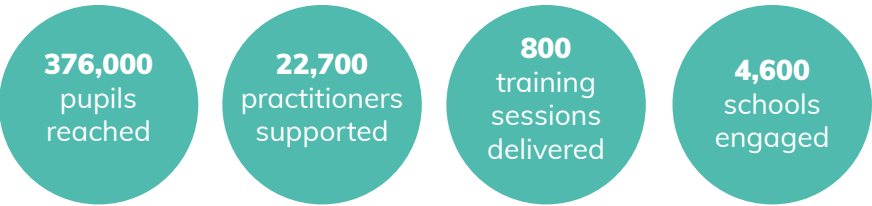
Nurture Plus is an extended form of the traditional nurture group approach designed for the most vulnerable and disadvantaged pupils who require more dedicated support to engage positively with learning.



The Boxall Profile®

Early identification of potential social, emotional, behavioural and/or mental health concerns

The year at a glance:



During the year, we developed our first Theory of Change to help focus our monitoring and evaluation.

Theory of Change



Alongside our Theory of Change, we also created our first annual survey of nurture-trained educators, which found that:

96% feel confident in meeting their pupils' social and emotional developmental needs

89% feel confident in managing challenging pupil behaviour.

76% believe adopting a nurturing approach has improved the social, emotional and behavioural issues at school.

Over 50% say the level of disruptive behaviour interrupting teaching has decreased compared to the previous year.



This year has seen significant updates to the Boxall Profile® Online, driven by our commitment to making data more accessible and actionable. We launched powerful data dashboards specifically for multi-academy trusts, local authorities, and groups of schools, alongside new export functions designed to streamline data transfer into other school systems. We also introduced the Transition Passport feature, to support effective pupil transition between classes, settings and teachers.

We launched our new simplified assessment view; this intuitive layout makes completing an assessment quicker and easier than ever, providing the same trusted insights with fewer clicks. These enhancements, alongside general UX updates shaped by user feedback, contributed to us winning the Wellbeing Award at the 2025 Education Resource Awards.

There are now over 2,600 schools subscribing to the tool to plan, track and improve the social, emotional and development needs of their children and young people.

Raising our voice

This year, we have deepened our focus on social change, strengthening our role as a voice for inclusive, relational approaches in education.

We have taken further steps to influence policy and advocate for a system that better supports children and young people's social and emotional development. Our engagement with policymakers, sector partners and stakeholders has continued to grow, enabling us to make a clear and consistent case for inclusion and nurture at every level of the system.

A key area of growth has been the Inclusive and Relational Approaches Working Group. Convened and chaired by nurtureuk, the group has gone from strength to strength and now brings together more than 50 organisations, practitioners and sector leaders. It has become a vital forum for sharing evidence, aligning messaging and developing collective solutions to the challenges facing the system. The group is playing an increasingly influential role in shaping policy thinking and strengthening collaboration across the sector.

Alongside this, we were proud to support the establishment of the All-Party Parliamentary Group (APPG) on Inclusion and Nurture in Education, which was formally registered in November, with nurtureuk providing the secretariat. The APPG provides a cross-party forum to raise awareness of inclusive, nurturing

approaches and to explore how policy and practice can better support pupil wellbeing, engagement and educational outcomes. By the end of the reporting period, the Group had attracted 27 members from across both Houses, reflecting strong and growing parliamentary interest in this agenda.

During its first year, the APPG successfully convened parliamentarians, educators and sector representatives over several meetings, establishing a clear purpose and building momentum for future work.



These developments sit alongside our ongoing engagement with MPs, peers, Department for Education officials and other key stakeholders. Over the course of the year, we have continued to make the case for nurture through meetings, events and policy engagement, ensuring that the voices of children, families and practitioners are reflected in national discussions. In parallel, we've been analysing Boxall Profile® Online data and working hard on a flagship report, to be published in November, that will provide a vital snapshot of the state of children's social and emotional development in England, strengthening the evidence base underpinning our influencing work.

The progress we have made this year reflects a growing recognition of the importance of inclusion and nurture across education. While there is more to do, the momentum we have built – through our partnerships, our convening power and our increasing parliamentary engagement – places us in a strong position to continue driving change. We remain committed to ensuring that every child and young person has access to an education that supports them to feel safe, valued and ready to learn.

Arti speaking at the Schools and Academies Show, November 2024



Strengthening our community

We've had the great privilege of hearing from and visiting a wide range of schools this year, to learn more about how they use the nurturing approach and apply the Six Principles in their unique settings.

Through our exclusive events, nurtureuk members heard from schools across the UK, including Belfast Boys' Model School, Penygarn Community Primary School, Lockerbie Academy and St Colmcille's Primary School. Our events explored reflective practice, whole-school and whole-community engagement, relational inclusion, and wellbeing.

Our staff team also got the chance to visit schools across the country this year, including Broadstones School, an independent special school in Stockport, Oakridge Community Primary School in North Yorkshire, and Van Gogh Primary School in London. It was incredible to see nurture in action across the different settings, and see first-hand the effect nurture is having on children, young people and their families.



Nurtureuk staff visiting Van Gogh Primary School in Stockwell



“Every single child deserves to have their social, emotional and mental health needs met, and the work that nurtureuk does to support children to fulfill their potential is absolutely essential in every single school.”

Nadine Bernard, Headteacher,
Van Gogh Primary School

“If it wasn't for this school, she would not be going to college in September. Mainstream school did not work for her, they didn't give her the nurture she needed. Then she came here and all the staff understood her and they accepted her different needs.”

Parent of Broadstones School pupil

We also met with pupils, parents and staff from two schools in Kent – Homewood School and Tenterden Primary Federation – to hear about the impact of nurture in their school communities. Check out the full video below!



“Nurture has entirely changed our school culture.”

Jeremy Single, Headteacher,
Homewood School and
Sixth Form



Nurtureuk staff visiting
Homewood School and
Sixth Form in Kent



Meet our Small and Medium Programmes Team

We're a small team that works together to deliver all of nurtureuk's smaller contracts in partnership with multi-academy trusts, local authorities, and virtual schools to provide fully-funded nurture training, expert consultancy and the Boxall Profile® to local schools.

We've been delivering some really exciting place-based programmes this year, working in partnership with local authorities to take a strategic approach to social-emotional developmental needs and whole-school inclusion through the Delivering Better Value for SEND programme. Over the last year, we delivered training to 525 delegates across 12 different programmes.

Evidence-based approach to SEMH in East Riding of Yorkshire

Through our work with the East Riding of Yorkshire, we're training 80 schools to use the Boxall Profile® to identify, understand and respond to their pupils' needs. At the end of last year, 2,429 pupils had been assessed using the Boxall Profile® Online. The assessments highlighted an additional 20% of pupils with high social-emotional needs who previously did not have a registered SEN need. Without this work, these needs may have gone unnoticed, left unaddressed and escalated. Instead, these

pupils are known to schools, and they are being supported in school with Boxall Profile® recommended strategies, by the interventions schools have in place, and by working effectively with the council's wider support offers, including the behaviour support team and educational psychologists. We're already seeing early improvements in pupils' needs, and are working with the council again this year to embed schools' use of the Boxall Profile®.



Louisa Woods



Rebecca Pope



Ebony Healy

Rutland – a nurturing county

During this year, we began our work with Rutland County Council to deliver the National Nurturing Schools Programme to all schools in Rutland, also through the Delivering Better Value for SEND Programme. All 16 primary schools and three secondary schools in Rutland will receive training to embed whole-school approaches to nurture. What's been really special about this contract is that the council are also funding each of the schools to implement nurture – schools are able to apply for funding for what they need, whether that's to buy bean bags to create a nurture nook in every classroom, new doors to their play area, or books to support pupils with their emotional literacy. This fund allows schools to put their nurture practice into action.

Lighthouse Schools Partnership

Since 2023, we have been collaborating with Lighthouse Schools Partnership, a multi-academy trust with 34 primary schools and four secondary schools across North Somerset, Bath and North East Somerset (BANES) and Bristol. We have delivered training in the Boxall Profile®, nurture groups and the National Nurturing Schools Programme to 27 of their schools, supporting the trust to achieve their aim of supporting all pupils to flourish through excellent, inclusive and responsive teaching.

Shropshire Virtual School

This is a longstanding relationship where nurture is seen as an essential part of the local education system's response to needs. To date, we have trained 108 delegates from 54 schools in how to deliver high-quality nurture groups. We share an ambition with the Virtual School to reach all Shropshire schools by the end of 2026/7, with more training planned for this year. Shropshire Virtual School staff are also currently completing the bespoke version of the National Nurturing Schools Programme, reflecting on how they embed nurture to their wider ways of working to support children and young people with experience of the care system.

“I was previously told that he could not learn in a school environment and certainly not work unsupported, this has been proven to be untrue as I have never known him to talk and share so much about what he's learned but also is working unsupported in many areas. Where school had previously felt unsafe the nurture provision has been an essential part of him settling in and being happy in a new school environment.”

Parent of North Somerset pupil

CASE STUDY: Oakmeadow Primary School

Oakmeadow is a large rural primary school that runs a nurture group three afternoons a week for eight children across key stages one and two. Children typically access the nurture group for 12 weeks, and staff complete a Boxall Profile® at the start to identify personal targets for each child. These are reviewed every six weeks and used to inform both the nurture group activities and full-time reintegration to the mainstream classroom.

In just one year, the level of high developmental needs for a cohort of eight pupils decreased from 50% to 0%, whilst the level of high diagnostic needs decreased by 75%, according to the Boxall Profile® data.

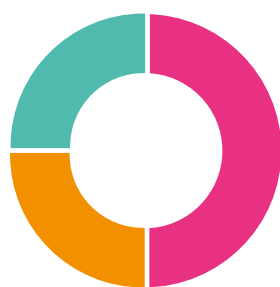
“The progress that she made over the year during Nurture had a massive impact on her outcomes in the classroom. She had friends. She wanted to go outside and play because children wanted to go and play with her. And emotionally that has a massive impact on how she feels about herself and her self-esteem. Because of that she was able to concentrate better in the classroom and produce work.”

Nurture Lead, Oakmeadow Primary
(What works: [Four Tenets of Effective Internal Alternative Provision](#), The Difference, 2025)

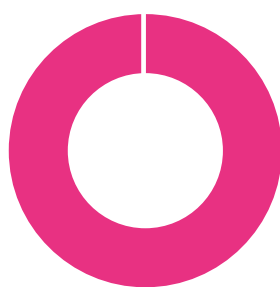
01/01/2024 to 31/12/2024

Total number of students assessed: 8

Developmental



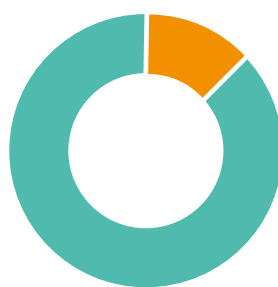
Diagnostic



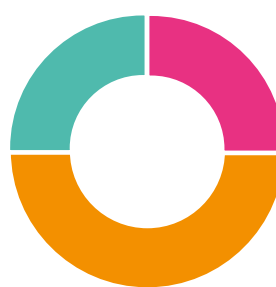
01/01/2025 to 25/06/2025

Total number of students assessed: 8

Developmental



Diagnostic



KEY:

● high level of difficulty

● low level of difficulty

● no apparent difficulty

We love getting to work with incredibly dedicated colleagues in local authorities and multi-academy trusts who are trying to do everything they can within their budget to support their schools with the very real needs that exist. Being able to collaborate with them to think about how to address these challenges in a strategic and systemic way feels like a positive way to respond to the crises the sector faces. It's also wonderful to see how schools work creatively to improve outcomes of pupils in their community. In Rutland for example, some of the schools are connected to military bases, and it's been great to watch how they're using the Six Principles of Nurture to engage with military families!

As we look to the future, we're excited to deliver more strategic, place-based programmes. We've already begun working with the London Borough of Lewisham to embed nurture groups and a whole-school nurture approach in 22 schools, focusing on improving staff confidence in responding to pupils' needs, in order to increase attendance and reduce suspensions.

Having already worked with 17 Virtual Schools to train educators from over 382 schools, we're also looking forward to partnering with Walsall Virtual School to deliver the Boxall Profile® to all 120 schools in the borough.

We'll continue to partner with many of the multi-academy trusts who have been using the Boxall Profile® across their schools for multiple years, and work with local authorities and MATs to deliver training and resources for schools that enable them to develop inclusive relational practice.



Inclusive and Nurturing Schools Programme

We are now in the third and final year of delivering the transformational Inclusive and Nurturing Schools (INS) Programme, commissioned by the London Violence Reduction Unit (VRU), and designed to tackle exclusions by keeping pupils safe, supported and thriving in school.

The programme is being delivered to 70 schools across Barking and Dagenham, Enfield, Croydon, Greenwich, Hackney, Hammersmith and Fulham, and Islington. It comprises two strands: the healthy relationships strand delivered by Tender, and the inclusion strand delivered by nurtureuk.

To date, over 300 delegates have received training, and 13 schools have achieved the National Nurturing Schools Award. Staff confidence in responding to social, emotional and mental health needs has increased across participating schools, with 85% of teachers reporting improved understanding of pupil behaviour.

The programme also supported local authorities to champion inclusive practice and share learning across their boroughs. So far this year, we've delivered or supported community events in Barking and Dagenham and Enfield, with further events in the remaining boroughs scheduled for the autumn term. These events provide the opportunity for settings enrolled on the programme and those that aren't to come together to share best practice, hear from expert speakers, and engage with the local community.



Barking and Dagenham community summit

“Being part of the INS programme has given us a framework to guide us through the process of transitioning into a nurturing school. The support from the team at nurtureuk has been incredibly valued. The access to all the training and resources has meant that we can deliver high level professional development, whereas we couldn't have done that with an overstretched school budget. It was great being part of a community celebrating each other's achievements and sharing ideas across the network to utilise in our own schools.”

School on the INS Programme

Nurturing Solihull and Surrey

Our Solihull Nurturing Schools Programme began in early 2024 and is being delivered in partnership with Solihull Metropolitan Borough Council. Through the programme, 54 schools are progressing through the National Nurturing Schools Programme, supported by a two-year Boxall Profile® Online subscription and access to a wide range of additional resources and bespoke consultancy support.

The programme delivery is now complete, and we are delighted to have already awarded the National Nurturing Schools Award to ten schools. We look forward to receiving more award submissions over the coming months!

“The impact of gaining the award has been particularly noticeable across the whole school community, especially within the participating schools. The work completed to date has enabled some senior leaders to be brave and to put nurture at the heart of what they do. The development of wellbeing champions and similar pieces of work has really involved children in where the school is going next, fulfilling the key element of Solihull’s current education strategy in terms of meaningful participation, fundamental to inclusive practice.”

Solihull Metropolitan Borough Council

Our Surrey Nurturing Schools Programme is supported by the Mental Health Investment Fund in Surrey and was developed in partnership with both Schools Alliance for Excellence (SAfE) and the schools-led Inclusion and Innovation Working Group. The programme has been rolled out to 100 schools across Surrey, and provides access to our three core training courses and a two-year Boxall Profile® Online subscription, in addition to a wide range of publications and consultancy support.

Over the past year, we have delivered our National Nurturing Schools Programme to all 100 schools, with a further 150 delegates attending our Theory and Practice of Nurture Groups training. Practitioners also attended networking events covering a range of topics, including our popular Beyond the Boxall Profile® session.

“Our trust schools find significant value in shared training, consistent language, and the structured support provided by nurtureuk and SAfE. This collective approach has strengthened staff development and fostered coherence across schools, particularly when aligned with wider policies and strategies such as behaviour and SEND.”

Sue Wardlow, CEO, Greensand MAT



Looking to the future

The year ahead looks busy for us here at nurtureuk! As our current strategy draws to a close, we've been thinking carefully about nurtureuk's future goals and direction. We plan to build on our strengths and focus on what we know we do best.

We'll continue to develop our flagship products and training suites, with several new digital products due to launch, including additional Boxall Profile® training and a new relational practice award. Updates to the Boxall Profile® Online will focus on streamlining workflows through proactive engagement and user-led development, including a new central dashboard. These updates ensure our tool becomes increasingly valuable within schools, empowering educators to focus on what matters most: improving outcomes for children and young people.

Our research and evidence continues to grow, as analysis of Boxall Profile® data begins ahead of a new report launching later this year, focused on the current state of the social-emotional development needs of pupils in England and how we can respond. The next volume of the International Journal of Nurture in Education will be published, alongside new research and reports showcasing evidence-based best practice in nurture and the impact it has on the lives of children and young people.

With a Schools White Paper and a new Ofsted framework expected, the next year presents significant opportunities for nurtureuk. In addition to working alongside local authorities and multi-academy trusts to try to implement any changes set out in the White Paper, there is also a critical window to influence how inclusion, wellbeing and belonging are understood and embedded

across the system. Nutureuk is well positioned to respond to and shape these developments, working with our partners and through the APPG to ensure that relational approaches are recognised as fundamental to school improvement and pupil outcomes.

The APPG also has an exciting programme of activity planned. A major parliamentary drop-in event, scheduled for November, is expected to bring together more than 100 attendees from across Parliament and the education sector. The event will offer parliamentarians a valuable opportunity to see what inclusive education looks

like in practice and how it can be embedded in classrooms and across whole-school systems. By hearing directly from teachers, school leaders and charities already delivering inclusive and relational approaches, attendees will gain practical insight into the difference these approaches make for children and young people. It will also provide a unique space for dialogue and connection between policymakers and the sector, helping to build understanding and momentum for change.

And as always, we'll continue to strive to make nurture the norm in education settings across the UK.





Financial summary

The financial year 2024–25 saw continued progress in nurtureuk’s mission delivery, with total income growing to £2,149,267 (2024: £1,964,778), an increase of £184,489, reflecting strong performance in our programme activities and the continued growth of the Boxall Profile® Online. Total expenditure for the year was £2,181,041 (2024: £2,134,227), resulting in a net deficit for the year of £31,774 (2024: deficit £169,449).

This represents a significant reduction in the deficit compared to the prior year, and reflects both the growth in income and careful management of costs across the organisation. The year-end balance sheet remains solid, with cash at bank and in hand of £459,205 alongside short-term deposits of £260,918, giving a combined cash and near-cash position of £720,123 (2024: £896,865). The movement reflects the utilisation of designated reserves and the planned draw-down of funds earmarked for investment in key strategic priorities during the year.

Designated reserves reduced considerably from £414,956 to £20,670 as the charity completed its planned programme of investment, including in research and insights, product management, public affairs, operational systems and staff training and development. These investments have bolstered nurtureuk’s infrastructure and capability. General funds increased from £242,218 to £604,730, reflecting the return of unspent designated funds to general reserves.

Trade debtors at year end were £215,968 (2024: £262,991), continuing to reflect our programme and contract-based income model. Deferred income reduced to £241,062 (2024: £456,405), reflecting the timing of income recognition on local authority and programme contracts.

A summary of designated fund movements is described in Note 16a in the financial statements.

Reserves Policy

Nurtureuk holds all its reserves as unrestricted funds, split between designated funds and general funds (free reserves). It is the policy of the charity that free reserves should be maintained at a level equivalent to between three and six months' routine expenditure. Above the maximum general reserves level, reserves have been designated for specific purposes to ensure the charity is not holding high cash balances that could instead be enhancing our impact on beneficiaries.

At the year end, total reserves stood at £625,400 (2024: £657,174), of which £20,670 is designated funds and £604,730 is general funds. Our free reserves are now comfortably within our target range, with a maximum of approximately £711,000: six months' expenditure figure and a minimum of approximately £474,000 three months' expenditure figure.

During the year, the charity completed its programme of designated reserve investments, which focused on enhancing our research and insights reports, developing the Boxall Profile® Online, strengthening our public affairs presence, and investing in staff training and development. With these investments now largely complete, the board has reviewed the designation of reserves and transferred the majority of remaining designated funds back to general reserves, reflecting the conclusion of those specific projects.

As nurtureuk moves into a new strategic phase focused on embedding relational practice and building long-term financial sustainability, the trustees will keep the reserves policy under active review. Any free reserves above our target threshold will be considered for reinvestment into priority areas that enable us to deliver on our mission and grow our reach and impact.





Additional information

Risk management

Trustees fully recognise their responsibility for the management of risk and determine this duty at two levels, the Finance, Audit and Risk (FAR) Committee, and at board level. The FAR Committee is charged with identifying, assessing and minimising the major risks (based on likelihood of occurrence and potential impact) to which the charity is exposed.

The FAR Committee regularly reviews and assesses the impact of external market conditions (education/schools), wider economy, as well as staffing and operational, governance, regulatory and compliance risks that may impact on charities' ability to deliver against its strategic and charitable goals. The charity closely monitors budget and forecasts and reviews business plans and activities to ensure contingencies are in place to manage a fall in demand.

The charity is a member of various charity membership organisations to ensure it keeps abreast of latest developments for charity compliance and good governance.

This group consists of a minimum of two trustees and the chief executive. The risk policy is also reviewed by this group annually. In line with the existing Risk Policy, the FAR Committee reviewed the full Risk Register at each meeting with a discussion held on each risk and evaluation of the existing risk score. Timeframes for mitigating actions are discussed and recorded to provide a residual risk score. Through this process new and emerging risks are also considered for addition to the risk register.

At each board meeting the highest scoring risks are discussed (amber and red), alongside the mitigations, providing risk management and reporting at the highest governance level. This promotes transparency and accountability for mitigating actions, and all trustees are invited to add and discuss new and emerging risks during the meeting, or at any point in the year directly with the chief executive.

The board considers the system of internal controls that govern its finances and operations to be well established and provide reasonable assurance against any major risks.

Risk	Mitigations
Inappropriate/unauthorised use of nurtureuk's brand or name, contacts and IP could hamper nurtureuk's ability to promote its services, or see its policy positions and campaigns compromised.	● We conduct regular horizon scanning to ensure we are up to date with where and how our brand is used. ● Updated contracts for employees and associates highlighting IP and nurtureuk ownership of business data and contacts. ● We will be reviewing the IP for Boxall Profile® Online and nurture group training to ensure further protection
Unfavourable economic environment and unfunded pay increases result in overstretched school budgets, leading to falling demand for services from schools	● We ensure close monitoring of financial performance and demand and review budget and forecasts if demand falls sharply ● We engage in focused marketing campaigns backed by evidence to drive interest and engagement of products and services
Failure to meet financial targets for the year – Year-end potential deficit results in drain on reserves. Failure to diversify income streams.	● We have a robust business plan now in phase 3 and are able to monitor financial performance on a daily basis
Unexpected loss of income due to external factors beyond nurtureuk control – financial downturn, austerity measures etc: lack of funds to achieve strategic objectives or specific projects.	● Monthly budget planning with SLT and quarterly with FAR Committee ● Monitoring of real-time financial information and management accounts. ● Close monthly review and planning of OKRs. ● Updating of forecasts at least quarterly
Sharply increasing costs and reduced margins due to inflation in wider economy	● Majority of cost base fixed annually (staff pay and contractor pay rates, long-term contracts), while other costs to run programmes and standard products designed to be not as susceptible to inflation. ● Margins across our product portfolio is healthy,
Staff wellbeing and capacity. Risk of illness, stress and demotivation impact on day to day delivery of the charity's mission	● Regular check-ins by managers, monitoring of workload & morale. ● Create opportunities for informal connection. ● Ensure staff have ergonomic equipment they need. ● Ensure policies re sick pay and isolating are clear. Budget to ensure have sufficient staffing for work.
Lack of skills and capability in-house to achieve strategic plans and reach goals	● Revised competency framework and targeted training for staff ● Regular review of outsourced services to assess balance of in-house and outsourced provision

Structure, governance and management

Structure: The Nurture Group Network Limited (also known as nurtureuk) is a registered charity and a company limited by guarantee, governed by its Memorandum and Articles of Association, updated in 2016.

The Board of Trustees are the directors of the company for the purposes of the Companies Act 2006. The trustees set the strategy, policy and financial framework for the charity, have the responsibility for its overall direction and control, and ensuring it acts in the best interests of its beneficiaries. Authority for the day-to-day management of operations is delegated to the Chief Executive Officer.

The Board of Trustees meets as a body four times a year. There are three standing subcommittees of the Board:

- Remuneration Committee
- Finance, Audit & Risk (FAR)
- Research, Evidence & Ethics (replaced by Research and Policy Committee in 2023)

These committees facilitate the overall governance of the organisation by both allowing trustees to better use their skills and experience in more targeted ways, as well as allowing more time at meetings of the full Board to discuss the overall strategy and direction of the charity.

We welcome the inclusion of volunteers (other than trustees) to add their expertise to the committees and are actively seeking volunteers for these roles which we feel could bring a wealth of knowledge and experience to the committee structure.

Governance and management: Under the requirements of the Memorandum and Articles of Association, trustees are elected initially for a three-year term and can be re-elected for up to two further periods of three years by the board, with ratification at the next Annual General Meeting following re-election. As such, nine years is the maximum a trustee can serve on the board.

Trustees are required to register their interests with the Chief Executive Officer. Any new interest and interests relevant to agenda items must be declared at the start of every board meeting. An annual declaration of interests is completed in order to keep the register up to date.

Fundraising Activities

As reflected in the Statement of Financial Activities and in Note 1 to the financial statements, nurtureuk income is almost wholly trading in nature via local authority contracts and direct to school sales, and as a result the organisation is not reliant on fundraising income. No proactive fundraising was undertaken during the year and we do not contract with any third parties to fundraise on our behalf.

Trustee Recruitment and Training

New trustees are recruited and co-opted by the existing trustees, in accordance

with the governing documents. Trustee vacancies are advertised externally, including directly to members, with the desired areas of expertise explicitly stated. Applications are reviewed and interviews are conducted by a panel of board members along with the CEO, the make-up of which is dependent upon the expertise being sought.

An induction programme has been implemented, alongside a trustee handbook. New trustees are given a 'buddy' in the first few months to assist with integrating into the board and the organisation. Relevant papers and guidance are provided in order that trustees are able to fulfil their duties. As part of the induction programme, newly appointed trustees are encouraged to meet staff, and wherever possible, visit a nurture group in their area to gain an in-depth appreciation of the work that the charity supports and promotes.

Training opportunities are circulated to all board members, who are encouraged to attend any relevant courses as appropriate. A budget is provided for this purpose within the annual budget setting process. Nurtureuk is a member of CFG and NCVO and utilises both organisation's resources and networks to maintain current sector finance and governance knowledge.

Key Management Personnel

The key management personnel are the trustees, who are not paid for their work, the CEO, the Director of Products and Services, the Head of Operations, the Head of Income and Partnerships, and the Head of External Relations. The trustees delegate responsibility for the day to day running of the charity to the CEO.

Remuneration policy

The annual pay review of the CEO is performed by the Remuneration Committee, comprising a minimum of the Chair of Trustees, Treasurer and Secretary. Other trustees may be invited by the Chair to attend, as required. The committee review the annual appraisal of the CEO, which is performed by the Chair. Nurtureuk remuneration policy states that "we aim to pay competitively in order to attract and retain high quality employees. The reward package for the Chief Executive is regularly benchmarked against other comparable organisations, aims to reflect the knowledge skills, responsibility and competencies and is based upon affordability, performance and other internal and external factors". The policy also contains a pay ratio cap for the CEO of five times the lowest paid FTE salary. The annual appraisals and salary review for the rest of the staff is carried out by the CEO and line managers, and any pay increase awarded must be approved by the board.

Public benefit

The trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in setting the aims and objectives of the charity and its future plans. Nurtureuk is

fully committed to providing public benefit across its full range of research data, in developing quality publications, providing quality training and in seeking to influence education policy.

The Quality Mark Award for schools endorsing effective practice in nurture groups is widely sought. It is operated at a deficit, funded by surpluses in other activities, but made worthwhile by helping to set, encourage and maintain quality standards within establishments with nurture groups. Publications such as our International Journal of Nurture in Education, newsletters and leaflets are freely available to read online.

Nurture groups have been in operation for over 50 years, with numerous evaluations evidencing their success. Pupils, parents, teachers and support assistants refer to nurture groups as an effective intervention strategy. Several government papers and reports have endorsed nurture group provision, including the Mental Health and Behaviour in Schools Report in 2014 and Estyn's Attendance in Secondary Schools report, also published in 2014. In addition, Queen's University Belfast in a study funded by the Department for Education for Northern Ireland in 2016 found nurture groups highly successful in improving outcomes for children and as having the potential to result in significant savings to the education system and even greater to society.

Thanks

Nurtureuk has enjoyed another important year of growth in pursuing its objectives and the trustees wish to express their thanks to the staff and nurture consultants for their continued hard work and commitment. The trustees also wish to extend their gratitude to all our members and supporters for their continued loyalty to nurtureuk.

Auditors

Auditors Sayer Vincent LLP were appointed in December 2022. They were deemed to be appointable in accordance with section 487(2) of the Companies Act 2006.

Statement of Trustees Responsibilities

The trustees (who are also directors of The Nurture Group Network Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with the Companies Act 2006 and United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and applicable law (UK 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 the affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. Under Company Law the trustees must not approve the financial statements unless they are satisfied that the requirement is met. In

preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- 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 disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, Charities and Trustee Investment (Scotland) Act 2005 and Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. This report and financial statements have been prepared in accordance with the special provisions available to small companies under Part 15 of the Companies Act 2006. The Trustees Annual Report was approved by the trustees and signed on their behalf.

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime with part 15 of the Companies Act 2006. The financial statements were approved by the trustees and authorised for issue on: 19 June 2026

Alan Downey
Chair

Claire Hersey
Treasurer

The Nurture Group Network Limited Company registration number 05562426

Annual accounts

The Nurture Group Network Limited

Statement of Financial Activities (incorporating an income and expenditure account)

For the year ended 30 September 2025

	Note	2025 Total £	2024 Total £
Income from:			
Donations and legacies	2	30,165	37,607
Charitable activities			
Nurture delivery	3	2,106,552	1,927,171
Other		12,551	–
Total income		2,149,267	1,964,778
Expenditure on:			
Raising funds	4	378,799	385,635
Charitable activities			
Nurture delivery	4	1,389,546	1,397,878
Policy and public affairs	4	207,033	218,958
Research	4	62,640	27,535
Impact	4	55,263	68,970
Other	4	87,760	35,251
Total expenditure		2,181,041	2,134,227
Net (expenditure) for the year	5	(31,774)	(169,449)
Net movement in funds		(31,774)	(169,449)
Reconciliation of funds:			
Total funds brought forward		657,174	826,623
Total funds carried forward		625,400	657,174

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. All income in the current and previous years is unrestricted. Movements in funds are disclosed in Note 16.

The Nurture Group Network Limited: Balance Sheet

As at 30 September 2025

	Note	£	2025 £	£	2024 £
Fixed assets:					
Intangible assets	10		258		478
Tangible assets	11		11,474		8,404
			11,732		8,882
Current assets:					
Stock		29,848		29,101	
Debtors	12	260,898		296,662	
Short term deposits		260,918		500,000	
Cash at bank and in hand		459,206		396,865	
		1,010,870		1,222,628	
Liabilities:					
Creditors: amounts falling due within one year	13	(397,203)		(574,336)	
Net current assets			613,668		648,292
Total assets less current liabilities			625,400		657,174
Total net assets			625,400		657,174
The funds of the charity:					
16					
Unrestricted income funds:					
Designated funds		20,669		414,956	
General funds		604,731		242,218	
Total unrestricted funds			625,400		657,174
Total charity funds			625,400		657,174

Approved by the trustees on 19 June 2026 and signed on their behalf by

Alan Downey
Chair

Claire Hersey
Treasurer

The Nurture Group Network Limited Company registration number 05562426

The Nurture Group Network Limited: Statement of cash flows

For the year ended 30 September 2025

	2025		2024	
	£	£	£	£
Cash flows from operating activities				
Net expenditure for the reporting period (as per the statement of financial activities)	(31,774)		(169,449)	
Depreciation and amortisation charges	2,494		4,245	
Loan interest paid	–		693	
(Increase) in stocks	(748)		(8,497)	
Decrease in debtors	35,764		266,940	
(Increase) in creditors	(177,133)		97,911	
Net cash (used in)/provided by operating activities		(171,397)		191,843
Cash flows from investing activities:				
Purchase of tangible fixed assets	(5,344)		(5,247)	
Net cash (used in) investing activities		(5,344)		(5,247)
Cash flows from financing activities:				
Repayments of loans	–		(23,024)	
Interest paid	–		(693)	
Net cash (used in) financing activities		–		(23,718)
Change in cash and cash equivalents in the year		(176,741)		162,878
Cash and cash equivalents at the beginning of the year		896,865		733,987
Cash and cash equivalents at the end of the year		720,124		896,865
Breakdown of cash and cash equivalents at the end of the year				
Cash		459,206		396,865
Short-term deposits		260,918		500,000
		720,124		896,865

The Nurture Group Network Limited: Notes to the financial statements

For the year ended 30 September 2025

1 Accounting policies

a) Statutory information

The Nurture Group Network Ltd is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address is Insight House, Riverside Business Park, Stansted Mountfitchet, CM24 8PL.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The management committee considers that there are no material uncertainties about the charity ability to continue as a going concern.

The charity holds significant cash balances and manages cashflow carefully, meaning it is able to pay its liabilities as and when they fall due, and operational and financial risks are monitored regularly by the senior management team so mitigating actions can be taken as appropriate. Following due consideration of the trading performance and market conditions the trustees have concluded that there is a reasonable expectation that the charity has adequate reserves and cash flow to operate for the foreseeable future and, accordingly, the charity has continued to prepare its accounts on a going concern basis.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

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

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated 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 to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes. Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

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

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of the three main activities of the charity, namely training and standards, policy and public affairs and research, and other charitable activities, undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

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

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the basis of an estimate of staff time.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Intangible fixed assets

Intangible fixed assets are recorded at cost less accumulated amortisation. Amortisation is calculated and charged to the SoFA using the straight line method. Intangible assets such as software will be reviewed periodically, so that any technological advancement which may give rise to impairment can be judged. Costs associated with maintenance of the software or website are recognised in the SoFA as costs are incurred.

Amortisation is calculated at the following rate:

IT/software: 25% straight line

m) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Fixtures and fittings
5 years

n) Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. In general, cost is determined on a first in first out basis and includes transport and handling costs. Provision is made where necessary for obsolete, slow moving and defective stocks. Donated items of stock, held for distribution or resale, are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

o) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

p) Cash at bank and in hand

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

q) Creditors and provisions

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

r) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

s) Pensions

From 1 February 2017 the charity implemented a new workplace pension scheme and continues to comply with all autoenrolment regulations.

2 Income from donations and legacies

	2025 Total £	2024 Total £
Membership subscriptions	6,738	20,657
Other donations	23,427	16,950
	30,165	37,607

3 Income from charitable activities

	2025 Total £	2024 Total £
Nurture delivery	2,106,552	1,927,171
Total income from charitable activities	2,106,552	1,927,171

All income and expenditure in the current and previous years is unrestricted.

4a Analysis of expenditure (current year)

	Charitable activities								2025 Total £	2024 Total £
	Raising funds £	Nurture delivery £	Policy and public affairs	Research	Impact	Other charitable activities	Governance costs £	Support costs £		
Staff costs (Note 6)	236,905	524,848	68,866	40,477	40,646	64,547	21,015	253,011	1,250,315	1,094,256
Other direct costs	41,701	497,161	83,406	5,595	–	–	–	–	627,863	574,419
Professional fees	–	–	–	–	–	–	11,550	110,998	122,548	124,536
Premises costs	–	–	–	–	–	–	1,031	19,767	20,798	16,550
IT costs	–	–	–	–	–	–	741	100,223	100,964	82,528
Other administrative costs	–	–	–	–	–	–	20,655	37,898	58,553	241,938
	278,606	1,022,009	152,272	46,072	40,646	64,547	54,992	521,897	2,181,041	2,134,227
Support costs	90,642	332,501	49,541	14,989	13,224	21,000	–	(521,897)	–	–
Governance costs	9,551	35,036	5,220	1,579	1,393	2,213	(54,992)	–	–	–
Total expenditure 2025	378,799	1,389,546	207,033	62,640	55,263	87,760	–	–	2,181,041	–
Total expenditure 2024	385,635	1,397,878	218,958	27,535	68,970	35,251	–	–	–	2,134,227

4b Analysis of expenditure (prior year)

	Charitable activities						Governance costs £	Support costs £	2024 Total £
	Raising funds £	Nurture delivery £	Policy and public affairs	Research	Impact	Other charitable activities			
Staff costs (Note 6)	215,423	498,062	63,681	18,451	37,154	22,929	28,145	210,411	1,094,256
Other direct costs	42,986	438,639	83,040	–	9,062	692	–	–	574,419
Professional fees	–	–	–	–	–	–	13,900	110,636	124,536
Premises costs	–	–	–	–	–	–	819	15,731	16,550
IT costs	–	–	–	–	–	–	115	82,413	82,528
Other administrative costs	–	–	–	–	–	–	51,456	190,482	241,938
	258,409	936,701	146,721	18,451	46,216	23,621	94,435	609,673	2,134,227
Support costs	110,162	399,324	62,549	7,866	19,702	10,070	–	(609,673)	–
Governance costs	17,064	61,853	9,688	1,218	3,052	1,560	(94,435)	–	–
Total expenditure 2024	385,635	1,397,878	218,958	27,535	68,970	35,251	–	–	2,134,227

5 Net expenditure for the year

This is stated after charging / (crediting):

	2025 £	2024 £
Depreciation and amortisation	2,494	4,245
Trustees' expenses	10,607	3,042
Operating lease rentals payable:		
Property	7,581	5,220
Auditor's remuneration (excluding VAT):		
Current year audit	11,550	10,500
Under accrual in respect of previous year	–	3,400

6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	1,067,076	947,820
Social security costs	129,183	100,204
Employer's contribution to defined contribution pension schemes	54,056	46,232
	1,250,315	1,094,256

One employee received employee benefits (excluding employer pension costs and employer's national insurance) during the year between £80,000 - £89,999 (2024: 1)

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £354,121 (2024: £268,535).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2024: £nil). No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs, and costs relating to a trustee event in September 2025 totalling £10,607 (2024: £3,042) incurred by 8 (2024: 6) members relating to attendance at meetings of the trustees.

Trustees are encouraged to be members of nurtureuk. During the year £0 membership fees were paid by trustees

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 28 (2024: 26).

Staff are split across the activities of the charity as follows (average monthly number of employees):

	2025 No.	2024 No.
Raising funds	3.7	3.8
Training and standards	10.0	10.9
Policy and public affairs	0.9	0.7
Impact	0.6	0.8
Research	0.8	0.6
Support	8.7	8.0
Governance	1.1	0.9
Other charitable activities	2.2	0.3
	28.0	26.0

8 Related party transactions

There are no related party transactions to disclose for this financial year (2024: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

9 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10 Intangible fixed assets

	IT software £	Total £
Cost		
At the start of the year	84,430	84,430
At the end of the year	84,430	84,430
Amortisation		
At the start of the year	83,952	83,952
Charge for the year	220	220
At the end of the year	84,172	84,172
Net book value		
At the end of the year	258	258
At the start of the year	478	478

11 Tangible fixed assets

	Office Equipment £	Total £
Cost		
At the start of the year	12,690	12,690
Additions in year	5,344	5,344
At the end of the year	18,034	18,034
Depreciation		
At the start of the year	4,286	4,286
Charge for the year	2,274	2,274
At the end of the year	6,560	6,560
Net book value		
At the end of the year	11,474	11,474
At the start of the year	8,404	8,404

All of the above assets are used for charitable purposes.

12 Debtors

	2025 £	2024 £
Trade debtors	215,968	262,991
Prepayments	33,756	33,671
Accrued income	11,174	–
	260,898	296,662

13 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	40,730	49,325
Taxation and social security	71,727	38,608
Other creditors	7,417	6,665
Accruals	36,267	23,333
Deferred income (note 14)	241,062	456,405
	397,203	574,336

14 Deferred income

Deferred income comprises member and income received in advance for project delivery work with schools and local authorities.

	2025 £	2024 £
Balance at the beginning of the year	456,405	368,874
Amount released to income in the year	(456,405)	(368,874)
Amount deferred in the year	241,062	456,405
Balance at the end of the year	241,062	456,405

15a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Total funds £
Fixed assets	-	11,732	11,732
Net current assets	604,731	8,937	613,668
Net assets at 30 September 2024	604,731	20,669	625,400

15b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Total funds £
Fixed assets	-	8,882	8,882
Net current assets	242,218	406,074	648,292
Net assets at 30 September 2024	242,218	414,956	657,174

16a Movements in funds (current year)

	At 1 October 2024 £	Income & gains £	Expenditure & losses £	Transfers £	At 30 September 2025 £
Unrestricted funds:					
Designated funds:					
Data accessibility and insights	2,074	–	(9,000)	6,926	–
Research	120,125	–	(44,683)	(75,442)	–
Public affairs	45,644	–	(44,674)	(970)	–
Digital Marketing	6,649	–	–	(6,649)	–
Website	20,000	–	–	(20,000)	–
BPO	40,916	–	–	(40,916)	–
Product management	98,443	–	(47,384)	(47,173)	3,886
Implicit integration	17,000	–	–	(17,000)	–
Operational systems	23,000	–	(18,811)	862	5,051
Training & development	32,222	–	(4,478)	(27,744)	–
Fixed assets fund	8,883	–	(2,495)	5,344	11,732
Total designated funds	414,956	–	(171,525)	(222,762)	20,669
General funds	242,218	2,149,267	(2,009,516)	222,762	604,731
Total unrestricted funds	657,174	2,149,267	(2,181,041)	–	625,400
Total funds	657,174	2,149,267	(2,181,041)	–	625,400

The narrative to explain the purpose of each fund is given at the foot of the note below.

16b Movements in funds (prior year)

	At 1 October 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 30 September 2024 £
Unrestricted funds:					
Designated funds:					
Data accessibility and insights	3,874	–	(1,800)	–	2,074
Research	–	–	(14,155)	134,280	120,125
Public affairs	66,998	–	(71,354)	50,000	45,644
Digital marketing	15,000	–	(8,351)	–	6,649
Website	–	–	–	20,000	20,000
BPO	36,771	–	(39,855)	44,000	40,916
Product management	–	–	(19,277)	117,720	98,443
Implicit integration	17,000	–	–	–	17,000
Operational systems	–	–	–	23,000	23,000
Training & development	25,615	–	(8,893)	15,500	32,222
Fixed assets fund	7,880	–	(3,320)	4,323	8,883
Total designated funds	173,138	–	(167,005)	408,823	414,956
General funds	653,485	1,964,778	(1,967,222)	(408,823)	242,218
Total unrestricted funds	826,623	1,964,778	(2,134,227)	–	657,174
Total funds	826,623	1,964,778	(2,134,227)	–	657,174

Purposes of designated funds

Due to a challenging year there were several designated reserve balances not utilised due to expenditure being halted in the year due to the performance of the Charity. A decision was made at the September 25 board meeting to undesignate several of these funds and transfer in to general funds.

Service and delivery

The board invested £117,720 in 23/24 for product management role to manage and develop the product, development and marketing of new products and services for new audiences, working alongside our existing product and service managers.

Performance and standards

Operational systems - As a fully-remote charity with a people-first approach, our systems and our people are vital to our successful operation. The board approved the investment of £23,000 in 23/24 to implement and upgrade new systems solutions for great efficiency. The priorities of these changes is to minimize errors or any duplication of work, adopt the ability to adopt an 'automation-first' approach. Most importantly we are seeking a smoother, more consistent customer journey with high levels of automation, which should lead to even higher levels of customer satisfaction.

Fixed asset fund:

To identify net funds held as fixed assets used in the organisation's operations, which are not therefore available for working capital.

Transfers between Funds:

£222,761 (2024: £408,823) was moved from designated to general funds to support investment in development of the Boxall Profile® Online tool, staff training and development, increased research ability, website and operational systems development, and product management, as well as increased public affairs engagement. In the previous year, funds were designated to public affairs, Boxall Profile® platform development, and staff training.

17 Operating lease commitments payable as a lessee

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Property		Equipment	
	2025 £	2024 £	2025 £	2024 £
Less than one year	145	7,581	–	–
	145	7,581	–	–

18 Legal status of the charity

The charity is a company limited by guarantee and has no share capital.

Independent auditor's report to the members of The Nurture Group Network Limited

Opinion

We have audited the financial statements of The Nurture Group Network Limited (the 'charitable company') for the year ended 30 September 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 30 September 2025 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
- 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)

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require 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; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and

regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware

of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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

Noelia Serrano (Senior statutory auditor)

Date: 25 June 2026

for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Administrative information

Charity Registrations:

The Nurture Group Network (NGN)

Company Registration No. (England & Wales):
05562426 Registered Charity No. (England
& Wales): 1115972 Registered Charity No.
(Scotland): SC042703

Registered Office:

Insight House, Riverside Business Park,
Stansted Mountfitchet CM24 8PL

Principal Office:

Insight House, Riverside Business Park,
Stansted Mountfitchet CM24 8PL

Board of Trustees:

Alan Leaman (End of three years as
Trustee/Chair September 2025)

Ian Adams

Jenni Allen

Stuart Beattie

Alison Betts

Chris Dean

Aidan de Grunchy

Claire Hersey (Hon. Treasurer)

Kirsty Hird

Fungisai Agnes Muchenje (resigned Dec
2025)

Bridget Robson (Vice-Chair)

Mehak Dawood Tejani

Alan Downey (Chair September 2025)

For more information

 /nurtureuk

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 info@nurtureuk.org

 nurtureuk.org



National Office

Insight House,
Riverside Business Park,
Stoney Common Road,
Stansted Mountfitchet,
Essex, CM24 8PL

UK registered charity number: 1115972
Scottish registered charity number: SC042703

Accounts

Annual Report and Financial Statements

Every child able
to learn

October 2023 – September 2024



Contents

A note from the Chair	3
A message from the CEO	4
Our mission and vision	5
Why is nurture needed?	6
The year at a glance	9
Raising our voice	10
Strengthening our community	12
Expanding our research	13
Large programmes	14
Nurturing Kent Programme	14
Inclusive and Nurturing Schools Programme	18
Nurturing schools in Surrey and Solihull	20
Nurturing Rutland	22
Investing in nurturing education	24
Looking to the future	25
Financial summary	26
Reserves Policy	27
Additional information	28
Annual accounts	34
Independent auditor's report	49
Administrative information	54



Children and young people are struggling with social and emotional developmental needs like never before. But there's something we can do.





The nurturing approach to education is changing lives...

“I have seen a major improvement in his communication and being in nurture has helped him shine. The short time with nurture has made a giant improvement in his life and his future.”

Parent of child attending nurture provision, London 2023

“It changed my behaviour; I can get help; I focus more in lessons.”

Nurture group student

“I have witnessed first-hand the transformative power of the nurturing approach in our schools.”

James Roach, CEO,
Inclusive Multi Academy
Trust

A note from the Chair, Alan Leaman

Every day, reflected in almost every page of this Annual Report, we see new and compelling evidence confirming the power of one simple idea: that children learn best when they feel confident, secure and nurtured.

Nurtureuk's mission, supported by the Six Principles of Nurture as well as the testimony of thousands of teachers, parents and pupils, should be at the heart of everything that education does. Our aim is to ensure that it is.

I am now a few months away from stepping down from the Board of nurtureuk after nine eventful and exciting years.

In those years, our charity has grown its income and its impact. There is an expanding community of teachers and practitioners who have experienced first-hand the value of what we do. And there is encouraging new interest and engagement with policymakers at all levels and in all parts of the UK.

So, it is a pleasure for me to say a massive thank you and congratulations to everyone who has worked for nurtureuk during this time. Your contribution has been immense.

And thank you as well to all my fellow trustees. We have been a collaborative and constructive Board, with a wide range of skills, expertise and experiences to draw on. Our discussions have been lively and productive. Most importantly, we have worked hand-in-glove with the excellent executive team who lead the organisation.

While we have lots of good things to tell you about in this Annual Report, I hope and firmly believe that far better and bigger things are still to come.

Alan Leaman
Chair of Trustees, nurtureuk





A message from the CEO, Arti Sharma

This year marked another significant chapter in nurtureuk's journey, building on over 50 years of championing inclusive, nurturing education.

We began the year by making our case loud and clear at the Labour Party Conference: we need an education system that truly values, respects and nurtures all our children and young people. With rising mental health needs and persistent absenteeism, this call has never been more urgent.

The attendance crisis is one of the biggest issues facing our schools today. In 2022/23, more than one in five pupils in England were persistently absent. Behind every statistic is a child at risk of falling through the cracks – children facing social, emotional and mental health challenges, often feeling unsafe in school. We believe that helping pupils feel safe and supported through a nurturing approach is the key to reversing this crisis. Children who are [#HappyInSchool](#) are better able to learn, build relationships and thrive.

That's why our work this year has focused on creating safe, inclusive learning environments. We continued to support schools across the country with training, tools and evidence-informed strategies that help identify and meet pupils' social and emotional developmental needs. We know nurture works – and we're seeing its impact in classrooms, staffrooms and communities.

We were proud to reach a major milestone this year – supporting over

5,000 schools and over 348,000 pupils. This growth is a testament to the trust schools place in us and the urgent need for the work we do.

Our flagship tool, the Boxall Profile® Online, saw continued growth and new developments driven by feedback from teachers. We updated key publications – *The Boxall Profile® Handbook*, *Beyond the Boxall Profile®*, and *Whole Class Strategies* – with practical, up-to-date approaches that reflect the real challenges schools face today. We also rebranded our training materials and achieved CPD accreditation for our core courses, reinforcing our commitment to high-quality professional development.

It was fantastic to see our public affairs work increase this year, as we amplified the voices of our school partners in meetings with MPs, civil servants and key education bodies. We pushed for policy change to ensure that understanding and responding to social and emotional development needs becomes central to any future school inspection framework. We believe every teacher should be trained, supported and empowered to meet the social and emotional needs of their pupils – and we're proud to be part of that movement for change.

Our national programmes also continued to grow. The Nurturing Kent Programme exceeded participation targets by 118%, and we secured extensions for other impactful work, including our Inclusive and Nurturing Schools (INS) programme. We were also thrilled to launch new

contracts with Surrey, Solihull and Rutland local authorities – expanding the nurture ethos more deeply across counties.

Behind the scenes, we strengthened our infrastructure. We completed a full membership data cleanse and launched a refreshed offer. We increased digital communications, grew Boxall Profile® income, and made essential investments in our systems and staffing. We were proud to achieve ISO27001 accreditation, reflecting our commitment to data security and organisational excellence.

This was also a year of well-earned recognition. The Boxall Profile® was a finalist in both the BETT and ERA awards

– a testament to its continued relevance and impact in schools.

None of this would be possible without the dedication of our team, the guidance of our trustees, and the support of our partners and members. Thank you for everything you do to help make [#nurturethenorm](#).

We know the challenges are great – but so is our belief in what's possible. An inclusive education system is vital to a successful society. Nurture is how we get there. And with your support, we'll continue to drive that change – together.

Our mission and vision



Our vision is a world where:

Child development isn't limited by lack of nurture in education

Adults working with and caring for children and young people (CYP) are supported and equipped with evidence-based tools to help them flourish and learn

Our mission:

nurtureuk is dedicated to improving the life chances of children and young people by promoting nurture across the whole education system and beyond.

We are proud of being a charity and driven by social purpose

Children's and young people's development is at the heart of everything we do

We want to amplify the benefits of nurture for children and young people within and beyond the classroom

We are evidence-based and practice-led guided by The Six Principles of Nurture

Why is nurture needed?

During the last two years:

20% of 8–16 year olds had a probable mental health disorder.

20% of pupils were persistently absent.

25% of pupils reported not feeling safe in school.

36% of pupils with an EHCP were persistently absent.

52% of teachers considering leaving the profession stated pupil behaviour as a main reason.

90% of teachers considering leaving the profession stated stress as a main reason.*

For pupils across the UK, the reality of school is a daily struggle. The link between attendance and educational outcomes is well understood – but attainment is just one part of the story. Children who are not in education are also at increased risk of violence and exploitation.

“The impact of this approach is evident in the significant improvements we’ve seen in attendance, behaviour, and a reduction in exclusions.”

James Roach, CEO of Inclusive Multi Academy Trust

*Statistics for England only

So what is causing one in five pupils to regularly miss school? For many, there are special education needs (SEN) or social, emotional, and mental health (SEMH) challenges that cause a barrier to attendance. Likewise, the lasting effects of the Covid-19 pandemic and the subsequent cost of living crisis are often contributing factors. For others, they report not feeling safe at school – recent research found that three children in an average class of 30 missed school in the last six months as they felt unsafe.

The growing teacher recruitment and retention crisis is also testament to the challenges currently faced by pupils and education professionals.

But nurture is already making a difference in thousands of schools across the UK, helping children and young people to flourish, and teachers to improve attendance, behaviour and attainment. This relational approach to education helps children build strong attachments in school, and makes the classroom a place they really want to be. It has also been shown to have a positive impact on staff wellbeing and retention.

What is nurture?

Nurture practice is a relational approach to education which centres on identifying and meeting children’s social and emotional developmental needs. It develops pupils’ social skills, confidence, resilience and self-esteem.

Nurture is rooted in attachment theory, and supports children to form good relationships with each other, with their teachers and with school. By addressing the social and emotional developmental needs which can hamper learning, schools see improved behaviour,

increased attendance and reduced exclusions, and are equipped to address challenges before they escalate. Nurture helps create inclusive school environments in which pupils feel a genuine sense of belonging.

The Six Principles of Nurture

At nurtureuk, we have spent over 50 years building our evidence-based approach and we are proud of our strong reputation for supporting schools to deliver expert nurturing practice. We

have developed a range of interventions and support to help children and young people be the very best they can be. Everything we do is guided by the Six Principles of Nurture.

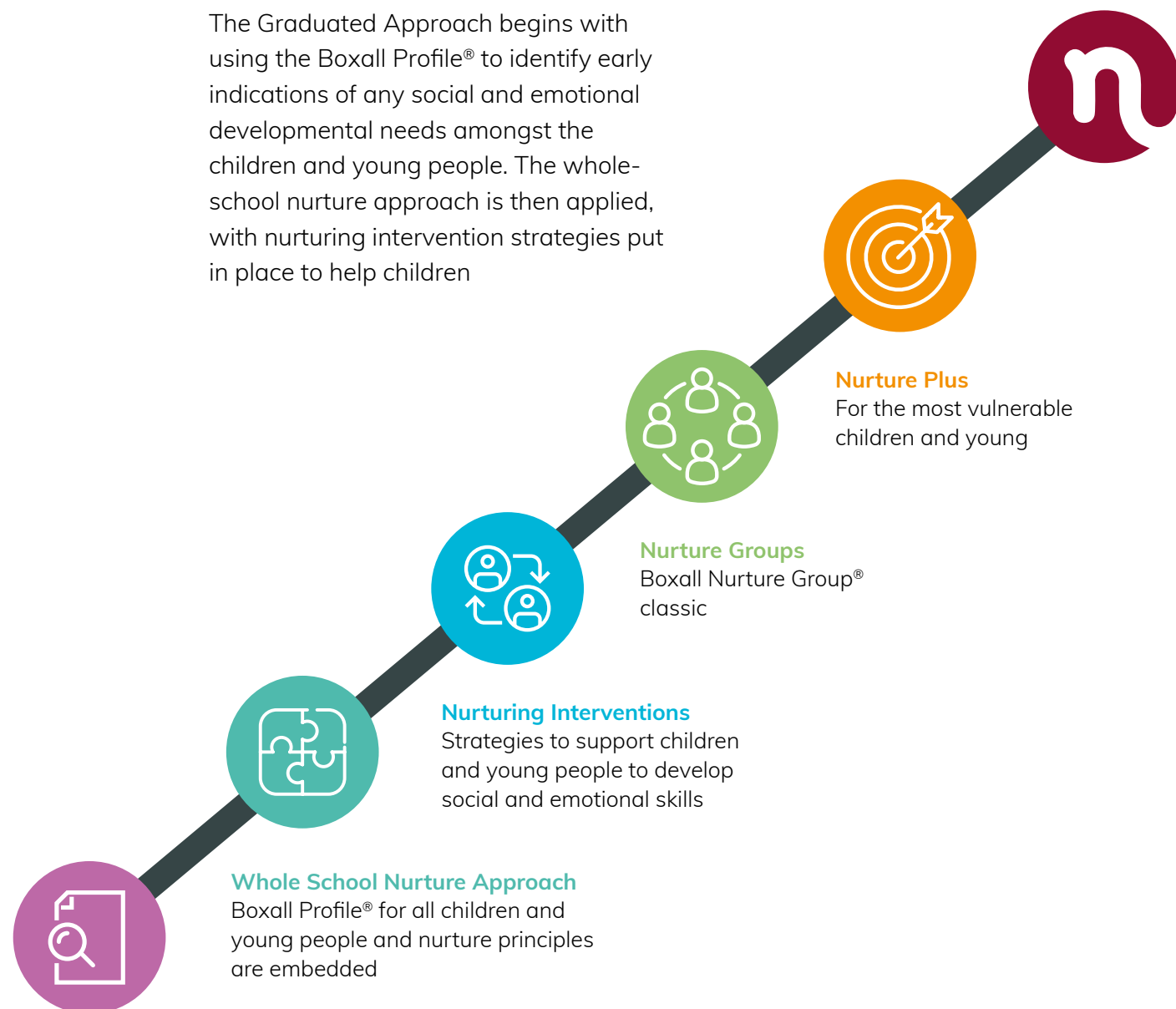


The Graduated Approach to Nurture

Our Graduated Approach to nurture ensures that every child has the opportunity to flourish, by having access to the support they need, when they need it. We work to measure and support the social and emotional developmental needs of all children, so that no child falls through the cracks.

The Graduated Approach begins with using the Boxall Profile® to identify early indications of any social and emotional developmental needs amongst the children and young people. The whole-school nurture approach is then applied, with nurturing intervention strategies put in place to help children

and young people develop social and emotional skills. The final stage of the Graduated Approach is the implementation of Boxall Nurture Groups® for the most vulnerable children and young people.



The year at a glance:

348,000
pupils
reached

24,416
practitioners
supported

1,100
training
sessions
delivered

5,002
schools
engaged

Boxall Profile®
Online

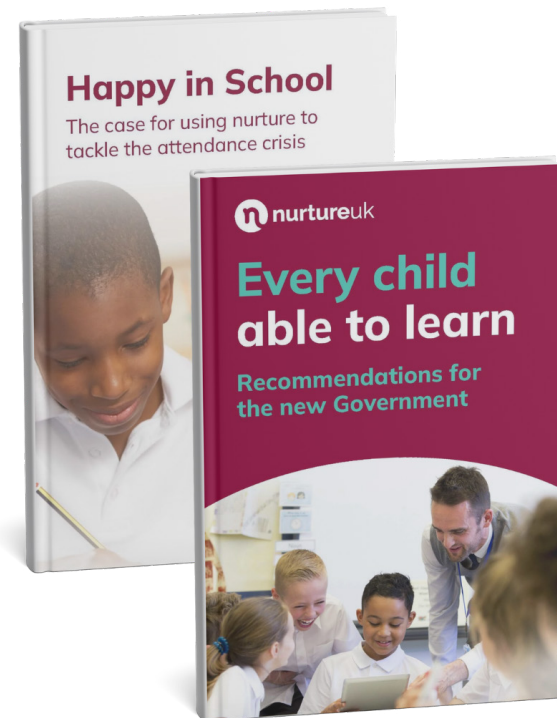
We made some key updates to the Boxall Profile® Online this year, including a new data dashboard, class and group learning plans, tool navigation, and a Pro-subscription tier. There are now over 2,400 schools subscribing to the tool to plan, track and help improve the social, emotional, behavioural development needs and wellbeing of their children and young people.

Raising our voice

Our commitment to social change remains an important strategic priority and this year, the results of our continued investment in public affairs and influencing work were plain to see.

We took decisive steps to influence policy and work collaboratively with partners to advocate for inclusive, relational approaches in education.

We kicked off the year by making the case for nurture at the Labour Party Conference – holding our first ever fringe event. The event featured fantastic speakers including Arti our CEO, former Children’s Commissioner Anne Longfield, Hackney Councillor Anntoinette Bramble, and Director of London’s Violence Reduction Unit Lib Peck, who all spoke passionately about the need to support children’s social and emotional development in school.



In parallel with our policy work, nurtureuk launched the #HappyinSchool digital content campaign in early 2024 which highlighted nurture’s key role in addressing the current school attendance crisis. The response was overwhelmingly positive, with educators and parents joining the conversation about how to help children feel safe and happy in school and more than 30 other charities expressing their support. This led to nurtureuk convening the Inclusive and Relational Approaches Working Group. The group aims to raise awareness of the need for relational approaches in education, and share evidence and best practice on facilitating inclusion. As its chair, nurtureuk is now leading the charge in bringing together a diverse range of organisations, practitioners,



Above: Labour Party Conference 2023: Lib Peck, Arti Sharma, Anne Longfield, Anntoinette Bramble

Right: Labour Party Conference 2024: James Roach, Sharon White, Catherine McKinnell, Anne Longfield, Arti Sharma, Sarah Hall, Lib Peck

and thought leaders who share our commitment to ensuring that all children and young people have access to inclusive and nurturing educational environments. We hope this working group will play a pivotal role in shaping future policy recommendations, building a more cohesive sector, and supporting the implementation of best practices in education.



These activities form just part of our ongoing influencing work. Over the past year, we have continued our engagement with MPs, Department for Education (DfE) civil servants and other key stakeholders. We also published the nurtureuk manifesto – setting out our asks of a new government. Our continued outreach is focused on demonstrating the impact of nurture and its far-reaching benefits for pupils, families, schools and communities.



Left: Catherine McKinnell MP, Minister for School Standards

We were delighted to end the year by welcoming Catherine McKinnell, Minister of State for School Standards, to our second Labour Party Conference fringe event, who spoke about how the new Government intends to break down the barriers that prevent children from learning. We were encouraged by her passion for inclusion and hope for further fruitful conversations. Fellow speaker Sarah Hall MP, Warrington South, announced her intention to form an All Party Parliamentary Group (APPG) on Inclusion and Nurture. This would be a key vehicle for shining a spotlight on inclusive education and nurture practice and there is the potential for nurtureuk to be heavily involved – watch this space!

While this is just the beginning, the momentum we've built this year is hugely promising. We remain dedicated to advocating for policies that prioritise social and emotional development and relational approaches in education, and are committed to being a key player in the national conversation about how we can better serve our children and young people. Our voice is growing louder, and together with our partners, we are helping to create lasting, positive change for all children and young people.



Right: Labour Party Conference 2024: Q&A session

Strengthening our community

We were delighted to see our membership grow again this year!

We spent time listening to our members to understand their priority concerns and challenges, and as a result, we were able to create resources and a full programme of exclusive events.

We explored staff wellbeing, time-saving strategies, supporting pupil transitions, tackling attendance, and how to create a safe base for pupils through a relational approach.

“Nurtureuk have been an invaluable resource for me in my work, and through my membership I have been able to keep up to date with current research and practice. The organisation really does put its principles into practice, they do what they say! By being a member of nurtureuk, you aren't subscribing to a company, you are joining a community.”

Ruth Brown, Behaviour Support Teacher

We're excited for the future of nurtureuk membership too – with more events, opportunities to collaborate on resource development, and a new member hub all launching next year.

Expanding our research

Interview with Funbi Akande, Research and Insights Manager

Funbi joined nurtureuk in June 2024 from a social mobility charity, where he worked in the research and policy directorate to tackle careers outcomes challenges through the lens of work experience research and youth voice.

Why is nurture important to you?

At the height of the pandemic, I conducted research on the challenges young people were facing and what they would like the government and businesses to do for them to help make up for lost time. Support with mental health, wellbeing, and extra-curricular resources topped the list of what young people wanted to help recover from that extraordinary time. Over the next few years, whilst working on closing the opportunity gap, I saw that the need for SEMH support continued to grow, with the young people I worked closely with continuing to call for support to improve their social and emotional skills. So, I was hooked from the instant I found out about the nurturing approach and how nurtureuk had developed a tool to improve the educational experience and social-emotional outcomes of young people.

What was your initial focus after joining the charity?

When I joined nurtureuk, my priority was looking at our products, track record and how we were capturing evidence of our success. To ensure that our evidence demonstrates the essence of what we do, I convened an impact working group that explored what our work meant to the different stakeholders that we serve. Through that working group, we are developing a Theory of Change to help capture outcomes comprehensively and ensure our thinking is consistent from the product design to the post-delivery stage.

What does the future look like for our research?

Data from the Boxall Profile® Online can provide insights into the situation in schools nationwide and how we can improve young people's school outcomes. Once our Theory of Change is completed, we will be implementing plans to gather quantitative and qualitative outcomes data on our programmes. With inclusion high on the Department for Education's agenda, we will be able to showcase the impact of a nurturing approach and provide thorough evidence of 'what works' in adopting whole school inclusion.



Nurturing Kent Programme

In 2021, nurtureuk was commissioned by Kent County Council to deliver the three-year Nurturing Kent Programme to 300 mainstream primary and secondary schools across the county.

The programme was designed to improve the wellbeing, attendance and educational engagement of all pupils, with a particular focus on children with special educational needs and disabilities (SEND). During this year, part of the programme was adapted to provide training and subscriptions to the Boxall Profile® Online for a further 50 schools through a legacy offer, enabling us to exceed the programme's participation target by 118%. Nearly 50 schools have already applied for the National Nurturing Schools Award, and we look forward to seeing more applications come through over the next year!

As the programme concludes, we were delighted that an independent evaluation by ResPeo found that 90% of teachers agreed that the programme had a **positive impact on the social and emotional developmental needs and wellbeing** of children and young people across the whole school. Most teachers (81%) also observed **improvements in the engagement and learning of pupils with identified SEND**, including better attainment and progress.

The evaluation by ResPeo also found that:

- Nurture approaches had a statistically significant impact in improving attendance rates for pupils with

identified SEND, across the 34 schools which were evaluated. Average attendance rates went from 84.8%, to 88.7% (+4.6%), between the programme start, and a follow-up ten months later.

- Since starting the programme, most participants reported feeling more confident in supporting pupils' social and emotional developmental needs and managing social and emotional developmental needs-related incidents and behaviour.
- Almost all of the schools surveyed indicated that the Boxall Profile® helped them to identify and respond to the needs of children and young people within their setting (97%). This proportion was consistent for schools with less (97%) vs. more (96%) time in the programme, suggesting that the utility of the tool was experienced early and did not diminish over time.

An additional internal evaluation of the Nurturing Kent Programme found that 100% of schools who responded would recommend the nurturing approach to other schools.



Harry Freeman,
Programme Manager



Laura Codrington,
Programme Coordinator



Case study

Source: Evaluation of nurtureuk's Nurturing Kent Programme –
Ludvigsen McMahon

Wentworth is a large primary school located in the north of Kent. After expanding to become a three-form entry school, the number of children receiving Pupil Premium increased, whilst children with SEND and English as an additional language (EAL) also doubled.

The school was having to deal with increasingly challenging behaviour among students, particularly around break times. They observed gaps in children's social and emotional learning, and requests for wellbeing support, school counselling, and referrals to CAMHS and other external agencies increased.

While Wentworth has always valued relational practices, there was a point when the school acknowledged that something different had to be done. The school implemented a number of initiatives, including a mentoring programme for 60 children, which quickly grew to 160 children. School leaders highlighted when whole year groups need additional support, it is no longer individual interventions, but a rigorous whole-school approach that is required.

Around this time, Kent County Council was promoting the 'Nurturing Kent Programme', and Wentworth signed up almost immediately. With backing from the headteacher, the nurture leads – an assistant head and a classroom teacher – did the nurtureuk programme training and began to introduce a whole-school approach to nurture in Wentworth.

During training sessions, staff worked in groups to identify what the school already did well and any gaps, making sure that everyone understood the Six Principles of Nurture. The 'all behaviour is communication' principle resonated especially strongly with staff. They updated their behaviour and wellbeing policies to emphasise the importance of inclusion and supporting pupils to self-regulate. The zones of regulation, to help children identify and communicate their emotions, were introduced across the school.

Alongside this, the school assessed all students using the Boxall Profile®. The data produced was incredibly useful, and the school identified that 30% of their students had significant SEMH gaps. While some findings validated what they already knew, others were surprising, such as children's low self-esteem and low resilience. Having solid and quantifiable data about children's SEMH needs was used in school improvement plans and to identify trends across the school and in classrooms. Targeted interventions were introduced, and a room used for storage was cleared, painted and furnished to create a new space for the nurture groups.

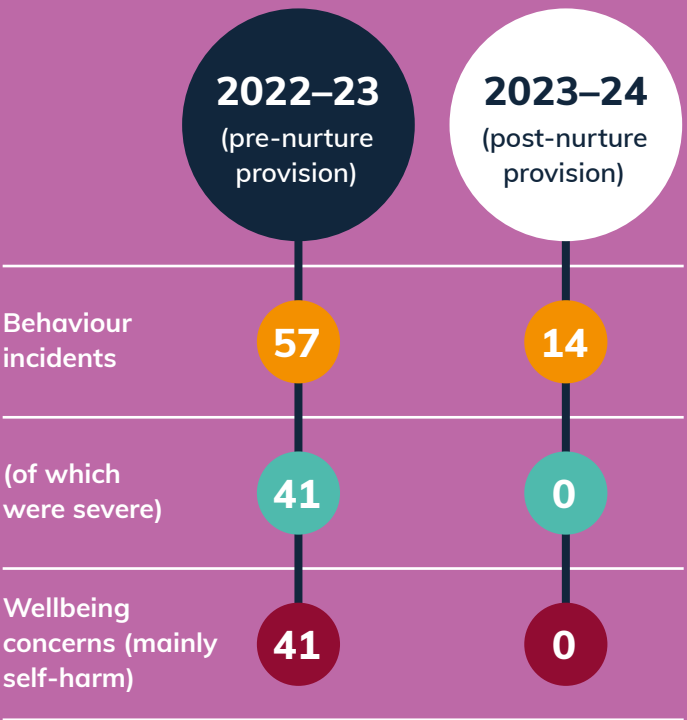
While the journey to embed nurture is ongoing, early feedback is positive. **At break time, challenging behaviour has declined significantly.** When incidents do happen, they are quicker to resolve and less likely to escalate and consequently **have less impact on learning.**

Having used zones of regulation across the school for over a year, staff and parents describe how children are better able to identify their emotions and communicate them to those around them. Almost half of parents surveyed said that their children used the zones of regulation at home. This is a very encouraging finding, as it shows that children have increased self-awareness and a better emotional understanding – an important part of being able to self-regulate their emotions.

Children attending nurture groups used tools to self-regulate in the classroom, playground, and at home, but also to support their peers to self-regulate. Group and individual interventions were seen to make children less anxious, more confident, have more empathy and better able to deal with their feelings. Consequently, **they felt emotionally secure and enjoyed school more.** One child with selective mutism had started

talking to adults and peers within the school. Parents who had children in the nurture group, also reported that their children were happier in themselves and in their friendship groups, and no longer said they wanted to hurt themselves or cried every morning coming into school.

Nine children were part of Wentworth's first nurture group. The data below shows the recorded incidents between them, before and after the nurture provision. The students' attendance also improved from an average of 96.7% to 98.8%.



“We highlighted a year five class, lots of the children were presenting with **difficulties with social, emotional skills, wellbeing, mental health.** The year group as a whole has a **high level of special educational needs**, lots of it related to social and emotional learning. We looked at their Boxall Profiles® and were able through nurtureuk to get the nurture groups up and running. We then re-Boxalled the children to look for the progress, which has been brilliant. What we were doing had an impact not just within the nurture sessions. The children were actually internalising it and it was making a difference to them. The class teacher has fed back to our senior leadership team that we should have more nurture groups. **For her children and the way their behaviour is presenting, the way they treat each other, the way they communicate their feelings and understand their behaviour, it's been a real game changer.**”

Assistant Head Teacher, Wentworth Primary School

Inclusive and Nurturing Schools Programme

The Inclusive and Nurturing Schools (INS) Programme is a transformational three-year programme that aims to keep children safe, supported, and thriving in school, tackle exclusions, and ensure children and young people have healthy relationship behaviours and attitudes.

Commissioned by the London Violence Reduction Unit in 2022, the programme is being delivered in 70 primary schools, secondary schools and specialist provisions in seven London boroughs – Barking and Dagenham, Enfield, Croydon, Greenwich, Hackney, Hammersmith and Fulham and Islington. These boroughs were selected based on rates of suspension, absence, persistent absenteeism, and pupils with special educational needs (SEN) support, as well as wider measures such as rates of Children in Need and domestic abuse incidents.

There are two strands to the INS Programme – a healthy relationships strand and an inclusion strand. The healthy relationships strand is delivered by Tender, a charity specialising in the prevention of gender-based violence and the promotion of healthy relationships. The inclusion strand, delivered by nurtureuk, aims to reduce school exclusions and increase attendance by taking a whole-school approach to improving children's mental health and emotional wellbeing.

Participating schools received a three-year Boxall Profile® subscription, access to three of nurtureuk's core courses including the National Nurturing Schools Programme, and four days consultancy time. Three optional pathways were also created, giving schools an opportunity to explore transitions, parental engagement, and decolonising the curriculum. The offer enables schools to focus on developing a nurture approach that works best for them, their school and their pupils.

Schools were also able to access a programme of expert-led networking events, which featured guest speakers such as Chris Wild, Joe Brummer, Dr Tina Rae, Dr Lori Desautels, and Dr Suzanne Zeedyk.

The programme has trained approximately 300 delegates so far, and a recent survey found that 100% of respondents reported an improved ability to effectively respond to the social and emotional needs of their pupils.

“Since working with nurtureuk, we have seen a **significant improvement in our ability to identify the needs of our pupils** and provide them with the support they require for their overall wellbeing. The interventions and strategies we've learned have given us the necessary tools to better cater to the diverse needs of our students.

One aspect that has been particularly transformative is the developmental principle, which has encouraged us to rethink how we approach our pupils who are working well below age expectations. This has led to the development of our hub groups, a tailored approach that has proven to be highly effective.

In our most recent Ofsted feedback (February 2023), it noted the calmness and cohesiveness of our school environment. This is a testament to the knowledge and skills we have gained through our collaboration with nurtureuk. **Our ability to understand and address the needs of our pupils has been greatly enhanced, and this is reflected in the positive atmosphere within our school.**”

School on the INS Programme



Nurturing schools in Surrey and Solihull

Interview with **Luke Shoveller, Programme Manager**

Luke joined nurtureuk in April 2024 to oversee the Solihull Nurturing Schools Programme and Surrey Nurturing Schools Programme. Luke has a longstanding passion for inclusive education, following his time as secondary English teacher and school leader, where he saw firsthand the impact of the classroom offering a safe base and the importance of all young people developing the social and emotional skills they need to succeed.

The Solihull Nurturing Schools Programme and Surrey Nurturing Schools Programme, which both launched in early 2024, are designed to support thousands of children with their wellbeing. Each programme provides targeted support for school staff to develop and improve whole-school approaches to social, emotional and mental health needs, with a specific focus on improving outcomes for behaviour, attendance and pupil wellbeing.

Why is nurture important to you?

I really believe in the value of nurture in the classroom. Having worked in nurturing schools, I know how nurturing and relational approaches can benefit both children and adults. For me, nurture always involves leading with compassion and empathy, and ensuring that children and young people feel valued and thought about as individuals in a meaningful way. My role at nurtureuk

involves being able to support teachers and school leaders to develop and build on these principles, and I find it very rewarding to be involved in making nurture the norm in our schools.

Can you tell us more about the programmes and what they aim to achieve?

The Solihull Nurturing Schools Programme was developed in partnership with Solihull Metropolitan Borough Council, following a successful pilot project in early 2023. The council is utilising their Delivering Better Value in SEND grant to fund 54 settings to complete the National Nurturing Schools Programme, in addition to a two-year subscription to the Boxall Profile® Online and access to a wide range of resources and bespoke support. The programme aims to improve whole school approaches to social, emotional and mental health needs, with a specific focus on improving outcomes for children and young people with SEND.

The Surrey Nurturing Schools Programme is supported by the Mental Health Investment Fund in Surrey and was developed in partnership with both Schools Alliance for Excellence (SAfE) and the schools-led Inclusion and Innovation Working Group. The programme will be rolled out to 100 schools in the county, providing them with a two-year subscription to the Boxall Profile® Online and access



to nurtureuk's three core training programmes, as well as termly networking events and 400 credits that can be exchanged for consultancy support, further training or publications. The investment in the programme will support inclusion and improvements to both wellbeing and learning in Surrey schools.

Can you explain more about your role in both programmes?

As Programme Manager, I am responsible for the smooth running of both programmes. A core part of my role is understanding the unique challenges facing school staff, and supporting schools to build and improve their whole-school approach to nurture. On a day-to-day basis, this involves supporting delegates to attend online training and make use of our online learning platform. Along with our Senior Programmes Officer, Katharine, I also meet with schools one-to-one to discuss progress and support their development of whole-school strategies and to help with any queries they might have! I also work closely alongside our team Associate Consultants to deliver briefings and networking events for our delegates in both Solihull and Surrey.

What are you looking forward to or excited to see in each programme?

In Surrey, I'm really looking forward to the National Nurturing Schools Programme launching to all 100 schools at the start of the 24/25 academic year. This training will focus specifically on whole-school approaches and will enable schools to apply for the National Nurturing Schools Award.

In Solihull, we are very excited to receive our first set of National Nurturing Schools Award submissions from our cohort one and two schools, which are expected early in 2025. We are seeing the real impact of our training across our Solihull schools and I'm looking forward to this work being showcased and celebrated!



Nurturing Rutland

In May, we were delighted to begin delivering the National Nurturing Schools Programme in all primary schools across Rutland. The programme, commissioned by Rutland County Council, will empower schools to address the social and emotional developmental needs and remove barriers to mainstream education for pupils with SEND.

Over 2,500 pupils are set to benefit from training to embed a whole-school approach to nurture, which is being funded by the Delivering Better Value (DBV) in SEND grant from the Department for Education. Through our Graduated Approach to nurture, schools will be given the tools they need to provide the right support at the right time.

“The enthusiasm among Rutland’s schools for nurturing approaches has been amazing to see. I’m proud to be part of this project and it’s exciting to think about the positive impact it will have on the wellbeing of the children across the county.”

Cherida Gibson, Nurture & Outreach Lead, Rutland County Council



Investing in nurturing education

By 2026 our goal is to see:

- Every child's education and development embracing nurture
- The Boxall Profile® integrated into every school's nurturing activities
- The UK governments adopt nurture for all children

We want to ensure that schools across the UK understand the theory and practice of nurture, and the benefits of nurture accreditation from nurtureuk.

We are committed to making the Boxall Profile® the national standard tool to assess the social and emotional developmental needs of pupils, and for schools to receive funding from their local authorities to implement its use school-wide.

We want nurture to be included as part of teacher training and CPD, and we are campaigning for nurture to be recognised in regulatory frameworks and guidance as crucial to address behaviour, attendance and exclusions. We also aim to unlock funding for schools who implement the whole-school approach to nurture.

In order to achieve these goals, we will be focusing on four key areas for the next year:

- Our impact and evidence
- Our quality and community
- Our profile and influence
- Our service and delivery

In order to understand our impact and reach within the nurture community, we will continue to improve our data collection and digital platforms, including our website, CRM system, and the Boxall Profile® Online.

We will be using targeted communications and increased stakeholder engagement to widen the understanding and influence of nurture in education, whilst also creating an influential nurture community through our customer service and support. We will continue to maintain and develop our high quality suite of products and services for existing nurture audiences.



Through our strategic goals, we want to:

- Provide the leading training, publications, resources and consultancy on nurture in education to the education community.
- Be at the forefront of sharing and promoting research and evidence on the best practice of nurture in education.
- Be the advocate and lead campaigner on behalf of our members for nurture in education.
- Provide a forum for our members to debate and investigate nurture in education.
- Support all practitioners through networks and information exchange opportunities to further champion nurture in education.

Looking to the future

The year ahead looks exciting for us here at nurtureuk, with new products and features launching, policy and public affairs events scheduled, and research and evidence reports in the pipeline.

We will continue to develop the Boxall Profile® Online, with a new data export function, new dashboards for multi-academy trusts and local authorities, and a new feature designed to support pupil transitions all launching in the next academic year. We'll also be releasing several new digital products on a variety of topics, from relational approaches to parental engagement.

Our members can look forward to a full programme of events, new resources, and the launch of our member hub. The next volume of the International Journal of Nurture in Education will be published, alongside new research and evidence reports showcasing evidence-based best practice in nurture and the impact it has on the lives of children and young people.

And as always, we'll continue to strive to **make nurture the norm** in education settings across the UK.

Financial summary

The financial year 2023–24 was the third year of our five-year strategy and achieved revenue of £1,964,778 (2023: £1,830,449). Total expenditure for the year increased to £2,134,277 (2023: £1,931,838).

We have continued with our commitment to improving our offer to schools (improvements to Boxall Profile®, new publications and improved training), staffing and making much needed infrastructure efficiencies and have utilised our reserves (£167,005) to make considerable investments across the charity which resulted in a year-end deficit of £169,449 (2023: –£101,389). A summary of the designated projects is described in Note 16a in the financial statements.

The deficit includes exceptional costs of £95k to write off long-standing historical debt which is no longer considered to be recoverable. During 2022–2023 and 2023–2024, we have continued to review and improve invoicing processes, improve customer payment systems, and refine credit controls to support successful ongoing management of debtor balances.

Adjusting for this designated reserves spend, and the £95k debtor write-off, the charity achieved an operating surplus of £93k in 2023–24.

The year-end balance sheet includes trade debtors of £262,991 (2023: £540,957) which mostly comprises a relatively small volume of large balance customer accounts, a reflection of our move into programme and contract work.



Reserves Policy

Nurtureuk holds all its reserves as unrestricted funds; split between designated funds and general funds (free reserves). It is the policy of the charity that free reserves should be maintained at a level equivalent to between three and six months' routine expenditure. Above the maximum general reserves level, reserves have been designated for specific purposes to ensure the charity is not holding high cash balances that could instead be enhancing our impact on beneficiaries.

In light of the planned in-year deficit our reserves decreased from £826,623 to £657,174, of which £414,956 is designated funds and £242,218 is general funds. Our free reserves remain towards the upper end of our target range, being maximum of £763k and minimum of £381k.

Using the designated reserves, the charity has continued with investments in priority areas that include enhancing our products to support adults working with children and young people, digital and content development for Boxall Profile® Online, improvements to digital infrastructure and processes, and implementing phase two of the public affairs strategy. We also ensured we were investing in our staff by introducing a new staff training and development plan. As the charity moves into the REACH phase of its strategy, we will utilise any available free reserves above our target threshold to invest back into key projects that enable us to deliver on our mission.



Additional information

Risk management

Trustees fully recognise their responsibility for the management of risk and determine this duty at two levels, the Finance, Audit and Risk (FAR) Committee, and at Board level. The FAR Committee is charged with identifying, assessing and minimising the major risks (based on likelihood of occurrence and potential impact) to which the charity is exposed.

The FAR Committee regularly reviews and assesses the impact of external market conditions (education/schools), wider economy, as well as staffing and operational, governance, regulatory and compliance risks that may impact on charities' ability to deliver against its strategic and charitable goals. The charity closely monitors budget and forecasts and reviews business plans and activities to ensure contingencies are in place to manage a fall in demand.

The charity is a member of various charity membership organisations to ensure it keeps abreast of latest developments for charity compliance and good governance.

This group consists of a minimum of two trustees and the Chief Executive. The risk policy is also reviewed by this group annually. In line with the existing Risk Policy, the FAR Committee reviewed the full Risk Register at each meeting with a discussion held on each risk and evaluation of the existing risk score. Timeframes for mitigating actions are discussed and recorded to provide a residual risk score. Through this process new and emerging risks are also considered for addition to the risk register.

At each board meeting the highest scoring risks are discussed (amber and red), alongside the mitigations, providing risk management and reporting at the highest governance level. This promotes transparency and accountability for mitigating actions, and all trustees are invited to add and discuss new and emerging risks during the meeting, or at any point in the year directly with the Chief Executive.

The board considers the system of internal controls that govern its finances and operations to be well established and provide reasonable assurance against any major risks.

Risk	Mitigations
Inappropriate/unauthorised use of nurtureuk's brand or name, contacts and IP could hamper nurtureuk's ability to promote its services, or see its policy positions and campaigns compromised.	● We conduct regular horizon scanning to ensure we are up to date with where and how our brand is used. ● Updated contracts for employees and associates highlighting IP and nurtureuk ownership of business data and contacts. ● We will be reviewing the IP for Boxall Profile® Online and Nurture Group training to ensure further protection
Unfavourable economic environment and unfunded pay increases result in overstretched school budgets, leading to falling demand for services from schools	● We ensure close monitoring of financial performance and demand and review budget and forecasts if demand falls sharply ● We engage in focused marketing campaigns backed by evidence to drive interest and engagement of products and services
Failure to meet financial targets for the year – Year-end potential deficit results in drain on reserves. Failure to diversify income streams.	● We have a robust business plan now in phase 3 and are able to monitor financial performance on a daily basis
Unexpected loss of income due to external factors beyond nurtureuk control – financial downturn, austerity measures etc: lack of funds to achieve strategic objectives or specific projects.	● Monthly budget planning with SLT and quarterly with FAR Committee ● Monitoring of real-time financial information and management accounts. ● Close monthly review and planning of OKRs. ● Updating of forecasts at least quarterly
Sharply increasing costs and reduced margins due to inflation in wider economy	● Majority of cost base fixed annually (staff pay and contractor pay rates, long-term contracts), while other costs to run programmes and standard products designed to be not as susceptible to inflation. ● Margins across our product portfolio is healthy,
Staff wellbeing and capacity. Risk of illness, stress and demotivation impact on day to day delivery of the charity's mission	● Regular check-ins by managers, monitoring of workload & morale. ● Create opportunities for informal connection. ● Ensure staff have ergonomic equipment they need. ● Ensure policies re sick pay and isolating are clear. Budget to ensure have sufficient staffing for work.
Lack of skills and capability in-house to achieve strategic plans and reach goals	● Revised competency framework and targeted training for staff ● Regular review of outsourced services to assess balance of in-house and outsourced provision

Structure, governance and management

Structure: The Nurture Group Network Limited (also known as nurtureuk) is a registered charity and a company limited by guarantee, governed by its Memorandum and Articles of Association, updated in 2016.

The Board of Trustees are the directors of the company for the purposes of the Companies Act 2006. The trustees set the strategy, policy and financial framework for the charity, have the responsibility for its overall direction and control, and ensuring it acts in the best interests of its beneficiaries. Authority for the day-to-day management of operations is delegated to the Chief Executive Officer.

The Board of Trustees meets as a body four times a year. There are three standing subcommittees of the Board:

- Remuneration Committee
- Finance, Audit & Risk (FAR)
- Research, Evidence & Ethics (replaced by Research and Policy Committee in 2023)

These committees facilitate the overall governance of the organisation by both allowing trustees to better use their skills and experience in more targeted ways, as well as allowing more time at meetings of the full Board to discuss the overall strategy and direction of the charity.

We welcome the inclusion of volunteers (other than trustees) to add their expertise to the committees and are actively seeking volunteers for these roles which we feel could bring a wealth of knowledge and experience to the committee structure.

Governance and management: Under the requirements of the Memorandum and Articles of Association, trustees are elected initially for a three-year term and can be re-elected for up to two further periods of three years by the board, with ratification at the next Annual General Meeting following re-election. As such, nine years is the maximum a trustee can serve on the board.

Trustees are required to register their interests with the Chief Executive Officer. Any new interest and interests relevant to agenda items must be declared at the start of every board meeting. An annual declaration of interests is completed in order to keep the register up to date.

Fundraising Activities

As reflected in the Statement of Financial Activities and in Note 1 to the financial statements, nurtureuk income is almost wholly trading in nature via local authority contracts and direct to school sales, and as a result the organisation is not reliant on fundraising income. No proactive fundraising was undertaken during the year and we do not contract with any third parties to fundraise on our behalf.

Trustee Recruitment and Training

New trustees are recruited and co-opted by the existing trustees, in accordance

with the governing documents. Trustee vacancies are advertised externally, including directly to members, with the desired areas of expertise explicitly stated. Applications are reviewed and interviews are conducted by a panel of board members along with the CEO, the make-up of which is dependent upon the expertise being sought.

An induction programme has been implemented, alongside a trustee handbook. New trustees are given a 'buddy' in the first few months to assist with integrating into the board and the organisation. Relevant papers and guidance are provided in order that trustees are able to fulfil their duties. As part of the induction programme, newly appointed trustees are encouraged to meet staff, and wherever possible, visit a nurture group in their area to gain an in-depth appreciation of the work that the charity supports and promotes.

Training opportunities are circulated to all board members, who are encouraged to attend any relevant courses as appropriate. A budget is provided for this purpose within the annual budget setting process. Nurtureuk is a member of CFG and NCVO and utilises both organisation's resources and networks to maintain current sector finance and governance knowledge.

Key Management Personnel

The key management personnel are the trustees, who are not paid for their work, the CEO, the Director of Products and Services, the Head of Operations, the Head of Income and Partnerships, and the Head of External Relations. The trustees delegate responsibility for the day to day running of the charity to the CEO.

Remuneration policy

The annual pay review of the CEO is performed by the Remuneration Committee, comprising a minimum of the Chair of Trustees, Treasurer and Secretary. Other trustees may be invited by the Chair to attend, as required. The committee review the annual appraisal of the CEO, which is performed by the Chair. Nurtureuk remuneration policy states that "we aim to pay competitively in order to attract and retain high quality employees. The reward package for the Chief Executive is regularly benchmarked against other comparable organisations, aims to reflect the knowledge skills, responsibility and competencies and is based upon affordability, performance and other internal and external factors". The policy also contains a pay ratio cap for the CEO of five times the lowest paid FTE salary. The annual appraisals and salary review for the rest of the staff is carried out by the CEO and line managers, and any pay increase awarded must be approved by the board.

Public benefit

The trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in setting the aims and objectives of the charity and its future plans. Nurtureuk is

fully committed to providing public benefit across its full range of research data, in developing quality publications, providing quality training and in seeking to influence education policy.

The Quality Mark Award for schools endorsing effective practice in nurture groups is widely sought. It is operated at a deficit, funded by surpluses in other activities, but made worthwhile by helping to set, encourage and maintain quality standards within establishments with nurture groups. Publications such as our International Journal of Nurture in Education, newsletters and leaflets are freely available to read online.

Nurture groups have been in operation for over 50 years, with numerous evaluations evidencing their success. Pupils, parents, teachers and support assistants refer to nurture groups as an effective intervention strategy. Several government papers and reports have endorsed nurture group provision, including the Mental Health and Behaviour in Schools Report in 2014 and Estyn's Attendance in Secondary Schools report, also published in 2014. In addition, Queen's University Belfast in a study funded by the Department for Education for Northern Ireland in 2016 found nurture groups highly successful in improving outcomes for children and as having the potential to result in significant savings to the education system and even greater to society.

Thanks

Nurtureuk has enjoyed another important year of growth in pursuing its objectives and the trustees wish to express their thanks to the staff and nurture consultants for their continued hard work and commitment. The trustees also wish to extend their gratitude to all our members and supporters for their continued loyalty to nurtureuk.

Auditors

Auditors Sayer Vincent LLP were appointed in December 2022. They were deemed to be appointable in accordance with section 487(2) of the Companies Act 2006.

Statement of Trustees Responsibilities

The trustees (who are also directors of The Nurture Group Network Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with the Companies Act 2006 and United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and applicable law (UK 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 the affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. Under Company Law the trustees must not approve the financial statements unless they are satisfied that the requirement is met. In

preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- 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 disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, Charities and Trustee Investment (Scotland) Act 2005 and Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. This report and financial statements have been prepared in accordance with the special provisions available to small companies under Part 15 of the Companies Act 2006. The Trustees Annual Report was approved by the trustees and signed on their behalf.

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime with part 15 of the Companies Act 2006. The financial statements were approved by the trustees and authorised for issue on: 20 June 2025

Alan Leaman
Chair

Claire Hersey
Treasurer

The Nurture Group Network Limited Company registration number 05562426

Annual accounts

The Nurture Group Network Limited

Statement of Financial Activities (incorporating an income and expenditure account)

For the year ended 30 September 2024

	Note	Unrestricted £	2024 Total £	Unrestricted £	2023 Total £
Income from:					
Donations and legacies	2	37,607	37,607	29,054	29,054
Charitable activities					
Nurture delivery	3	1,927,171	1,927,171	1,801,395	1,801,395
Total income		<u>1,964,778</u>	<u>1,964,778</u>	<u>1,830,449</u>	<u>1,830,449</u>
Expenditure on:					
Raising funds	4	385,635	385,635	282,053	282,053
Charitable activities					
Nurture delivery	4	1,397,878	1,397,878	1,388,134	1,388,134
Policy and public affairs	4	218,958	218,958	158,603	158,603
Research	4	27,535	27,535	12,011	12,011
Impact	4	68,970	68,970	40,170	40,170
Other	4	35,251	35,251	50,867	50,867
Total expenditure		<u>2,134,227</u>	<u>2,134,227</u>	<u>1,931,838</u>	<u>1,931,838</u>
Net expenditure for the year	5	<u>(169,449)</u>	<u>(169,449)</u>	<u>(101,389)</u>	<u>(101,389)</u>
Net movement in funds		<u>(169,449)</u>	<u>(169,449)</u>	<u>(101,389)</u>	<u>(101,389)</u>
Reconciliation of funds:					
Total funds brought forward		<u>826,623</u>	<u>826,623</u>	<u>928,012</u>	<u>928,012</u>
Total funds carried forward		<u>657,174</u>	<u>657,174</u>	<u>826,623</u>	<u>826,623</u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. All income in the current and previous years is unrestricted. Movements in funds are disclosed in Note 16.

The Nurture Group Network Limited: Balance Sheet

As at 30 September 2024

	Note	£	2024 £	£	2023 £
Fixed assets:					
Intangible assets	10		478		3,299
Tangible assets	11		8,404		4,581
			<u>8,882</u>		<u>7,880</u>
Current assets:					
Stock		29,101		20,604	
Debtors	12	296,662		563,602	
Cash at bank and in hand		896,865		733,987	
		<u>1,222,628</u>		<u>1,318,193</u>	
Liabilities:					
Creditors: amounts falling due within one year	13	(574,336)		(499,450)	
Net current assets			<u>648,292</u>		<u>818,743</u>
Total net assets			<u>657,174</u>		<u>826,623</u>
The funds of the charity:					
16					
Unrestricted income funds:					
Designated funds		414,956		173,138	
General funds		242,218		653,485	
		<u></u>		<u></u>	
Total unrestricted funds			657,174		826,623
			<u></u>		<u></u>
Total charity funds			<u>657,174</u>		<u>826,623</u>

Approved by the trustees on 20 June 2025 and signed on their behalf by

Alan Leaman
Chair

Claire Hersey
Treasurer

The Nurture Group Network Limited Company registration number 05562426

The Nurture Group Network Limited: Statement of cash flows

For the year ended 30 September 2024

	2024		2023	
	£	£	£	£
Cash flows from operating activities				
Net expenditure for the reporting period (as per the statement of financial activities)	(169,449)		(101,389)	
Depreciation and amortisation charges	4,245		18,382	
Loan interest paid	693		2,422	
(Increase) / Decrease in stocks	(8,497)		1,618	
Decrease in debtors	266,940		221,756	
Increase / (Decrease) in creditors	97,911		(68,409)	
Net cash provided by operating activities		191,843		74,380
Cash flows from investing activities:				
Purchase of tangible fixed assets	(5,247)		(1,604)	
Net cash (used in) investing activities		(5,247)		(1,604)
Cash flows from financing activities:				
Repayments of loans	(23,025)		(26,036)	
Interest paid	(693)		(2,422)	
Net cash (used in) financing activities		(23,718)		(28,458)
Change in cash and cash equivalents in the year		162,878		44,318
Cash and cash equivalents at the beginning of the year		733,987		689,669
Cash and cash equivalents at the end of the year		896,865		733,987

The Nurture Group Network Limited: Notes to the financial statements

For the year ended 30 September 2024

1 Accounting policies

a) Statutory information

The Nurture Group Network Limited is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address is Insight House, Riverside Business Park, Stansted Mountfitchet, CM24 8PL.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. Although the charity has made a deficit in 2023 – 2024 of £169,449, it should be noted that £95,000 relates to the write-off of unrecoverable historical debt. During 2022-2024 nurtureuk reviewed and improved invoicing processes, improved customer payment systems as well as put in additional controls to ensure collection of long term debtors.

Additionally nurtureuk continued with its planned investments using designated reserves £163,685 to focus on the growth and development of the charity in the areas of research and insights, product development, Boxall Profile® and operational efficiency. Taking out the debtors write off and designated reserves spending from its expenditure the charity achieved a surplus of c£89,000.

The charity holds significant cash balances and manages cashflow carefully, meaning it is able to pay its liabilities as and when they fall due, and operational and financial risks are monitored regularly by the senior management team so mitigating actions can be taken as appropriate. Following due consideration of the trading performance and market conditions the trustees have concluded that there is a reasonable expectation that the charity has adequate reserves and cash flow to operate for the foreseeable future and, accordingly, the charity has continued to prepare its accounts as a going concern.

e) Income

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

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated 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 to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes. Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

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

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of the three main activities of the charity, namely Training and Standards, Policy & Public Affairs and Research, and Other charitable activities, undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

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

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the basis of an estimate of staff time.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Intangible fixed assets

Intangible fixed assets are recorded at cost less accumulated amortisation. Amortisation is calculated and charged to the SoFA using the straight line method. Intangible assets such as software will be reviewed periodically, so that any technological advancement which may give rise to impairment can be judged. Costs associated with maintenance of the software or website are recognised in the SoFA as costs are incurred.

Amortisation is calculated at the following rate:

IT/software: 25% straight line

m) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Fixtures and fittings
5 years

n) Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. In general, cost is determined on a first in first out basis and includes transport and handling costs. Provision is made where necessary for obsolete, slow moving and defective stocks. Donated items of stock, held for distribution or resale, are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

o) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

p) Cash at bank and in hand

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

q) Creditors and provisions

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

r) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

s) Pensions

From 1 February 2017 the charity implemented a new workplace pension scheme and continues to comply with all autoenrolment regulations.

2 Income from donations and legacies

	Unrestricted £	2024 Total £	Unrestricted £	2023 Total £
Membership subscriptions	20,657	20,657	24,506	24,506
Other donations	16,950	16,950	4,548	4,548
	<u>37,607</u>	<u>37,607</u>	<u>29,054</u>	<u>29,054</u>

3 Income from charitable activities

	Unrestricted £	2024 Total £	Unrestricted £	2023 Total £
Nurture delivery	1,927,171	1,927,171	1,801,395	1,801,395
Total income from charitable activities	<u>1,927,171</u>	<u>1,927,171</u>	<u>1,801,395</u>	<u>1,801,395</u>

4a Analysis of expenditure (current year)

	Charitable activities							Support costs £	2024 Total £	2023 Total £
	Raising funds £	Nurture Delivery £	Policy and public affairs	Research	Impact	Other charitable activities	Governance costs £			
Staff costs (Note 6)	215,423	498,062	63,681	18,451	37,154	22,929	28,145	210,411	1,094,256	1,003,398
Other direct costs	42,986	438,639	83,040	-	9,062	692	-	-	574,419	595,211
Professional fees	-	-	-	-	-	-	13,900	110,636	124,536	129,151
Premises costs	-	-	-	-	-	-	819	15,731	16,550	11,761
IT costs	-	-	-	-	-	-	115	82,413	82,528	109,574
Other administrative costs	-	-	-	-	-	-	51,456	190,482	241,938	82,743
	<u>258,409</u>	<u>936,701</u>	<u>146,721</u>	<u>18,451</u>	<u>46,216</u>	<u>23,621</u>	<u>94,435</u>	<u>609,673</u>	<u>2,134,227</u>	<u>1,931,838</u>
Support costs	110,162	399,324	62,549	7,866	19,702	10,070	-	(609,673)	-	-
Governance costs	17,064	61,853	9,688	1,218	3,052	1,560	(94,435)	-	-	-
	<u>127,226</u>	<u>461,177</u>	<u>72,237</u>	<u>9,084</u>	<u>22,754</u>	<u>11,630</u>	<u>(94,435)</u>	<u>(609,673)</u>	<u>(609,673)</u>	<u>(609,673)</u>
Total expenditure 2024	<u>385,635</u>	<u>1,397,878</u>	<u>218,958</u>	<u>27,535</u>	<u>68,970</u>	<u>35,251</u>	<u>-</u>	<u>-</u>	<u>2,134,227</u>	<u>-</u>
Total expenditure 2023	<u>282,053</u>	<u>1,388,134</u>	<u>158,603</u>	<u>12,011</u>	<u>40,170</u>	<u>50,867</u>	<u>-</u>	<u>-</u>	<u>1,931,838</u>	<u>1,931,838</u>

4b Analysis of expenditure (prior year)

	Charitable activities						Governance costs £	Support costs £	2023 Total £
	Raising funds £	Nurture Delivery £	Policy and public affairs	Research	Impact	Other charitable activities			
Staff costs (Note 6)	163,338	421,070	43,074	5,015	26,756	32,262	16,575	295,308	1,003,398
Other direct costs	24,526	503,515	62,566	2,985	-	1,619	-	-	595,211
Professional fees	-	-	-	-	-	-	9,750	119,401	129,151
Premises costs	-	-	-	-	-	-	553	11,208	11,761
IT costs	-	-	-	-	-	-	3,735	105,839	109,574
Other administrative costs	-	-	-	-	-	-	23,883	58,860	82,743
	187,864	924,585	105,640	8,000	26,756	33,881	54,496	590,616	1,931,838
Support costs	86,232	424,391	48,489	3,672	12,281	15,551	-	(590,616)	-
Governance costs	7,957	39,158	4,474	339	1,133	1,435	(54,496)		-
Total expenditure 2023	282,053	1,388,134	158,603	12,011	40,170	50,867	-	-	1,931,838

5 Net expenditure for the year

This is stated after charging / (crediting):

	2024 £	2023 £
Depreciation and amortisation	4,245	18,382
Trustees' expenses	3,042	4,695
Operating lease rentals payable:		
Property	5,220	5,220
Auditor's remuneration (excluding VAT):		
Current year audit	10,500	10,400
Under accrual in respect of previous year	3,400	-

6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	947,820	869,045
Social security costs	100,204	92,327
Employer's contribution to defined contribution pension schemes	46,232	42,026
	1,094,256	1,003,398

One employee received employee benefits (excluding employer pension costs and employer's national insurance) during the year between £80,000 – £89,999 (2023: 1)

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £268,535 (2023: 275,713).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2023: £nil). No charity trustee received payment for professional or other services supplied to the charity (2023: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £3,042 (2023: £4,695) incurred by 6 (2023: 8) members relating to attendance at meetings of the trustees.

Trustees are encouraged to be members of NUK. During the year £nil membership fees were paid by trustees (2023: £nil).

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 26 (2023: 24).

Staff are split across the activities of the charity as follows (average monthly number of employees):

	2024 No.	2023 No.
Raising funds	3.8	3.0
Training and standards	10.9	9.5
Policy and public affairs	0.7	1.0
Support	8.0	8.5
Other charitable activities	2.6	2.0
	26.0	24.0

8 Related party transactions

There are no related party transactions to disclose for this financial year (2023: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

9 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10 Intangible fixed assets

	IT software £	Total £
Cost		
At the start of the year	84,430	84,430
At the end of the year	84,430	84,430
Amortisation		
At the start of the year	81,131	81,131
Charge for the year	2,821	2,821
At the end of the year	83,952	83,952
Net book value		
At the end of the year	478	478
At the start of the year	3,299	3,299

11 Tangible fixed assets

	Fixtures and fittings £	Total £
Cost		
At the start of the year	7,443	7,443
Additions in year	5,247	5,247
At the end of the year	12,690	12,690
Depreciation		
At the start of the year	2,862	2,862
Charge for the year	1,424	1,424
At the end of the year	4,286	4,286
Net book value		
At the end of the year	8,404	8,404
At the start of the year	4,581	4,581

All of the above assets are used for charitable purposes.

12 Debtors

	2024 £	2023 £
Trade debtors	262,991	540,957
Prepayments	33,671	22,645
	296,662	563,602

13 Creditors: amounts falling due within one year

	2024 £	2023 £
Loans payable	-	23,025
Trade creditors	49,325	40,446
Other creditors	45,273	44,136
Accruals	23,333	22,969
Deferred income (note 14)	456,405	368,874
	574,336	499,450

Loans payable includes £nil (2023: £23,025) relating to a loan repayable to the Charities Aid Foundation.

14 Deferred income

Deferred income comprises member and income received in advance for project delivery work with schools and local authorities.

	2024 £	2023 £
Balance at the beginning of the year	368,874	392,810
Amount released to income in the year	(368,874)	(392,810)
Amount deferred in the year	456,405	368,874
Balance at the end of the year	456,405	368,874

15a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Fixed assets	-	8,882	-	8,882
Net current assets	242,218	406,074	-	648,292
Net assets at 30 September 2024	242,218	414,956	-	657,174

15b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Fixed assets	-	7,880	-	7,880
Net current assets	653,485	165,258	-	818,743
Net assets at 30 September 2023	653,485	173,138	-	826,623

16a Movements in funds (current year)

	At 1 October 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 30 September 2024 £
Unrestricted funds:					
Designated funds:					
Data accessibility and insights	3,874	-	(1,800)	-	2,074
Research	-	-	(14,155)	134,280	120,125
Public affairs	66,998	-	(71,354)	50,000	45,644
Digital Marketing	15,000	-	(8,351)	-	6,649
Website	-	-	-	20,000	20,000
BPO	36,771	-	(39,855)	44,000	40,916
Product management	-	-	(19,277)	117,720	98,443
Implicit integration	17,000	-	-	-	17,000
Operational systems	-	-	-	23,000	23,000
Training & development	25,615	-	(8,893)	15,500	32,222
Fixed assets fund	7,880	-	(3,320)	4,323	8,883
Total designated funds	173,138	-	(167,005)	408,823	414,956
General funds	653,485	1,964,778	(1,967,222)	(408,823)	242,218
Total unrestricted funds	826,623	1,964,778	(2,134,227)	-	657,174
Total funds	826,623	1,964,778	(2,134,227)	-	657,174

The narrative to explain the purpose of each fund is given at the foot of the note below.

16b Movements in funds (prior year)

	At 1 October 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 30 September 2023 £
Unrestricted funds:					
Designated funds:					
Data accessibility and insights	20,000	-	(16,126)	-	3,874
Public affairs	78,000	-	(60,994)	49,992	66,998
Digital marketing	15,000	-	-	-	15,000
BPO	63,138	-	(70,367)	44,000	36,771
Implicit integration	20,000	-	(3,000)	-	17,000
Training & development	20,000	-	(9,885)	15,500	25,615
Cost of Living	22,000	-	(22,000)	-	-
Fixed assets fund	24,657	-	(18,381)	1,604	7,880
Total designated funds	262,795	-	(200,753)	111,096	173,138
General funds	665,217	1,830,449	(1,731,085)	(111,096)	653,485
Total unrestricted funds	928,012	1,830,449	(1,931,838)	-	826,623
Total funds	928,012	1,830,449	(1,931,838)	-	826,623

Purposes of designated funds

With a steady financial performance and increased reserves in 2023/24 the board approved designated funds for key projects to support the continued strategic growth of the charity and ensure the three long term goals are achieved by 2026;

1. Every child's education and development embraces nurture
2. Boxall Profile® integrated into every school's nurturing activities
3. UK government adopt nurture for all children

Impact and Evaluation

1. Data accessibility & insights – There is a brought forward £3,874 investment for cleansing data and developing solutions that enabled the charity to analyse, extract and transform data, and generate insights on our reach, and the impact of our work.
2. Research – The board approved £134,280 investment into research and insights by funding an 18 month role to lead and develop projects that showcase proof and evidence that the nurture and relational practice and approach is a valid early intervention for schools. Their focus is to build evidence and insight, deliver research and evaluation projects, scrutinise data and statistics and apply the learning to drive change for the charity.

Profile and Influence

1. Public affairs – in addition to the fund balance of £66,998 brought forward from the prior year, based on the increased influencing impact in 2022-23, an additional £50,000 investment in external public affairs support was approved by the board. The focus will be to continue influencing governments to adopt nurture for all children. We will step up our work engaging in consultations, policy research projects and reports, engaging constituency MPs in local school visits, building awareness of importance of nurture and relational practice with policy makers by engaging with relevant Ministers and further external profiling and influencing activities.
2. Digital marketing – In the prior year the board approved £15,000 to enhance presence and extend the reach and

influence of nurture in education across digital platforms to ensure education professionals are able to access our resources more efficiently.

3. Website – The board approved £20,000 funds to improve our website for refactor and facelift and to refresh both the back end and front end of the website. This would allow a more stable platform with better user experience and user interface.

Service and Delivery

1. Boxall Profile® Online platform investment – The board approved a further £44,000 investment to improve the functionality, language, cybersecurity, reporting, user interface and integration into internal systems to ensure education professionals can get the best out of the tool to support children and young people appropriately

2. The board invested £117,720 in a product management role to manage and develop the product, development and marketing of new products and services for new audiences, working alongside our existing product and service managers.

Performance and Standards

1. Implicit integration – To improve the charity's customer experience, in the prior year a £20,000 investment to integrate internal CRM system, website and financial platforms to increase efficiency and reduce invoicing errors and debtor balances. Due to staffing capacity the integration project was delayed with some £17,000 of this designated fund being carried forward into the next financial year.

2. Operational systems – As a fully-remote charity with a people-first approach, our systems and our people are vital to our successful operation. The board approved the investment of £23,000 to implement and upgrade new systems solutions for great efficiency. The priorities of these changes is to minimize errors or any duplication of work, adopt the ability to adopt an 'automation-first' approach. Most importantly we are seeking a smoother, more consistent customer journey with high levels of automation, which should lead to even higher levels of customer satisfaction.

3. Training & development – The charity's biggest asset is its staff and the board approved a further investment of £15,500 for staff training and development package that will provide them with the key skills and competencies they need to be a high performing team who have the confidence, ability and knowledge to independently understand how they can drive the growth of the charity. This is in addition to the fund balance of £25,615 brought forward from the prior year.

Fixed Asset Fund:

To identify net funds held as fixed assets used in the organisation's operations, which are not therefore available for working capital.

Transfers between Funds:

£408,823 (2023: £111,096) was moved from general funds to designated funds to support investment in development of the Boxall Profile® Online tool, staff training and development, increased research ability, website and operational systems development, and product management, as well as increased public affairs engagement. In the previous year, funds were designated to public affairs, Boxall Profile® platform development, and staff training.

17 Operating lease commitments payable as a lessee

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Property		Equipment	
	2024 £	2023 £	2024 £	2023 £
Less than one year	7,581	7,581	-	-
One to five years	-	-	-	-
Over five years	-	-	-	-
	7,581	7,581	-	-

18 Legal status of the charity

The charity is a company limited by guarantee and has no share capital.

Independent auditor's report to the members of The Nurture Group Network Limited

Opinion

We have audited the financial statements of The Nurture Group Network Limited (the 'charitable company') for the year ended 30 September 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 30 September 2024 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
- 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)

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require 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; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and

regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware

of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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

Noelia Serrano (Senior statutory auditor)

Date: 27 June 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

The Nurture Group Network Limited: Reference and Administrative Information

Charity Registrations:

The Nurture Group Network (NGN)

Company Registration No. (England & Wales):
05562426 Registered Charity No. (England
& Wales): 1115972 Registered Charity No.
(Scotland): SC042703

Registered Office:

Insight House

Riverside Business Park Stansted Mountfitchet
CM24 8PL

Principal Office:

Insight House

Riverside Business Park Stansted Mountfitchet
CM24 8PL

Board of Trustees:

Alan Leaman (Chair)

Ian Adams

Jenni Allen

Stuart Beattie

Alison Betts

Michael Clifford (resigned December 2023)

Chris Dean

Euan Fraser (resigned September 2023)

Aidan de Grunchy

Claire Hersey (Hon. Treasurer)

Kirsty Hird

Fungisai Agnes Muchenje

Bridget Robson (Vice-Chair)

Mehak Dawood Tejani

For more information

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 info@nurtureuk.org

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National Office

Insight House,
Riverside Business Park,
Stoney Common Road,
Stansted Mountfitchet,
Essex, CM24 8PL

UK registered charity number: 1115972
Scottish registered charity number: SC042703

Accounts



Annual Report and Financial Statements

Every child able
to learn

October 2022 – September 2023

Contents

A note from the Chair	3
A message from the CEO	4
Our mission and vision	5
Why is nurture needed?	6
The year at a glance	9
Developing the Boxall Profile® Online	10
Raising our voice	12
Nurturing Kent Programme	14
Inclusive and Nurturing Schools Programme	16
Becoming a National Nurturing School	18
Investing in nurturing education	20
Looking to the future	21
Financial summary	22
Reserves Policy	23
Additional information	24
Annual accounts	30
Independent auditor's report	43
Administrative information	48

Children and young people are struggling with social, emotional and mental health issues like never before. But there's something we can do.



The nurturing approach to education is changing lives...

“In the first 2 weeks [of attending nurture provision] I instantly saw a change in behaviour from my son, before it was a struggle to get him to school and he did not want to go, but now when I mention it’s time for Nurture he is the first one in the shower ready to go. On weekends he cannot wait to start school on Monday as he said in his words, ‘mummy I love school, I like learning’.”

Parent of child attending nurture provision, London, 2023

“We had 34 children attend nurture. Before nurture they often showed behaviour of anger, frustration, emotional outbursts, hurting themselves and others. **No child has been excluded since attending nurture.**”

London school teacher, 2023

“I genuinely believe that if we hadn’t done this [the nurtureuk programme], at least two of my boys would be in prison right now, because that’s where they were at before this. They had their court dates set. I genuinely believe **nurture has changed the outcomes for those children.**”

Kent school teacher, 2023

A note from the Chair, Alan Leaman



Almost everyone has noticed the problems.

Increased absence from school, pupil anxiety reflected in difficult behaviour and rising exclusions are three of the most profound issues that education is grappling with today.

More and more people have also found a solution.

The Six Principles of Nurture, backed up by the high-quality products, training and services of nurtureuk, are deepening children’s attachment to school, improving their relationships with education professionals and sustaining their ability to flourish and to learn.

This annual report provides an account of the second year of nurtureuk’s current strategy. It was a year of consolidation and investment.

We made deliberate use of our funds to build on key areas of work. We also invested in our flagship product Boxall Profile® Online, upgrading its capabilities and improving its performance. We refreshed our brand and broke new ground in public affairs and policy work.

We also continued to recruit outstanding new members of staff to develop the organisation and our impact. Our wonderful CEO Arti Sharma leads a growing and highly professional team.

We now have a platform for further growth and rising influence, reaching more schools and increasing our visibility.

As a board, we know that this is a critical moment for education and for nurtureuk. We see each day the benefits of nurture in the lived experience of children and their teachers. We also hear from parents and carers about the benefits for them and their families.

At a time of conflict and concern in the world, a nurturing approach is proving to be more valuable than ever. This is no soft option; it is based on clear evidence and experience.

I am very grateful to all those teachers, school and local authority leaders, fellow trustees and nurtureuk staff who are making nurture a reality today.

A message from CEO, Arti Sharma

Although the pandemic seems like a lifetime ago, we are still seeing the ripples of its impact reverberating across our schools, children and young people, as well as families and the wider communities.

The years 2022–2023 were characterised by the continued mental health and anxiety crisis of children and young people resulting in rising absenteeism and escalating exclusions, and schools dealing with a tidal wave of teachers leaving the profession.

It became clear that we needed nurture in our education system more than ever. We know that nurture is making a difference in thousands of schools across the country, successfully addressing some of these challenges. Nurture has been proven to improve behaviour, attendance and attainment, and reduce exclusions, but also has a positive knock on effect on school staff too.

I was delighted to see this in action in the many schools I visited across the country. It was evident how transformational the nurture approach had been to pupils, staff and parents. In these schools I saw a marked difference in pupils' sense of achievement and behaviour and in community cohesion. I also heard the phrase "We haven't had to recruit as staff are nurtured too" on a regular basis.

It is because of the challenges facing our education system that we will never stop championing

making #nurturethenorm. The quality of our nurture training remains at the forefront of our work, and this year we were pleased to receive CPD accreditation for the Theory and Practice of Boxall Profile® course. Our Theory and Practice of Nurture Groups training also continues to be accredited by SQA, and we remain a Department for Education (DfE) approved provider for Senior Mental Health Leads training.

Through further investment in the Boxall Profile® Online, we were able to enhance the teacher experience with an array of new developments and features they had directly asked for (see page 10). We also launched new and revised publications to meet the needs of school staff in the current climate.

Seeing the impact of our Nurturing Kent Programme, now in its second year of delivery, has been delightful! The fully funded programme was commissioned by Kent County Council to support mainstream primary and secondary schools to develop whole-school nurturing strategies. One school shared that "The year groups that have accessed nurture have shown a better ability to access and participate in class, improvement in social skills and confidence, and a decrease in challenging behaviour seen." There are many more positive experiences shared by schools on page 14.

Although we are reporting a deficit for the first time in two years, this was a planned approach as we made numerous investments across the charity including the Boxall Profile® Online, training,

systems and processes, membership, staffing, and our much-needed public affairs and policy work (see page 12).

The second year of our five-year strategy has seen us reach many positive milestones. We are particularly pleased with the new partnerships, political stakeholders, schools and individuals we have met over the last year who have supported our endeavours to see the change we all want to see across our education system.

An inclusive education system is a vital part of a successful society that allows children and young people to truly flourish

and ultimately results in better outcomes for us all.

We believe that nurture is the way to create that system.

Thank you to all our staff, trustees, members and supporters for another strong year for nurturing education and nurtureuk.

I look forward to working with you all to make #nurturethenorm over the next year and see change we all want to see.

Our mission and vision



Our vision is a world where:

Child development isn't limited by lack of nurture in education

Adults working with and caring for children and young people (CYP) are supported and equipped with evidence-based tools to help them flourish and learn

Our mission:

nurtureuk is dedicated to improving the life chances of children and young people by promoting nurture across the whole education system and beyond.

We are proud of being a charity and driven by social purpose

Children's and young people's development is at the heart of everything we do

We want to amplify the benefits of nurture for Children and Young People within and beyond the classroom

We are evidence-based and practice-led guided by The Six Principles of Nurture

Why is nurture needed?

For many children and young people across the UK, the reality of school is a daily struggle to cope. They are dealing with social, emotional and mental health (SEMH) difficulties like never before; in many cases exacerbated by the Covid-19 pandemic and its lasting impact.

Pupils facing SEMH challenges can be withdrawn and isolated, or they may display hugely challenging and disruptive behaviour that significantly affects those around them. They may avoid school altogether. During the last academic year, over **22% of pupils in England were classed as 'persistently absent'**. That's tens of thousands of children who were regularly missing school, putting them at increased risk of violence and exploitation.

All children need nurture – an approach to learning that prioritises relationships and wellbeing.

What is nurture?

Nurture is a tried and tested way of helping children develop vital social skills, confidence and self-esteem – ensuring they are ready to learn. It is rooted in Attachment Theory and neuroscience, and supports children to build connections and resilience. It is a highly effective and proven way of sustaining improved behaviour and increased attendance in schools, leading to better attainment and fewer exclusions.

“A nurturing approach will help our children better regulate their emotions, allowing them to be in a position to be ready to learn, rather than in fight or flight.”

Primary School from the Nurturing Kent Programme Cohort 2

The nurture story began in 1969, when educational psychologist Marjorie Boxall first developed the concept of the nurture group. Large numbers of young children were entering primary school in inner London with severe emotional, behavioural and social difficulties, which led to unmanageable rates of referral for placement in special schools or for child guidance treatment.

Boxall understood that the difficulties presented by most of these children were a result of impoverished early nurturing, meaning they were not able to make trusting relationships with adults or to respond appropriately to other children.

The remedy was to place them in nurture groups – classes of six to 12 children with a teacher and an assistant, whose brief was to engage with the children at the developmental stage they had reached and to support them in meeting learning goals step by step. As the children felt accepted and valued, their confidence grew and they began to learn, with 80% returning to their base class full-time.

Following the success of Marjorie Boxall's pilot, the nurture movement grew steadily over the following decades and gained wider recognition.

At nurtureuk, we have spent over 50 years building our evidence-based approach and we are proud of our strong reputation for supporting schools to deliver expert nurturing practice. We

have developed a range of interventions and support to help children and young people be the very best they can be. Everything we do is guided by the Six Principles of Nurture.

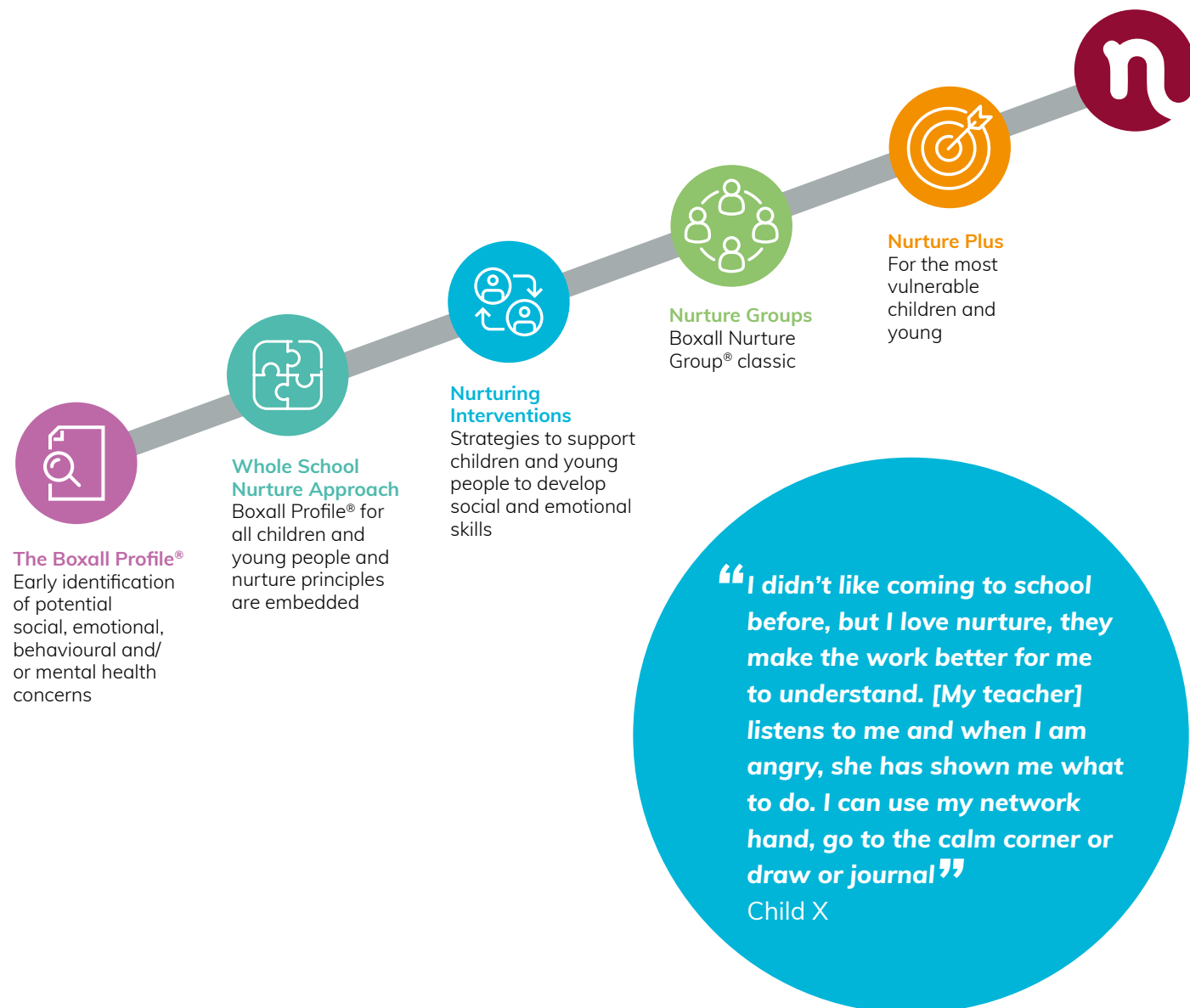
The Six Principles of Nurture



Our Graduated Approach to Nurture

Our graduated approach to nurture ensures that **every child** has the opportunity to flourish, by having access to the support they need, when they need it. Whether they enter the education system with early childhood trauma, or suffer adverse experiences during their time at school, we work to measure and support the social, emotional and mental health of all children, so that no child falls through the cracks.

The graduated approach begins with using the Boxall Profile® to identify early indications of any social, emotional, behavioural and/or mental health concerns amongst the children and young people. The whole-school nurture approach is then applied, with nurturing intervention strategies put in place to help children and young people develop social and emotional skills. The final stage of the graduated approach is the implementation of Boxall Nurture Groups® for the most vulnerable children and young people.



The year at a glance:

211,000
pupils
reached

2,650
practitioners
supported

385
training
sessions
delivered

3,800
schools
engaged

Boxall Profile® Online

We estimate that over 142,000 children and young people were impacted by the Boxall Profile® Online from November 2022 to October 2023, with around 2,300 schools subscribing to the product.

“Boxall has now helped us to assess need for a wider cohort rather than just specific SEN children. Group analysis has helped us to identify common strands of need and we have been able to adapt the provision approach to meet this need.”
Primary School from the Nurturing Kent Programme Cohort 5



Developing the Boxall Profile® Online

Q&A with Joanne Davies, Senior Digital Product Manager

The Boxall Profile® Online supports educators to assess the social, emotional and mental development of children and young people. The tool provides practical strategies to help improve behaviour that results from hidden or unmet social, emotional, and mental health (SEMH) needs, so that pupils can fully engage with their learning.

Jo joined nurtureuk in November 2022 to manage the Boxall Profile® Online. As an advocate for the nurturing approach in schools, she is passionate about the real difference it can make to the lives of children and young people across the country, and beyond!

What were the main updates you made to the Boxall Profile® Online?

When I started at nurtureuk, one of my first tasks was to review the assessment tool, understand the user experience, and identify what development was required. After conducting user group sessions and a thorough audit of the tool, we then set about a series of improvements including:

- New branding and website
- New product layout making it easier to navigate and access pupil data
- New and improved functionality including class, school and group views; searching, filtering and sorting of pupil data; end of year migration; exporting data and reporting.

How do you ensure the voice of educators remains at the forefront of any Boxall Profile® Online development?

One of the most important parts of a product manager's role is to understand the user and their experience of using a product. At nurtureuk we do this by conducting termly user group sessions, using surveys and online tools to analyse user behaviour and collecting feedback received directly from users via the tool.

Once we have the user insights we review the data, identify trends and then prioritise and plan development. We have a development roadmap and all proposed development has the user and the children and young people they look after in mind.

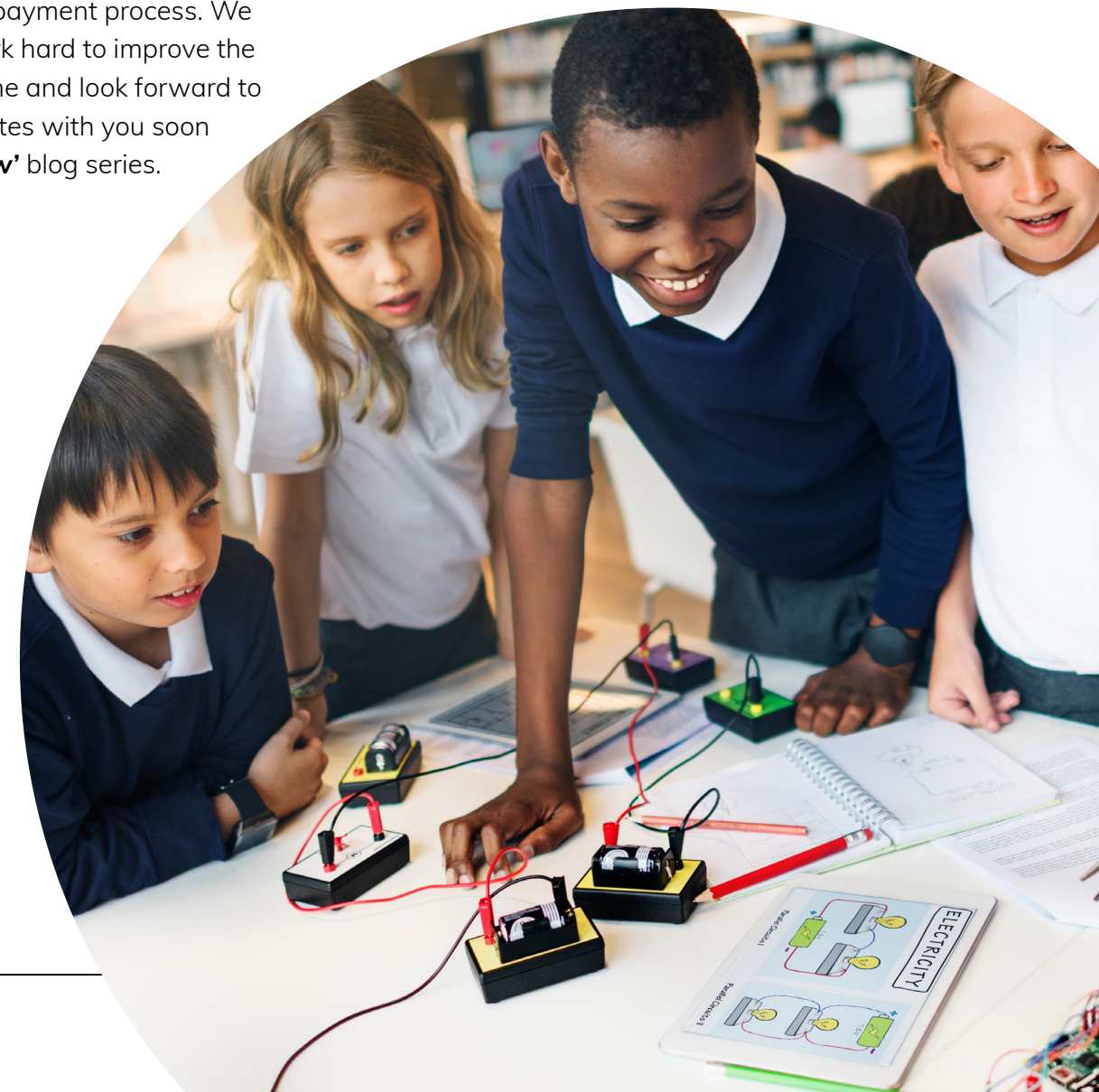


“It has helped us to identify that a specific cohort had big gaps in social skills etc as they missed exposures to others/social skills during covid, it has allowed us to teach these skills to the children and given us strategies/resources to use to help with this.”

Primary School from the Nurturing Kent Programme Cohort 3

What does the future look like for the Boxall Profile® Online?

The future is bright for the Boxall Profile® Online! In the Autumn Term of 2023 we will be launching several new updates and improving the payment process. We will continue to work hard to improve the Boxall Profile® Online and look forward to sharing those updates with you soon on our 'What's New' blog series.



Raising our voice

This year we embarked on a new area of investment for nurtureuk – public affairs and policy work. We are determined to use our voice to create positive change for children and young people. While still in the early stages of this work, we are gaining momentum and policy makers are showing increased interest in our work. This year we met with MPs, attended round table discussions, met with Ofsted, and took DfE and key stakeholders to our schools to showcase the benefits of nurture in action. Here are just some of the highlights.

“We were bowled over by how calm and happy pupils were, and how much they genuinely enjoyed learning.”
Arti Sharma, CEO nurtureuk

Demonstrating nurture for the Department for Education

We were delighted to take staff from the Department for Education (DfE) to visit Van Gogh Primary School in Stockwell, to see nurture in action. The school was part of our Nurturing London VRU programme which concluded in the summer of 2022.

When we arrived at Van Gogh, the impact of nurture was immediately evident. Headteacher Nadine put the huge improvement in pupils' social, emotional and mental health down to the nurturing journey the school has been on. As part of the Nurturing London VRU programme, Van Gogh used the Boxall Profile® to identify children's needs, and embedded nurture throughout the school culture through our National Nurturing Schools Programme. Staff also ran nurture groups for children with a high level of need.

She shared some impressive data on improvements in behaviour and attendance, and told powerful stories about the achievements of children who had suffered traumas including domestic violence, bereavement and separation from their loved ones. But the children, and the positive energy they exuded, showed us the results for themselves.

Meg Hillier MP visits Daubeney Primary School in Hackney to open their new nurture group.



Anneleise Dodds MP visits St Frideswide Church of England School in Oxford to present their National Nurturing Schools Award.



Nurturing Kent Programme

The Nurturing Kent Programme is a fully-funded programme commissioned by Kent County Council that supports mainstream primary and secondary schools to develop whole-school nurturing strategies.

We are delighted that the programme, now in its second year of delivery, has reached 99% of the sign up target of 300 schools.

Once enrolled onto the programme, each school gains access to the Theory and Practice of the Boxall Profile®, the National Nurturing Schools Programme, and the Theory and Practice of Nurture Groups courses. They receive a two-year subscription to the Boxall Profile® Online, 400 credits that can be exchanged for consultancy support, further training or publications, and access to networking events.

97% stated that the Boxall Profile® has helped them to identify and respond to the needs of their children and young people within their setting.

77% agreed or strongly agreed that through completing the programme, their school has become more inclusive in its practices.

83% agreed or strongly agreed that they had seen an improvement in the engagement and learning of children and young people with SEND needs in their setting.

85% agreed or strongly agreed that they have seen a positive impact on SEMH and wellbeing across the whole school.

79% agreed or strongly agreed that they had seen an improvement in the engagement and learning of children and young people with SEND needs in their setting.

63% agreed or strongly agreed that the approach has reduced relationship difficulties within their school.

An independent research report on the programme from Kingston University found that school staff “recognised [the programme’s] potential to improve the social and emotional wellbeing of children and young people with SEND, especially those with SEMH needs.” Of the schools

included in the research report, 86% said they had observed positive changes in pupils following the programme, including “improved settling-in periods, increased student calmness, enhanced expressiveness, and greater emotional awareness.”

“A child who has experienced trauma and had no school experience is now in school full time, by following a nurturing approach. He began on an hour a day. He is engaging with his class and his social and emotional skills have developed well. He has built strong relationships with adults.”

Primary School in Cohort 3

“Students who are SEMH and in our nurture provision have developed their social skills, communication and have far less melt downs than they had previously.”

Secondary School in Cohort 5

“Children are more confident to seek help from adults as they know they will get a consistent response no matter who they talk to. There is planned provision in school now to support the emotional needs of the pupils so we are more confident in how to respond to things as they pop up. Attendance for many of our pupils has increased but especially for those with school anxiety.”

Primary School in Cohort 1

“There have been less suspensions and the amount of behaviour incidents has reduced. I feel this is partly down to the staff being more curious about the function of the behaviour and ‘filling the child’s cup’ if they are connection seeking.”

Primary School in Cohort 1

Inclusive and Nurturing Schools Programme

In 2022, nurtureuk were commissioned along with charity partners Tender to deliver the London Violence Reduction Unit's Inclusive and Nurturing Schools (INS) Programme. The transformational new programme aims to keep children safe, supported, and thriving in school, tackle exclusions, and ensure children and young people have healthy relationship behaviours and attitudes.

The programme, which consists of two delivery strands, is being rolled out across 70 schools in seven London Boroughs: Barking and Dagenham, Enfield, Croydon, Greenwich, Hackney, Hammersmith and Fulham and Islington. These boroughs have been selected based on rates of suspension, absence, persistent absenteeism and pupils with special educational needs (SEN) support, as well as wider measures such as rates of Children in Need and domestic abuse incidents. Nurtureuk are leading on the inclusion strand, whilst Tender, who specialise in the prevention of gender-based violence and the promotion of healthy relationships, are leading the healthy relationships strand.

The inclusion strand aims to reduce persistent absence and school exclusions by taking a whole-school approach to improving children's mental health and emotional wellbeing. Schools taking part in this strand will receive training on a range of subjects including the Boxall Profile® Online, as well as access to

resources, activities and enrichment days to support training or to use with young people in the classroom. There will also be expert-led networking opportunities, and bespoke consultancy made available to meet the needs of each individual school.

During the programme's first year, all onboarded schools began their training through the inclusion strand. Feedback from the interim survey demonstrates the positive impact already being made:

"It has given us the starting point to drive forward with plans to make nurturing approaches more widespread rather than a separate provision."

"We are able to better support our vulnerable children."

"It has given our school a concrete foundation to begin addressing the needs of our students. It has made us begin to evaluate what we do well with regards to nurture as well as highlighting what still needs to be done."

"A new perspective on how to approach managing student behaviour."

"All schools in the borough should buy into this programme."



Lib Peck visits INS Programme school

To see first-hand the impact nurture has on the lives of children, Director of London's Violence Reduction Unit (VRU) Lib Peck visited Norbury Manor School in Croydon. The school began their journey with nurtureuk in 2020 through the Nurturing London Programme, and recently joined the INS Programme to build on the fantastic work they had started. Lib was joined by film crews from the BBC and ITV to promote a recent funding announcement, and shared with journalists the importance of early intervention to help reduce exclusions.

Headteacher Sonia Potter also highlighted the impact nurture has had on her staff and pupils: "I haven't had to exclude any children because they are learning there are other ways of dealing

with their emotions... We can't expect children to learn all these different things we're asking them to learn, and catch up after a huge pandemic, and deal with bereavements that a lot of children have dealt with, if we haven't given them the toolkits to deal with their emotions, which is why nurtureuk's resources and the support they've given my staff has meant so much to us and made such a huge impact."





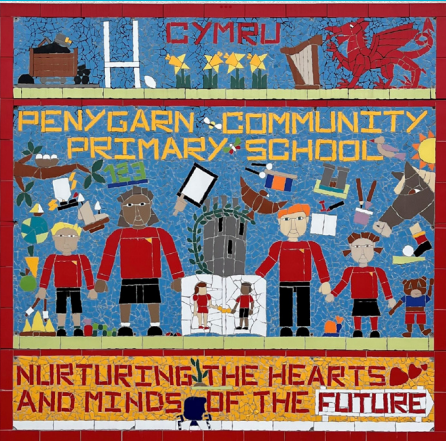
National Nurturing
School Award
2023

Becoming a National Nurturing School

Interview with Clare Williams from Penygarn Community Primary School in Wales

Why did you decide to become a more nurturing school?

Our children do not come from a place of safety and security, and we needed to be their safe place in order for them to be able to learn. When we heard about the National Nurturing Schools Award, it was a way of consolidating and embedding our practice into an approach that fits and works for everyone. It was a lightbulb moment of “we’re already doing a lot of this to help our community and our children, now we can formalise it”. Our school has to have a nurturing approach first and foremost, and at the heart of everything we do. Our children will not and cannot learn if we do not look to their emotional wellbeing first, and what they are showing us, or trying to tell us via their behaviour.



How have you applied the Six Principles of Nurture to your setting?

We are all Emotionally Available Adults for our learners. The adult is our most important and most valuable and effective resource at our disposal. We need to be the safety and security for our learners, and our learning environments support us to do this through consistency.

We build everything around relationships. Relationships with the children, with the families, and with each other as staff. We are very positive, nurturing, warm and we know each child and family individually, and know what they need from us and how we can support them to grow.

We know behaviour is always telling us something. Staff are very skilled at being able to discreetly “catch them before they fall”. We are proactive and adaptable to whatever arises, and we move adult resources to where the need is highest. We ensure the emotional wellbeing of all learners is paramount in all that we do.

How has the nurturing approach positively impacted an individual or cohort of pupils?

We had to set up a nurture class for a group of Y6 pupils really struggling to access mainstream. Our nurture staff worked with them daily, focusing on their social skills and emotional and mental health. They undertook projects like gardening, and had special sessions with therapy dogs and our play therapist. Each week the extreme and difficult behaviours decreased, and the children’s self-esteem, and positive relationships with peers, staff and parents increased.

By the end of the year, one of these pupils was acting as a helper on a daily basis in nursery and was the most wonderful help to the staff, and a fantastic role model to the children. He was thoroughly engaged and the children absolutely adored him.

Exclusions for the other pupils had greatly decreased, and the modified days had also increased to full time for most of them.

How has becoming a nurturing school impacted your relationship with parents and your community work?

We have the word Community in our school title, yet it is only since becoming a nurturing school that we feel we are properly a Community school. We give back to the community, and they come to us more. We use the school as more of

“Each week the extreme and difficult behaviours decreased, and the children’s self-esteem, and positive relationships with peers, staff and parents increased.”

a centrepiece in the community now as opposed to it just being a place children go to school. We have a food and uniform bank, and parents and families know they can come to us for support - they want and need the help we are offering. The relationships between the school and the families are much improved, and they know they can speak to any member of staff and they will be met with warmth and support, and no judgement.

What advice would you give to other schools looking to embed a whole-school approach to nurture?

Your staff need to be on board. Our staff are intrinsically nurturing, warm, flexible and adaptable as they have to be to work in a school like ours that has such a high level of need. Get the staff to understand why it is needed, and the benefits, and it will all fall into place.

Investing in nurturing education

By 2026 our goal is to see:

- Every child's education and development embracing nurture
- The Boxall Profile® integrated into every school's nurturing activities
- The UK governments adopt nurture for all children

We want to ensure that schools across the UK understand the theory and practice of nurture, and the benefits of nurture accreditation from nurtureuk. This includes our aim to work with Ofsted to endorse schools who implement the whole-school approach to nurture.

We are committed to making the Boxall Profile® the national standard tool to assess the social, emotional, and behavioural needs of pupils, and for schools to receive funding from their local authorities to implement its use school-wide.

We want nurture to be included as part of teacher training and CPD, and we are campaigning for nurture to be

recognised in regulatory frameworks and guidance as crucial to address behaviour, attendance and exclusions. We also aim to unlock funding for schools who implement the whole-school approach to nurture.

In order to achieve these goals, we will be focusing on four key areas for the next year:

- Our impact and evidence
- Our quality and community
- Our profile and influence
- Our service and delivery

In order to understand our impact and reach within the nurture community, we will continue to improve our data collection and digital platforms, including our website, CRM system, and the Boxall Profile® Online.

We will be using targeted communications and increased stakeholder engagement to widen the understanding and influence of nurture in education, whilst also creating an influential nurture community through our customer service and support. We will continue to maintain and develop our high quality suite of products and services for existing nurture audiences.

“Children feel happier at school... they use the emotional understanding that they have developed from nurture interventions and nurturing classroom practice. We have less children refusing to come into school and where there are difficulties, school works alongside parents and teachers to promote a positive connection.”
Kent school teacher, 2023



Through our strategic goals, we want to:

- Provide the leading training, publications, resources and consultancy on nurture in education to the education community.
- Be at the forefront of sharing and promoting research and evidence on the best practice of nurture in education.
- Be the advocate and lead campaigner on behalf of our members for nurture in education.
- Provide a forum for our members to debate and investigate nurture in education.
- Support all practitioners through networks and information exchange opportunities to further champion nurture in education.

Looking to the future

As we look to the year ahead, we will continue working to **make nurture the norm**.

Our members can look forward to new events, resources and networking opportunities to support them with the challenges they face in their setting. We have new publications and products in the pipeline including the Boxall Profile® Handbook, which will be available on Kindle for the first time.

We will continue to develop the Boxall Profile® Online, with updates including a

new data import function, archiving pupil data feature, and additional subscription elements being launched in the next academic year. In addition, we'll be introducing a 30-day free trial to help schools experience the product before purchasing.

We also have exciting plans to build on our policy and public affairs work; kicking off with a workshop at the Labour Party Conference in October focusing on attendance.



Financial summary

In 2022–23, we embarked on the second year of our five-year plan and, despite the challenging economic climate and school market, we committed to making some considerable investments across the charity to support the next stage of the plan. This resulted in an in-year deficit of £101,389 (2022 – surplus of £207,531) and a closing year-end reserves position of £826,623 (2022 – £928,012).

We saw nurtureuk finish the year with total income of £1,830,449 (2022 – £1,833,179). Our income has mainly been static over the last year but we saw an increase of expenditure as a result of the increase in staff costs and designated projects needed to meet our strategic and charitable goals. Total expenditure

for the year increased to £1,931,838 (2022 – £1,625,648) and £200,753 (2022 – £39,765) of this spend was investment in the designated projects described in Note 17 in the financial statements, which accounts for much of the increase.

The year-end balance sheet includes trade debtors of £563,602 (2022 – £748,866) comprising a large volume of small balances. During the year and since the year-end, the nurtureuk team have reviewed and improved invoicing and customer payment systems and controls. During the year 2023/2024, nurtureuk has significantly reduced the aged debtor position as a result of the above interventions. We will share the final position in our next year end accounts.

Reserves Policy

Nurtureuk holds all its reserves as unrestricted funds; split between designated funds and general funds (free reserves). It is the policy of the charity that free reserves should be maintained at a level equivalent to between three and six months' routine expenditure. Above the maximum general reserves level, reserves have been designated for specific purposes to ensure the charity is not holding high cash balances that could instead be enhancing our impact on beneficiaries.

In light of the planned in-year deficit our reserves decreased from £928,012 to £826,263, of which £173,138 is designated funds and £653,485 is general funds. This general funds balance remains within the range of our target

reserves of £430,000 to £860,000 as outlined above.

Using the designated reserves, the charity has continued with investments in priority areas that include enhancing our products to support adults working with children and young people, digital and content development for Boxall Profile® Online, improvements to digital infrastructure and processes, and implementing phase 2 of the public affairs strategy. We also ensured we were investing in our staff by introducing a new staff training and development plan. As the charity moves into the REACH phase of its strategy we will utilise any available free reserves above our target threshold to invest back into key projects that enable us to deliver on our mission.



Additional information

Risk management

Trustees fully recognise their responsibility for the management of risk and determine this duty at two levels, the Finance, Audit and Risk (FAR) Committee, and at Board level. The FAR Committee is charged with identifying, assessing and minimising the major risks (based on likelihood of occurrence and potential impact) to which the charity is exposed.

The FAR Committee regularly reviews and assesses the impact of external market conditions (education/schools), wider economy, as well as staffing and operational, governance, regulatory and compliance risks that may impact on charities' ability to deliver against its strategic and charitable goals. The charity closely monitors budget and forecasts and reviews business plans and activities to ensure contingencies are in place to manage a fall in demand.

The charity is a member of various charity membership organisations to ensure it keeps abreast of latest developments for charity compliance and good governance.

This group consists of a minimum of two trustees and the Chief Executive. The risk policy is also reviewed by this group annually. In line with the existing Risk Policy, the FAR Committee reviewed the full Risk Register at each meeting with a discussion held on each risk and evaluation of the existing risk score. Timeframes for mitigating actions are discussed and recorded to provide a residual risk score. Through this process new and emerging risks are also considered for addition to the risk register.

At each board meeting the highest scoring risks are discussed (amber and red), alongside the mitigations, providing risk management and reporting at the highest governance level. This promotes transparency and accountability for mitigating actions, and all trustees are invited to add and discuss new and emerging risks during the meeting, or at any point in the year directly with the Chief Executive.

The board considers the system of internal controls that govern its finances and operations to be well established and provide reasonable assurance against any major risks.

Risk	Mitigations
Inappropriate/unauthorised use of nurtureuk's brand or name, contacts and IP could hamper nurtureuk's ability to promote its services, or see its policy positions and campaigns compromised.	● We conduct regular horizon scanning to ensure we are up to date with where and how our brand is used. ● Updated contracts for employees and associates highlighting IP and nurtureuk ownership of business data and contacts. ● We will be reviewing the IP for Boxall Profile® Online and Nurture Group training to ensure further protection
Unfavourable economic environment and unfunded pay increases result in overstretched school budgets, leading to falling demand for services from schools	● We ensure close monitoring of financial performance and demand and review budget and forecasts if demand falls sharply ● We engage in focused marketing campaigns backed by evidence to drive interest and engagement of products and services
Failure to meet financial targets for the year – Year-end potential deficit results in drain on reserves. Failure to diversify income streams.	● We have a robust business plan now in phase 3 and are able to monitor financial performance on a daily basis
Unexpected loss of income due to external factors beyond nurtureuk control – financial downturn, austerity measures etc: lack of funds to achieve strategic objectives or specific projects.	● Monthly budget planning with SLT and quarterly with FAR Committee ● Monitoring of real-time financial information and management accounts. ● Close monthly review and planning of OKRs. ● Updating of forecasts at least quarterly
Sharply increasing costs and reduced margins due to inflation in wider economy	● Majority of cost base fixed annually (staff pay and contractor pay rates, long-term contracts), while other costs to run programmes and standard products designed to be not as susceptible to inflation. ● Margins across our product portfolio is healthy,
Staff wellbeing and capacity. Risk of illness, stress and demotivation impact on day to day delivery of the charity's mission	● Regular check-ins by managers, monitoring of workload & morale. ● Create opportunities for informal connection. ● Ensure staff have ergonomic equipment they need. ● Ensure policies re sick pay and isolating are clear. Budget to ensure have sufficient staffing for work.
Lack of skills and capability in-house to achieve strategic plans and reach goals	● Revised competency framework and targeted training for staff ● Regular review of outsourced services to assess balance of in-house and outsourced provision

Structure, governance and management

Structure: The Nurture Group Network Limited (also known as nurtureuk) is a registered charity and a company limited by guarantee, governed by its Memorandum and Articles of Association, updated in 2016.

The Board of Trustees are the directors of the company for the purposes of the Companies Act 2006. The trustees set the strategy, policy and financial framework for the charity, have the responsibility for its overall direction and control, and ensuring it acts in the best interests of its beneficiaries. Authority for the day-to-day management of operations is delegated to the Chief Executive Officer.

The Board of Trustees meets as a body four times a year. There are three standing subcommittees of the Board:

- Remuneration Committee
- Finance, Audit & Risk (FAR)
- Research, Evidence & Ethics (replaced by Research and Policy Committee in 2023)

These committees facilitate the overall governance of the organisation by both allowing trustees to better use their skills and experience in more targeted ways, as well as allowing more time at meetings of the full Board to discuss the overall strategy and direction of the charity.

We welcome the inclusion of volunteers (other than trustees) to add their expertise to the committees and are actively seeking volunteers for these roles which we feel could bring a wealth of knowledge and experience to the committee structure.

Governance and management: Under the requirements of the Memorandum and Articles of Association, trustees are elected initially for a three-year term and can be re-elected for up to two further periods of three years by the board, with ratification at the next Annual General Meeting following re-election. As such, nine years is the maximum a trustee can serve on the board.

Trustees are required to register their interests with the Chief Executive Officer. Any new interest and interests relevant to agenda items must be declared at the start of every board meeting. An annual declaration of interests is completed in order to keep the register up to date.

Fundraising Activities

As reflected in the Statement of Financial Activities and in Note 1 to the financial statements, nurtureuk income is almost wholly trading in nature via local authority contracts and direct to school sales, and as a result the organisation is not reliant on fundraising income. No proactive fundraising was undertaken during the year and we do not contract with any third parties to fundraise on our behalf.

Trustee Recruitment and Training

New trustees are recruited and co-opted by the existing trustees, in accordance

with the governing documents. Trustee vacancies are advertised externally, including directly to members, with the desired areas of expertise explicitly stated. Applications are reviewed and interviews are conducted by a panel of board members along with the CEO, the make-up of which is dependent upon the expertise being sought.

An induction programme has been implemented, alongside a trustee handbook. New trustees are given a 'buddy' in the first few months to assist with integrating into the board and the organisation. Relevant papers and guidance are provided in order that trustees are able to fulfil their duties. As part of the induction programme, newly appointed trustees are encouraged to meet staff, and wherever possible, visit a nurture group in their area to gain an in-depth appreciation of the work that the charity supports and promotes.

Training opportunities are circulated to all board members, who are encouraged to attend any relevant courses as appropriate. A budget is provided for this purpose within the annual budget setting process. Nurtureuk is a member of CFG and NCVO and utilises both organisation's resources and networks to maintain current sector finance and governance knowledge.

Key Management Personnel

The key management personnel are the trustees, who are not paid for their work, the CEO, the Director of Operations and Head of Marketing and Communications. The trustees delegate responsibility for the day to day running of the charity to the CEO.

Remuneration policy

The annual pay review of the CEO is performed by the Remuneration Committee, comprising a minimum of the Chair of Trustees, Treasurer and Secretary. Other trustees may be invited by the Chair to attend, as required. The committee review the annual appraisal of the CEO, which is performed by the Chair. Nurtureuk remuneration policy states that "we aim to pay competitively in order to attract and retain high quality employees. The reward package for the Chief Executive is regularly benchmarked against other comparable organisations, aims to reflect the knowledge skills, responsibility and competencies and is based upon affordability, performance and other internal and external factors". The policy also contains a pay ratio cap for the CEO of five times the lowest paid FTE salary. The annual appraisals and salary review for the rest of the staff is carried out by the CEO and line managers, and any pay increase awarded must be approved by the board.

Public benefit

The trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in setting the aims and objectives of the charity and its future plans. Nurtureuk is fully committed to providing public benefit across its full range of research data, in

developing quality publications, providing quality training and in seeking to influence education policy.

The Quality Mark Award for schools endorsing effective practice in nurture groups is widely sought. It is operated at a deficit, funded by surpluses in other activities, but made worthwhile by helping to set, encourage and maintain quality standards within establishments with nurture groups. Publications such as our International Journal of Nurture in Education, newsletters and leaflets are freely available to read online.

Nurture groups have been in operation for over 50 years, with numerous evaluations evidencing their success. Pupils, parents, teachers and support assistants refer to nurture groups as an effective intervention strategy. Several government papers and reports have endorsed nurture group provision, including the Mental Health and Behaviour in Schools Report in 2014 and Estyn's Attendance in Secondary Schools report, also published in 2014. In addition, Queen's University Belfast in a study funded by the Department for Education for Northern Ireland in 2016 found nurture groups highly successful in improving outcomes for children and as having the potential to result in significant savings to the education system and even greater to society.

Thanks

Nurtureuk has enjoyed another important year of growth in pursuing its objectives and the trustees wish to express their thanks to the staff and nurture consultants for their continued hard work and commitment. The trustees also wish to extend their gratitude to all our members and supporters for their continued loyalty to nurtureuk.

Auditors

Auditors Sayer Vincent LLP were appointed in December 2022. They were deemed to be appointable in accordance with section 487(2) of the Companies Act 2006.

Statement of Trustees Responsibilities

The trustees (who are also directors of The Nurture Group Network Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with the Companies Act 2006 and United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and applicable law (UK 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 the affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. Under Company Law the trustees must not approve the financial statements unless they are satisfied that the requirement is met. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- 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 disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, Charities and Trustee Investment (Scotland) Act 2005 and Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. This report and financial statements have been prepared in accordance with the special provisions available to small companies under Part 15 of the Companies Act 2006. The Trustees Annual Report was approved by the trustees and signed on their behalf.

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime with part 15 of the Companies Act 2006. The financial statements were approved by the trustees and authorised for issue on: 14 June 2024

.....
Alan Leaman
Chair

.....
Claire Hersey
Treasurer

The Nuture Group Network Limited Company registration number 05562426

Annual accounts

The Nurture Group Network Limited

Statement of Financial Activities (incorporating an income and expenditure account)

For the year ended 30 September 2023

	Note	2023 Total £	2022 Total £
Income from:			
Donations and legacies	2	29,054	40,720
Charitable activities			
Nurture Delivery	3	1,801,395	1,792,459
Total income		1,830,449	1,833,179
Expenditure on:			
Raising funds	4	282,053	259,947
Charitable activities			
Nurture Delivery	4	1,388,134	1,090,921
Policy and public affairs	4	158,603	65,620
Research	4	12,011	15,700
Impact	4	40,170	20,888
Other	4	50,867	172,572
Total expenditure		1,931,838	1,625,648
Net (expenditure) / income for the year	5	(101,389)	207,531
Net movement in funds		(101,389)	207,531
Reconciliation of funds:			
Total funds brought forward		928,012	720,481
Total funds carried forward		826,623	928,012

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. All income in the current and previous years is unrestricted. Movements in funds are disclosed in Note 17.

The Nurture Group Network Limited: Balance Sheet

As at 30 September 2023

	Note	£	2023 £	2022 £
Intangible assets	10		3,299	20,535
Tangible assets	11		<u>4,581</u>	<u>4,122</u>
			7,880	24,657
Current assets:				
Stock		20,604		22,221
Debtors	12	563,602		803,781
Cash at bank and in hand		733,987		689,669
		<u>1,318,193</u>	<u>1,515,671</u>	
Liabilities:				
Creditors: amounts falling due within one year	13	<u>(499,450)</u>	<u>(589,291)</u>	
Net current assets			<u>818,743</u>	<u>926,380</u>
Total assets less current liabilities			826,623	951,037
Creditors: amounts falling due after one year	15		-	(23,025)
Total net assets			<u>826,623</u>	<u>928,012</u>
The funds of the charity:				
16				
Unrestricted income funds:				
Designated funds		173,138		262,795
General funds		653,485		665,217
Total unrestricted funds		<u></u>	<u>826,623</u>	<u>928,012</u>
Total charity funds			<u>826,623</u>	<u>928,012</u>

Approved by the trustees on 14 June 2024 and signed on their behalf by

.....
Alan Leaman
Chair

.....
Claire Hersey
Treasurer

The Nurture Group Network Limited Company registration number 05562426

The Nurture Group Network Limited: Cash Flow Statement

For the year ended 30 September 2023

	2023		2022	
	£	£	£	£
Cash flows from operating activities				
Net (expenditure) / income for the reporting period (as per the statement of financial activities)	(101,389)		207,531	
Depreciation and amortisation charges	18,382		22,903	
Loan interest paid	2,422		4,056	
Loss on the disposal of fixed assets	-		12,185	
Decrease in stocks	1,618		14,321	
Decrease / (increase) in debtors	221,756		(247,198)	
(Decrease) in creditors	(68,409)		(48,498)	
Net cash provided by / (used in) operating activities		74,380		(34,700)
Cash flows from investing activities:				
Proceeds from the sale of tangible fixed assets	-		5,800	
Purchase of tangible fixed assets	(1,604)		(14,001)	
Purchase of intangible fixed assets	-		(1,103)	
Net cash (used in) investing activities		(1,604)		(9,304)
Cash flows from financing activities:				
Repayments of loans	(26,036)		(24,401)	
Interest paid	(2,422)		(4,056)	
Net cash (used in) financing activities		(28,458)		(28,457)
Change in cash and cash equivalents in the year		44,318		(72,461)
Cash and cash equivalents at the beginning of the year		689,669		762,130
Cash and cash equivalents at the end of the year		733,987		689,669

The Nurture Group Network Limited: Notes to the financial statements

For the year ended 30 September 2023

1 Accounting policies

a) Statutory information

The Nurture Group Network Limited is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address is Insight House, Riverside Business Park, Stansted Mountfitchet, CM24 8PL.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. Although the charity has made a deficit in 2022-23, this relates to planned investment, using designated reserves, in priority projects to grow and develop the charity in line with the current 5-year plan. The charity made a surplus of £99,364 on 'routine' operations, and the charity is budgeting a routine surplus for 2023-24; the first two quarters of the year have performed well. The charity holds significant cash balances and manages cashflow carefully, meaning it is able to pay its liabilities as and when they fall due, and operational and financial risks are monitored regularly by the senior management team so mitigating actions can be taken as appropriate.

Following due consideration of the trading performance and market conditions the trustees have concluded that there is a reasonable expectation that the charity has adequate reserves and cash flow to operate for the foreseeable future and, accordingly, the charity has continued to prepare its accounts as a going concern.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

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

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated 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 to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes. Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

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

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of the four main activities of the charity, namely nurture delivery, policy and public affairs, research, impact, and other charitable activities, undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

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

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the basis of an estimate of staff time.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Intangible fixed assets

Intangible fixed assets are recorded at cost less accumulated amortisation. Amortisation is calculated and charged to the SoFA using the straight line method. Intangible assets such as software will be reviewed periodically, so that any technological advancement which may give rise to impairment can be judged. Costs associated with maintenance of the software or website are recognised in the SoFA as costs are incurred.

Amortisation is calculated at the following rate:

IT/software: 25% straight line

m) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Fixtures and fittings
5 years

n) Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. In general, cost is determined on a first in first out basis and includes transport and handling costs. Provision is made where necessary for obsolete, slow moving and defective stocks. Donated items of stock, held for distribution or resale, are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

o) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

p) Cash at bank and in hand

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

q) Creditors and provisions

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

r) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

s) Pensions

From 1 February 2017 the charity implemented a new workplace pension scheme and continues to comply with all autoenrolment regulations.

2 Income from donations and legacies

	Unrestricted £	2023 Total £	Unrestricted £	2022 Total £
Membership subscriptions	24,506	24,506	27,546	27,546
Other donations	4,548	4,548	13,174	13,174
	<u>29,054</u>	<u>29,054</u>	<u>40,720</u>	<u>40,720</u>

3 Income from charitable activities

	Unrestricted £	2023 Total £	Unrestricted £	2022 Total £
Nurture Delivery	1,801,395	1,801,395	1,792,459	1,792,459
Total income from charitable activities	<u>1,801,395</u>	<u>1,801,395</u>	<u>1,792,459</u>	<u>1,792,459</u>

4a Analysis of expenditure (current year)

	Charitable activities									
	Raising funds £	Nurture Delivery £	Policy and public affairs	Research	Impact	Other charitable activities	Governance costs £	Support costs £	2023 Total £	2022 Total £
Staff costs (Note 6)	163,338	421,070	43,074	5,015	26,756	32,262	16,575	295,308	1,003,398	822,258
Other direct costs	24,526	503,515	62,566	2,985	-	1,619	-	-	595,211	448,150
Professional fees	-	-	-	-	-	-	9,750	119,401	129,151	90,513

Premises costs	-	-	-	-	-	-	553	11,208	11,761	28,527
IT costs	-	-	-	-	-	-	3,735	105,839	109,574	72,715
Other administrative costs	-	-	-	-	-	-	23,883	58,860	82,743	163,485
	187,864	924,585	105,640	8,000	26,756	33,881	54,496	590,616	1,931,838	1,625,648
Support costs	86,232	424,391	48,489	3,672	12,281	15,551	-	(590,616)	-	-
Governance costs	7,957	39,158	4,474	339	1,133	1,435	(54,496)		-	-
Total expenditure 2023	282,053	1,388,134	158,603	12,011	40,170	50,867	-	-	1,931,838	
Total expenditure 2022	259,947	1,090,921	65,620	15,700	20,888	172,572	-	-		1,625,648

4b Analysis of expenditure (prior year)

	Charitable activities						Governance costs £	Support costs £	2022 Total £
	Raising funds £	Nurture Delivery £	Policy and public affairs	Research	Impact	Other charitable activities			
Staff costs (Note 6)	108,836	345,904	23,279	6,961	12,804	89,869	12,230	222,375	822,258
Other direct costs	17,409	406,954	22,080	1,707	-	-	-	-	448,150
Professional fees	-	-	-	-	-	-	11,675	78,838	90,513
Premises costs	-	-	-	-	-	-	1,426	27,101	28,527
IT costs	-	-	-	-	-	-	2,018	70,697	72,715
Other administrative costs	-	-	-	-	-	-	11,733	151,752	163,485
	126,245	752,858	45,359	8,668	12,804	89,869	39,082	550,763	1,625,648
Support costs	124,843	315,664	18,919	6,566	7,548	77,223	-	(550,763)	-
Governance costs	8,859	22,399	1,342	466	536	5,480	(39,082)		-
Total expenditure 2022	259,947	1,090,921	65,620	15,700	20,888	172,572	-	-	1,625,648

5 Net (expenditure) / income for the year

This is stated after charging / (crediting):

	2023 £	2022 £
Depreciation and amortisation	18,382	22,903
Trustee expenses	4,695	4,113
Operating lease rentals payable:		
Property	5,220	26,224
Auditor's remuneration (excluding VAT):		
Current year audit	10,400	9,750
Under accrual in respect of previous year	-	1,925

6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	869,045	712,566
Social security costs	92,327	78,590
Employer's contribution to defined contribution pension schemes	42,026	29,533
Temporary and other staff costs	-	1,569
	1,003,398	822,258

One employee received employee benefits (excluding employer pension costs and employer's national insurance) during the year between £70,000 – £79,999 (2022: 1)

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £275,713 (2022: £197,324).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £4,695 (2022: £4,113) incurred by 8 (2022: 10) members relating to attendance at meetings of the trustees.

Trustees are encouraged to be members of NUK. During the year £nil membership fees were paid by trustees (2022: £nil).

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 24 (2022: 20.5).

Staff are split across the activities of the charity as follows (average monthly number of employees):

	2023 No.	2022 No.
Raising funds	3.0	2.5
Training and standards	9.5	7.0
Policy and public affairs	1.0	-
Support	8.5	7.5
Other charitable activities	2.0	3.5
	24.0	20.5

8 Related party transactions

There are no related party transactions to disclose for this financial year (2022: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

9 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10 Intangible fixed assets

	IT software £	Total £
Cost		
At the start of the year	84,430	84,430
Additions in year	-	-
Disposals in year	-	-
At the end of the year	84,430	84,430
Amortisation		
At the start of the year	63,895	63,895
Charge for the year	17,236	17,236
Eliminated on disposal	-	-
At the end of the year	81,131	81,131
Net book value		
At the end of the year	3,299	3,299
At the start of the year	20,535	20,535

11 Tangible fixed assets

	Fixtures and fittings £	Total £
Cost		
At the start of the year	5,838	5,838
Additions in year	1,605	1,605
Disposals in year	-	-
At the end of the year	7,443	7,443
Depreciation		
At the start of the year	1,716	1,716
Charge for the year	1,146	1,146
Eliminated on disposal	-	-
At the end of the year	2,862	2,862
Net book value		
At the end of the year	4,581	4,581
At the start of the year	4,122	4,122

All of the above assets are used for charitable purposes.

12 Debtors

	2023 £	2022 £
Trade debtors	540,957	748,866
Prepayments	22,645	54,915
	563,602	803,781

13 Creditors: amounts falling due within one year

	2023 £	2022 £
Loans payable	23,025	26,034
Trade creditors	40,446	62,277
Other creditors	44,136	63,203
Accruals	22,969	44,967
Deferred income (note 14)	368,874	392,810
	499,450	589,291

Loans payable includes £23,025 (2022: £26,034) relating to a loan repayable to the Charities Aid Foundation.

14 Deferred income

Deferred income comprises member and income received in advance for project delivery work with schools and local authorities.

	2023 £	2022 £
Balance at the beginning of the year	392,810	433,854
Amount released to income in the year	(392,810)	(433,854)
Amount deferred in the year	368,874	392,810
Balance at the end of the year	368,874	392,810

15 Creditors: amounts falling due after one year

	2023 £	2022 £
Loans payable	-	23,025
	-	23,025

Loans payable includes £0 (2022: £23,025) relating to a loan repayable to the Charities Aid Foundation. Interest is charged at 6.5% and monthly capital and interest payments have been made since August 2020. Capital repayments are due as follows:

	2023 £	2022 £
0–1 years	23,025	26,034
1–2 years	-	23,025
	23,025	49,059

16a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Fixed assets	-	7,880	-	7,880
Net current assets	653,485	165,258	-	818,743
Long term liabilities	-	-	-	-
Net assets at 30 September 2023	653,485	173,138	-	826,623

16b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Fixed assets	-	24,657	-	24,657
Net current assets	688,242	238,138	-	926,380
Long term liabilities	(23,025)	-	-	(23,025)
Net assets at 30 September 2022	665,217	262,795	-	928,012

17a Movements in funds (current year)

	At 1 October 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 30 September 2023 £
Unrestricted funds:					
Designated funds:					
BPO	63,138	-	(70,367)	44,000	36,771
Data accessibility and insights	20,000	-	(16,126)	-	3,874
Digital marketing	15,000	-	-	-	15,000
Implicit integration	20,000	-	(3,000)	-	17,000
Training & Development	20,000	-	(9,885)	15,500	25,615
Public Affairs	78,000	-	(60,994)	49,992	66,998
Cost of Living	22,000	-	(22,000)	-	-
Fixed assets fund	24,657	-	(18,381)	1,604	7,880
Total designated funds	262,795	-	(200,753)	111,096	173,138
General funds	665,217	1,830,449	(1,731,085)	(111,096)	653,485
Total unrestricted funds	928,012	1,830,449	(1,931,838)	-	826,623
Total funds	928,012	1,830,449	(1,931,838)	-	826,623

The narrative to explain the purpose of each fund is given at the foot of the note below.

17b Movements in funds (prior year)

	At 1 October 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 30 September 2022 £
Unrestricted funds:					
Designated funds:					
BPO	-	-	(16,862)	80,000	63,138
Data Analysis	-	-	-	20,000	20,000
Digital Marketing	-	-	-	15,000	15,000
Integration	-	-	-	20,000	20,000
Training & Development	-	-	-	20,000	20,000
Public Affairs	-	-	-	78,000	78,000
Cost of Living	-	-	-	22,000	22,000
Fixed assets fund	50,441	-	(22,903)	(2,881)	24,657
Total designated funds	50,441	-	(39,765)	252,119	262,795
General funds	670,040	1,833,179	(1,585,883)	(252,119)	665,217
Total unrestricted funds	720,481	1,833,179	(1,625,648)	-	928,012
Total funds	720,481	1,833,179	(1,625,648)	-	928,012

Purposes of designated funds

With a strong financial performance and increased reserves in 2020/21 the board approved designated funds for key projects to support the strategic growth of the charity and ensure it is enabled to achieve its three long term goals by 2026;

1. Every child's education and development embraces nurture
2. Boxall Profile® integrated into every school's nurturing activities
3. UK government adopt nurture for all children

Impact and Evaluation

1. Boxall Profile® Online platform investment – The board approved an additional £44,000 investment to improve the functionality, language, cybersecurity, reporting, user interface and integration into internal systems to ensure education professionals can get the best out of the the tool to support children and young people appropriately
2. Data analysis and insights – There is a £20,000 investment for cleansing data and developing solutions that enable the charity to analyse, extract and transform data, and generate insights on our reach, and the impact of our work.

Profile and Influence

1. Public Affairs – there is an additional £49,992 investment in external public affairs support to achieve our ambitious goal of UK governments adopting nurture for all children through coordination of policy research projects and reports, engaging constituency MPs and Councillors in programme of local school visits, building awareness of importance of nurture with policy makers by engaging with relevant Ministers and further external profiling and influencing activities.
2. Digital Marketing – The board approved £15,000 to enhance presence and extend the reach and influence of nurture in education across digital platforms to ensure education professionals are able to access our resources more efficiently.

Service and Delivery

Implicit integration – To improve the charity's customer experience, in the prior year a £20,000 investment was made to integrate internal CRM system, website and financial platforms to increase efficiency and reduce invoicing errors and debtor balances. Due to staffing capacity, the integration project was delayed so £17,000 of this designated fund was carried forward into the next financial year.

Performance and Standards

Training and development – The charity's biggest asset is its staff and the board approved an investment of £15,500 for staff training and development package that will provide them with the key skills and competencies they need to be a high performing team who have the confidence, ability and knowledge to independently understand how they can drive the growth of the charity.

Cost of Living:

With the growing cost of living and being a fully remote charity we are aware of the personal impact the rising inflation has on our staff's personal lives. The board approved a one-off cost of living allowance of £1,000 (per staff member) to show how valued their contributions are to the charity.

Fixed Asset Fund:

To identify net funds held as fixed assets used in the organisation's operations, which are not therefore available for working capital.

Transfers between Funds:

£111,096 (2022: £252,119) was moved from general funds to designated funds to support investment in development of the Boxall Profile® Online tool, staff training and development, as well as increased public affairs engagement. In the previous year, in addition to the aforementioned designations, further funds were designated to data analysis and integration, and digital marketing, as well as a one-off payment to employees as support during the cost of living crisis.

18 Operating lease commitments payable as a lessee

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Property		Equipment	
	2023	2022	2023	2022
	£	£	£	£
Less than one year	7,581	7,251	-	-
One to five years	-	-	-	-
Over five years	-	-	-	-
	7,581	7,251	-	-

19 Legal status of the charity

The charity is a company limited by guarantee and has no share capital.

Independent auditor's report to the members of The Nurture Group Network Limited

Opinion

We have audited the financial statements of The Nurture Group Network Limited (the 'charitable company') for the year ended 30 September 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 30 September 2023 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
- 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)

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material

uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on The Nurture Group Network Limited's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require 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; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting

Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

Noelia Serrano (Senior statutory auditor)

25 June 2024

for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

The Nurture Group Network Limited: Reference and Administrative Information

Charity Registrations:

The Nurture Group Network (NGN)

Company Registration No. (England & Wales):
05562426 Registered Charity No. (England
& Wales): 1115972 Registered Charity No.
(Scotland): SC042703

Registered Office:

Insight House

Riverside Business Park Stansted Mountfitchet
CM24 8PL

Principal Office:

Insight House

Riverside Business Park Stansted Mountfitchet
CM24 8PL

Board of Trustees:

Alan Leaman (Chair)

Alison Betts

Michael Clifford (resigned December 2023)

Chris Dean

Euan Fraser (resigned September 2023)

Claire Hersey (Hon. Treasurer)

Bridget Robson (Vice-Chair)

Mehak Dawood Tejani

Stuart Beattie

Fungisai Agnes Muchenje

Life President:

Mark Turner

Chief Executive Officer:

Arti Sharma

Auditors:

Sayer Vincent LLP

110 Golden Lane

LONDON

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One Southampton Row London

WC1B 5HA

For more information

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Stoney Common Road,
Stansted Mountfitchet,
Essex, CM24 8PL

UK registered charity number: 1115972
Scottish registered charity number: SC042703

Accounts

Annual Report and Financial Statements

Every child able
to learn

October 2021 – September 2022



Contents

Introduction from the Chair, Alan Leaman OBE	1
A message from the CEO, Arti Sharma	2
Why nurture?	3
What is nurture?	5
Our Graduated Approach to Nurture	6
The year at a glance	7
Success stories	8
Violence Reduction Programmes	12
Nurturing Kent Programme	16
Investing in nurturing education	18
Financial summary	20
Reserves Policy	21
Additional information	22
Annual accounts	27
Independent auditor's report	42
Administrative information	47



Introduction from the Chair, Alan Leaman OBE



This was a challenging year for children, families and teachers. Cost of living burdens, the long impact of the pandemic, and war in Europe all added to stress, anxiety and disruption, increasing the pressures on school staff as they support and develop the children in their care.

So it is a special joy to report that nurtureuk is flourishing.

2021–2022 was the first year of our new strategy. We concluded pilot projects with Kent and London Violence Reduction Units (VRU) and were delighted to be commissioned by London VRU to deliver the Inclusive and Nurturing Schools (INS) Programme to seventy schools in seven London Boroughs over the next three years. We also continued our work with Kent County Council to foster whole-school approaches to nurture throughout the county. These programmes will help to keep children safe, supported and thriving in school and reduce exclusions.

Another notable achievement was being chosen by the Department for Education (DfE) as an assured training provider for Senior Mental Health Leads in schools. Funding for this training is available to schools across England. I am delighted that nurtureuk can help with this important work.

To help us achieve the impact and changes we want, during the year we also launched a new website and invested in our marketing and communications capability, establishing a dedicated team.

Nurtureuk's finances are now strong, with a surplus for the year of £207,531 meaning that we can invest in new projects to boost our impact and reach. Our staff team, expertly lead by CEO Arti Sharma, is growing and our new recruits are already proving their value. Policy-makers are showing increased interest in our work. And our Board of Trustees has successfully navigated a period of challenge and change for the organisation.

It was a great pleasure for me to become Chair of nurtureuk as 2021–22 drew to a close. My predecessor, Nicola Hannam, made a decisive and outstanding contribution to the charity during her time as a Trustee and assumed the Chair with a new CEO and a pandemic to deal with. We are all grateful to her; the progress set out in this report is testimony to her work.

Now we look to the future.

We are ambitious for nurtureuk and all that we can achieve. We have set some stretching goals but believe we have the opportunity and ability to achieve them. Children and young people deserve nothing less.

My thanks go to everyone, inside and outside of the organisation, who will help us to do so.

A message from CEO, Arti Sharma

The education profession has faced another year of change that has continued to test the resilience, mental health and wellbeing of both staff and pupils on a daily basis, highlighting the nurturing approach is needed more than ever.

With this in mind we focused the first year of the five-year strategy on how we could best support busy school staff, so they could do what they do best; teach.

We ensured the National Nurturing Schools Programme (NNSP) retained its SQA accreditation so headteachers knew our whole-school approach was of the highest quality and standards.

We created bespoke resources to support the new Senior Mental Health Leads initiative launched by the DFE, enabling schools to allocate their funding to their needs.

We also created efficiencies in our internal systems and processes making it easier for schools to find information and book courses on our newly launched website, as well as get quick support from our customer service support team. We also

began making improvements to the Boxall Profile® Online platform based on teacher feedback, ensuring they were able to focus on understanding the needs of their pupils and how best to support them through the school year.

We really valued the impact and relationships we were able to make during our pilot Kent and London Violence Reduction Units

(VRU) projects. During the lifetimes of these programmes, we worked with 41 schools, nearly 270 staff and were able to reach c.34,000 children and young people with our nurturing approach. Overall feedback from schools was that they saw a positive uplift in behaviour, increase in attendance, and changes reflected in the stories of individual pupils who were at risk of fixed-term exclusions. We are pleased that we are working once again with London VRU to deliver the Inclusive and Nurturing Schools (INS) Programme to seventy schools in seven London boroughs over the next three years.

We are delighted to see the progress of our county-wide Kent Nurturing Programme, where nurtureuk is working across 300 schools over the next two years. I look forward to shortly sharing a report of the impact the programme has made to support the social, emotional, mental health and wellbeing needs of children and young people.

I am pleased that once again we have been able to report a positive financial story for the charity and that is testament to the dedication of all of our staff, consultants and trustees and the continued support from schools, members and partners.

Thank you to each and everyone of you for ensuring nurtureuk remains at the forefront creating an inclusive education for all, and I look forward to working with you to continue building on the foundations we have built over the last year.



Why nurture?

For thousands of children in the UK the reality of school is a daily struggle to cope.

Children and young people are dealing with social, emotional and mental health (SEMH) difficulties like never before.

Cost of living pressures, compounded by the continuing impact of the pandemic, mean increased stress and anxiety for many children and families.

Pupils facing SEMH challenges can be withdrawn and isolated, suffering in silence. Or they may display hugely challenging and disruptive behaviour that significantly affects those around them. All of them need nurture – an approach to learning that prioritises relationships and wellbeing.

Nurture provides structure and care experiences that may have been missing from a child's early life. It supports children and young people to build connections and resilience. It is a highly effective and proven way of sustaining improved behaviour and increased attendance in schools, leading to better attainment and fewer exclusions.

Teachers, often under huge pressures themselves, want the very best for the children in their care, but they must be properly supported and resourced. Nurtureuk provides them with the practical tools they need.



Our mission:

nurtureuk is dedicated to improving the life chances of children and young people by promoting nurture across the whole education system and beyond.

We are proud of being a charity and driven by social purpose

Children's and young people's development is at the heart of everything we do

We want to amplify the benefits of nurture for Children and Young People within and beyond the classroom

We are evidence-based and practice-led guided by The Six Principles of Nurture



Our vision is a world where:

Child development isn't limited by lack of nurture in education

Adults working with and caring for children and young people (CYP) are supported and equipped with evidence-based tools to help them flourish and learn

What is nurture?

Nurture is a tried and tested way of helping children develop vital social skills, confidence and self-esteem – ensuring they are ready to learn. It is rooted in Attachment Theory and neuroscience.

The nurture story began in 1969, when educational psychologist Marjorie Boxall first developed the concept of the nurture group.

Large numbers of young children were entering primary school in inner London with severe emotional, behavioural and social difficulties, which led to unmanageable rates of referral for placement in special schools or for child guidance treatment.

Boxall understood that the difficulties presented by most of these children were a result of impoverished early nurturing, meaning they were not able to make trusting relationships with adults or to respond appropriately to other children.

The remedy was to place them in nurture groups, classes of six to 12 children with a teacher and an assistant, whose brief was to engage with the children at the developmental stage they had reached and to support them in meeting learning goals step by step. As the children felt accepted and valued, their confidence grew and they began to learn, with 80% returning to their base class full-time.

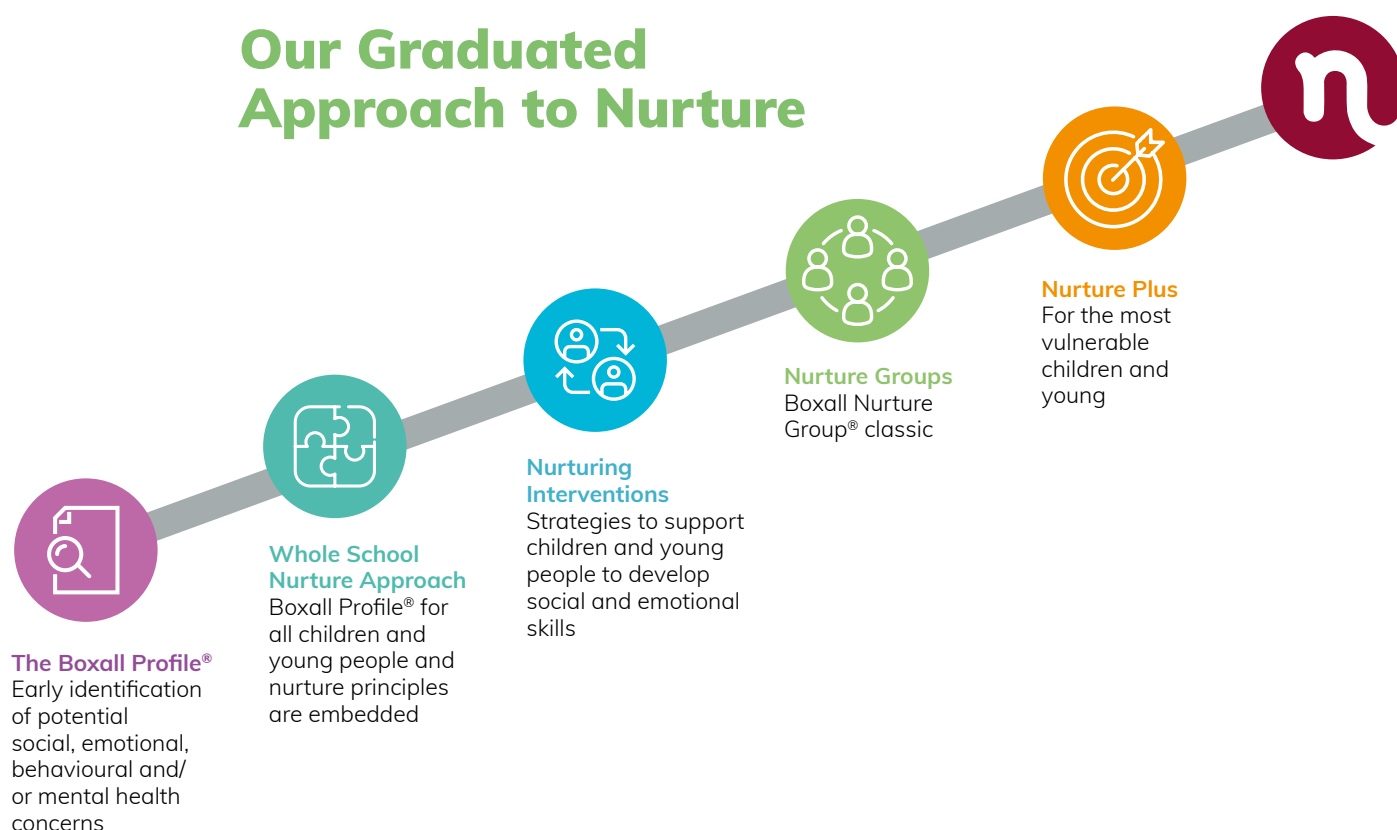
Following the success of Marjorie Boxall's pilot, the nurture movement grew steadily over the following decades and gained wider recognition.

At nurtureuk, we have spent 50 years building our evidence-based approach and today we have a reputation for delivering expert nurturing practice in schools. We have developed a range of interventions and support to help children and young people be the very best they can be. Everything we do is guided by the Six Principles of Nurture.

The Six Principles of Nurture



Our Graduated Approach to Nurture



Our graduated approach to nurture ensures that every child has the opportunity to flourish, by having access to the support they need, when they need it. Whether they enter the education system with early childhood trauma, or suffer adverse experiences during their time at school, we work to measure and support the social, emotional and mental health of all children, so that no child falls through the cracks.

The graduated approach begins with using the Boxall Profile® to identify early indications of any social, emotional, behavioural and/or mental health concerns amongst the children and young people. The whole-school nurture approach is then applied, with nurturing intervention strategies put in place to help children and young people develop social and emotional skills. The final stage of the graduated approach is the implementation of Boxall Nurture Groups® for the most vulnerable children and young people.

The year at a glance:

201,700
pupils
reached

2,215
practitioners
supported

485
training
sessions
delivered

2,218
schools
engaged



Boxall Profile® Online

For November 2021 to October 2022, our estimate for the number of children and young people impacted by the Boxall Profile® Online was over 128,000, with around 2,000 schools subscribing.

We saw strong demand for the Boxall Profile® Online as part of programmes supported by local authorities and other funders, and the number of schools using the platform increased significantly as more schools bought subscriptions, or began using the tool as part of the National Nurturing Schools Programme.

Reducing exclusions through a whole-school nurturing approach

The following case study is from a Senior Safeguarding Lead of a large secondary and sixth form community school situated in North-East London, who completed the Nurturing London Violence Reduction Unit Programme in 2022.

Before we joined the programme, nurture practice was not really recognised as a legitimate approach. Normal school processes – assessments, data, numbers, results and targets – guided teachers' decisions more than a pupil's wellbeing needs. We never gave the time to meaningfully ask a pupil how they were and want to know the answer. The Covid-19 pandemic helped to change this prevailing attitude as it demanded a wider societal recognition of trauma and meeting needs.

At the start of the programme, my knowledge of nurture practice was quite good, but now it is completely embedded in my practice. All decisions affecting a young person in our school are now made with a nurture focus, and relationships with staff and the way I frame conversations with them has also changed. Since adopting a more nurturing approach I feel that I have more support from our local authority services around social, emotional and mental health and I think that since the pandemic, there is a greater recognition of these needs from other agencies too.





The school leadership recognised that if we continued our previous approach, we would continue to see the same results, so our school completely changed our behaviour system at the start of this year, moving away from exclusions and moving towards creating a space where young people build and rebuild relationships with staff across the school. We have numerous pupils who have not been excluded because nurture has changed the way we meet their needs.

Now we check in more, make space for them to voice their needs and make more reasonable adjustments, and we find that we are managing them, they are managing themselves and they are staying in mainstream education. The unseen work of the nurturing approach is reaching across the school and our pupils are aware that things have changed. They have more faith in the system they find themselves in, and if they have made a mistake or are in trouble for something, now they don't question that they aren't punished or excluded – they trust that there will be a conversation or a reflection, rather than a sanction.

The staff training offered by the programme really resonated and has helped us to spread the message of nurture and the importance of building relationships across staff teams. We will continue to move the school further in the nurturing approach because of the impact of the programme.

The small things we have done and changed as a result of this programme – those small things have moved mountains for our young people and for the school.

First Virtual School achieves the National Nurturing School Award

Virtual School Kent has become the first-ever virtual school to achieve the National Nurturing School Award.

Virtual School Kent (VSK) acts as a local authority champion to promote the progress and educational attainment of children and young people who are or who have been in care so that they achieve educational outcomes comparable to their peers. Ensuring that they receive a high-quality education is a foundation for improving their lives. The school does not exist in real terms – as a building or with pupils attending – they remain the responsibility of the school at which they are enrolled. VSK is simply an organisation that has been created for the effective coordination of educational services at a strategic and operational level.

VSK worked with nurtureuk to co-create a version of the National Nurturing Schools Programme (NNSP) for the Virtual School sector. In collaboration, we looked at the standards of the original programme and adapted it to fit their model, including bespoke four, eight and 12 months catch up sessions, where VSK and nurtureuk co-delivered quality training and feedback sessions, ensuring that the VSK extended leadership teams were engaged and progressing through the 18-month programme.

“We honestly believe that any inclusive institution can not fail to appreciate the Six Principles of Nurture and their importance. What nurture gave us was a framework to build and develop that ethos upon. For other settings looking to do this – we didn’t do this on our own, we did it in partnership with nurtureuk and it has been nothing but a positive partnership from start to finish.”

Tony Doran, VSK Headteacher

Although the Covid-19 pandemic delayed their application for the award, it did not stop VSK from following the programme, using the Boxall Profile®, and embedding the Six Principles of Nurture to ensure that their pupils and schools were all supported and encouraged in very challenging circumstances. VSK used their own version of nurtureuk's Six Principles which were developed by their young people, and their Directorate of Children's Services were so impressed by the principles that they are looking to adopt them too. VSK is leading the way to ensure that Kent becomes a nurturing county and we are so pleased and proud of the way that they took the NNSP and made it part of their ethos, culture and values.

“One of the key factors noted when working with VSK was the emphasis on relationships. Pupils, parents and carers, outside agencies, and designated teachers all commented on the positive regard, positive approaches and creativity within VSK. They work from a strengths-based perspective and have the wellbeing of their pupils, staff and partners at the heart of everything they do, recognising that the nature of their work is often challenging and sometimes in traumatic circumstances. Their desire to inspire, engage and support their pupils, often thinking “out of the box” in a creative way has resulted in successful outcomes, which are tangible and commendable.”

Claire Wilson, Senior Consultant Trainer
at nurtureuk

Nurturing Kent and Medway Violence Reduction Unit

Nurtureuk's Nurturing Kent and Medway Violence Reduction Unit (VRU) Programme began in September 2020. The aim was to support schools to reduce instances of exclusion and youth violence in local communities, improve the self-esteem, achievement and behaviour of young people, and build stronger relationships with parents. This was to be achieved through a programme of training, bespoke consultancy and networking to develop a more nurturing, attachment-focused and trauma-informed approach across the whole school.

The Nurturing Kent and Medway VRU Programme was designed to place the whole-school nurturing approach into the context of violence reduction.

By introducing or strengthening nurture practices, staff are empowered to help children and young people engage with missing early nurturing experiences which support the development of social and emotional skills and self-esteem, whilst also supporting behaviour, wellbeing and attainment.

Due to the unprecedented turbulence resulting from Covid-19 throughout the duration of the programme, informal adaptations and formal grant variations were made in agreement with the VRU Director and Coordinator. We were originally commissioned to work with ten schools, but as a result of capacity pressures during the lockdowns, this was reduced to nine. Percentage-based impact data and school-specific trend data was also skewed by the long periods of lockdown, so it was agreed that qualitative evaluation methods, such as feedback surveys and focus groups, would be used instead.



The programme in numbers:

- Engaged with 11 schools across seven districts
- Nine schools completed the programme
- 101 staff members attended core nurtureuk training courses
- 76 delegates joined our expert-led nextwork meetings
- Over 100 staff across eight schools took part in the 'Making the Links' training
- 187 publications sent out to schools
- 336 E-Boxall Profile® assessments completed
- Potential nurturing impact on almost 10,000 children and young people (based on school population data).

“It’s had a massive impact, particularly for the exclusion unit. Kids feel comfortable. Staff who wouldn’t have them in their class before are now outside with them and able to give them praise. A gardening project (for a group of children at the highest risk of exclusion) they did was in the paper. A girl has finally agreed to counselling. Staff are excited, they want to work with them.”

Kent and Medway VRU school

Nurturing London Violence Reduction Unit

The nurtureuk Nurturing London Violence Reduction Unit (VRU) Programme began in January 2020 and concluded in July 2022. It aimed to reduce school exclusions and youth violence in local communities, by supporting schools to develop a more nurturing, attachment-focused and trauma-informed approach across the whole school.

As a result of Covid-19 and the various lockdown periods, there were three grant variations and additional schools included in the programme. We were originally commissioned to work with 26 schools, which was then increased to 37, but as a result of capacity pressures during the lockdowns, this was then reduced to 31 schools.



“I’ve got numerous pupils who have not been excluded because nurture has changed how we meet their needs – we make more reasonable adjustments, check-ins and space for them to voice their needs. I’m not just thinking of one child here, there are so many! They stay in mainstream, we are managing them and they are managing themselves.”
London VRU school



The programme in numbers:

- Engaged with 43 schools across 13 boroughs
- 31 schools completed the programme
- 169 staff members attended core nurtureuk training courses
- 250 delegates joined our expert-led nextwork meetings
- Over 700 staff across 30 settings took part in the 'Making the Links' training
- Around 250 staff members received additional training through bespoke consultancy
- Almost 500 publications sent out to schools
- 3,015 E-Boxall Profile® assessments completed
- Potential nurturing impact on almost 24,000 children and young people (based on school population data).

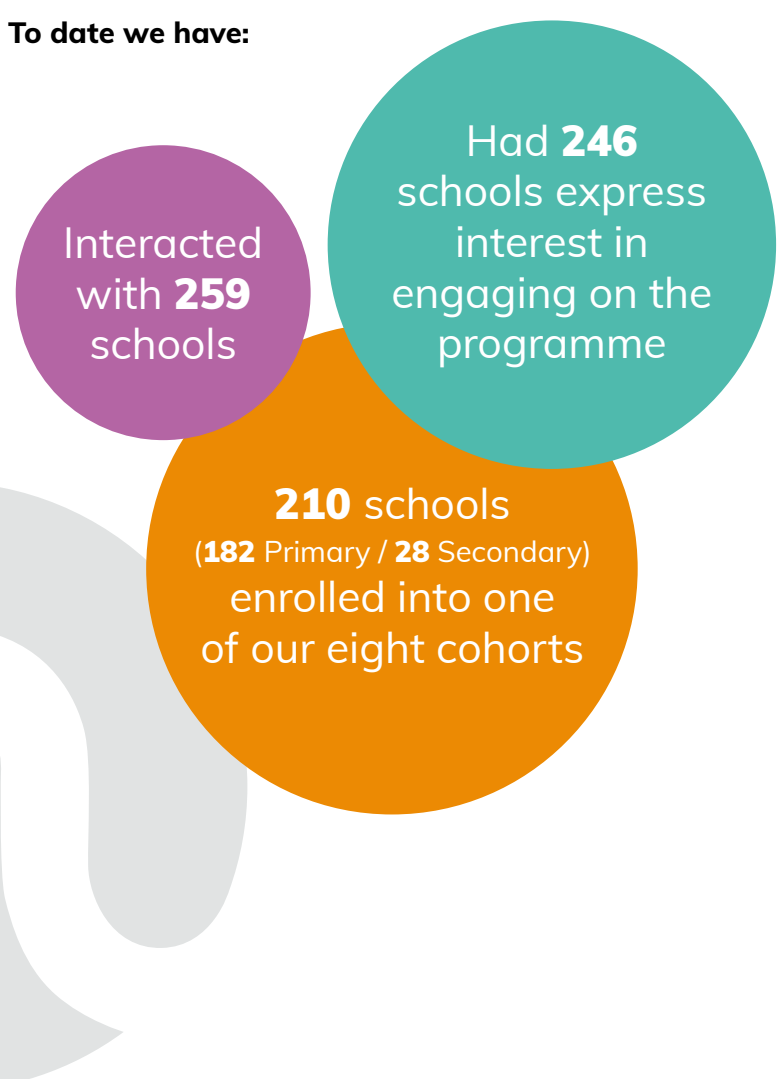
Nurturing Kent Programme

As we reached the one year milestone of the Nurturing Kent Programme, we were delighted to see the level of engagement from schools across the county, receiving expressions of interest from over 80% of our target.

The fully-funded programme has been commissioned by Kent County Council to support a minimum of 300 mainstream primary and secondary schools to develop whole-school nurturing strategies.

When enrolled onto the programme, each school gains access to the Theory and Practice of the Boxall Profile®, the National Nurturing Schools Programme, and the Theory and Practice of Nurture Groups courses. They receive a two-year subscription to the Boxall Profile® Online, 400 credits that can be exchanged for consultancy support, further training or publications, and access to networking events.

To date we have:



Interacted
with **259**
schools

Had **246**
schools express
interest in
engaging on the
programme

210 schools
(**182** Primary / **28** Secondary)
enrolled into one
of our eight cohorts



“Children have made expected or better progress towards their individualised targets or outcomes. Their individual needs have been well supported ensuring that they are able to access the classroom and attend to tasks, have greater self-regulation and strong, trusting relationships with staff members.”

Nurturing Kent Programme school

“Both children’s social and emotional needs and academic needs are met on a daily basis via the graduated response. Children are tracked via Boxall Profiles® to monitor their progress, identify strengths and areas for development. Staff at all levels can discuss and demonstrate nurturing approaches in all areas of school life.”

Nurturing Kent Programme school

Investing in nurturing education

By 2026 our goal is to see:

- Every child's education and development embracing nurture
- The Boxall Profile® integrated into every school's nurturing activities
- The UK governments adopt nurture for all children

We want to ensure that schools across the UK understand the theory and practice of nurture, and the benefits of nurture accreditation from nurtureuk. This includes our aim to work with Ofsted to endorse schools who implement the whole-school approach to nurture.

We are committed to making the Boxall Profile® the national standard tool to assess the social, emotional, and behavioural needs of pupils, and for schools to receive funding from their local authorities to implement its use school-wide.

By campaigning for nurture to be recognised in regulatory frameworks and guidance as crucial to address exclusions, we want nurture to be included as part of teacher training and CPD. We also aim to unlock funding for schools who implement the whole-school approach to nurture.

In order to achieve these goals, we will be focusing on four key areas for the next two years:

- **Our impact and evidence**
- **Our quality and community**
- **Our profile and influence**
- **Our service and delivery**



In order to understand our impact and reach within the nurture community, we will continue to improve our data collection and digital platforms, including our website, CRM system, and the Boxall Profile® Online.

We will be using targeted communications and increased stakeholder engagement to widen the understanding and influence of nurture in education, whilst also creating an influential nurture community through our customer service and support. We will continue to maintain and develop our high quality suite of products and services for existing nurture audiences.



Through our strategic goals, we want to:

- Provide the leading training, publications, resources and consultancy on nurture in education to the education community.
- Be at the forefront of sharing and promoting research and evidence on the best practice of nurture in education.
- Be the advocate and lead campaigner on behalf of our members for nurture in education.
- Provide a forum for our members to debate and investigate nurture in education.
- Support all practitioners through networks and information exchange opportunities to further champion nurture in education.

Financial summary

In 2021–22 despite a continuing challenging and unpredictable schools market, we were able to continue to build upon the momentum from the previous year and launched our new five-year strategy (see page 20). The focused efforts from the whole staff and trustee team saw nurtureuk close the year with income of £1,833,179 (2021 – £1,947,659) and a significant reserve position of £928,000 that protects the charity's sustainability against further concerns.

The fall in income is mainly attributed to the one-off £100,000 grant we received from the Barclays Covid-19 fund – our largest corporate funding to date. During the year we also saw an increase in expenditure as a result of the increase in staff costs and designated projects needed to meet our strategic and charitable goals.

The total surplus generated within the year was £207,531 which is a variance of £298,378 when compared to the prior year surplus of £505,909.

The year-end balance sheet includes trade debtors of £796,000 (2021 – £541,000) comprising a large volume of small balances. During the year and since the year-end, the nurtureuk team have reviewed and improved invoicing and customer payment systems and controls. A detailed review of the aged debtor profile, with targeted recovery, is underway, which has resulted in a year end provision for bad debts of £47,500 which has reduced the reserves balance by the same number.





Reserves Policy

In light of the strong trading year, our free reserves increased from £720,000 to £928,000 which falls within the comfortable range of our target reserves of £350,000 to £515,000 as outlined in our Reserves Policy.

nurtureuk holds all its reserves as unrestricted funds; split between designated funds and general funds (free reserves). It is the policy of the Charity that free reserves should be maintained at a level equivalent to between three and six months' expenditure. Above the maximum General Reserves Level, reserves have been designated for specific purposes to ensure the Charity is not holding high cash balances that could be enhancing our impact on beneficiaries.

With the current surplus of free reserves, the charity has made much needed investments in several areas, including developing products and services to support adults working with children and young people, digital and content development for Boxall Profile® Online, improvements to our evidence and impact data, our membership offer, and our digital marketing, and launching and implementing a public affairs strategy. We also ensured we were investing in our staff by introducing a new staff training and development plan. We will continue to utilise any free reserves above our target threshold to invest back into key projects, and products and services that will support our beneficiaries.

Additional information

Risk management

Trustees fully recognise their responsibility for the management of risk and determine this duty at two levels, the Finance, Audit and Risk (FAR) Committee, and at Board level. The FAR Committee is charged with identifying, assessing and minimising the major risks (based on likelihood of occurrence and potential impact) to which the Charity is exposed.

The FAR Committee regularly reviews and assesses the impact of external market conditions (education/schools), wider economy, as well as staffing and operational, governance, regulatory and compliance risks that may impact on charities' ability to deliver against its strategic and charitable goals. The charity closely monitors budget and forecasts and reviews business plans and activities to ensure contingencies are in place to manage a fall in demand.

The charity is a member of various charity membership organisations to ensure it keeps abreast of latest developments for charity compliance and good governance.

This group consists of a minimum of two trustees and the Chief Executive. The risk policy is also reviewed by this group annually. In line with the existing Risk Policy, the FAR Committee reviewed the full Risk Register at each meeting with a discussion held on each risk and evaluation of the existing risk score. Timeframes for mitigating actions are discussed and recorded to provide a residual risk score. Through this process new and emerging risks are also considered for addition to the risk register.

At each Board meeting the highest scoring risks are discussed (amber and red), alongside the mitigations, providing risk management and reporting at the highest governance level. This promotes transparency and accountability for mitigating actions, and all trustees are invited to add and discuss new and emerging risks during the meeting, or at any point in the year directly with the Chief Executive.

The Board considers the system of internal controls that govern its finances and operations to be well established and provide reasonable assurance against any major risks.

Structure, governance and management

Structure: The Nurture Group Network Limited (also known as nurtureuk) is a registered charity and a company limited by guarantee, governed by its Memorandum and Articles of Association, updated in 2016.

The Board of Trustees are the directors of the company for the purposes of the Companies Act 2006. The trustees set the strategy, policy and financial framework for the Charity, have the responsibility for its overall direction and control, and ensuring it acts in the best interests of its beneficiaries. Authority for the day-to-day management of operations is delegated to the Chief Executive Officer.

The Board of Trustees meets as a body four times a year. There are three standing subcommittees of the Board:

- Remuneration Committee
- Finance, Audit & Risk (FAR)
- Research, Evidence & Ethics

These committees facilitate the overall governance of the organisation by both allowing Trustees to better use their skills and experience in more targeted ways, as well as allowing more time at meetings of the full Board to discuss the overall strategy and direction of the charity.

We welcome the inclusion of volunteers (other than Trustees) to add their expertise to the committees and are actively seeking volunteers for these roles which we feel could bring a wealth of knowledge and experience to the committee structure.

Governance and management: Under the requirements of the Memorandum and Articles of Association, trustees are elected initially for a three-year term and can be re-elected for up to two further periods of three years by the Board, with ratification at the next Annual General Meeting following re-election. As such, nine years is the maximum a Trustee can serve on the Board.

Trustees are required to register their interests with the Chief Executive Officer. Any new interest and interests relevant to agenda items must be declared at the start of every Board meeting. An annual declaration of interests is completed in order to keep the register up to date.

Fundraising Activities

As reflected in the Statement of Financial Activities and in Note 3 to the financial statements, nurtureuk income is almost wholly trading in nature via Local Authority contracts and direct to school sales, and as a result the organisation is not reliant on fundraising income. No proactive fundraising was undertaken during the year and we do not contract with any third parties to fundraise on our behalf.

Trustee Recruitment and Training

New Trustees are recruited and co-opted by the existing trustees, in accordance with the governing documents. Trustee vacancies are advertised externally, including directly to members, with the desired areas of expertise explicitly stated. Applications are reviewed and interviews are conducted by a panel of Board members along with the CEO, the make-up of which is dependent upon the expertise being sought.

An induction programme has been implemented, alongside a Trustee Handbook. New trustees are given a 'buddy' in the first few months to assist with integrating into the Board and the organisation. Relevant papers and guidance are provided in order that Trustees are able to fulfil their duties.

As part of the induction programme, newly appointed trustees are encouraged to meet staff, and wherever possible, visit a nurture group in their area to gain an in-depth appreciation of the work that the Charity supports and promotes.

Trustee training

Training opportunities are circulated to all Board members, who are encouraged to attend any relevant courses as appropriate. A budget is provided for this purpose within the annual budget setting process. nurtureuk is a member of CFG and NCVO and utilises both organisation's resources and networks to maintain current sector finance and governance knowledge.

Key Management Personnel

The key management personnel are the Trustees, who are not paid for their work, the CEO and the Director of Operations. The trustees delegate responsibility for the day to day running of the Charity to the CEO.

Remuneration policy

The annual pay review of the CEO is performed by the Remuneration Committee, comprising a minimum of the Chair of Trustees, Treasurer and Secretary. Other trustees may be invited by the Chair to attend, as required. The committee review the annual appraisal of the CEO, which is performed by the Chair. nurtureuk remuneration policy states that "we aim to pay competitively in order to attract and retain high quality employees. The reward package for the Chief Executive is regularly benchmarked against other comparable organisations, aims to reflect the knowledge skills, responsibility and competencies and is based upon affordability, performance and other internal and external factors". The policy also contains a pay ratio cap for the CEO of five times the lowest paid FTE salary. The annual appraisals and salary review for the rest of the staff is carried out by the CEO and line managers, and any pay increase awarded must be approved by the Board.

Public benefit

The Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in setting the aims and objectives of the charity and its future plans. nurtureuk is fully committed to providing public benefit across its full range of research data, in developing quality publications, providing quality training and in seeking to influence education policy.

The Quality Mark Award for schools endorsing effective practice in nurture groups is widely sought. It is operated at a deficit, funded by surpluses in other activities, but made worthwhile by helping to set, encourage and maintain quality standards within establishments with nurture groups. Publications such as our International Journal of Nurture, newsletters and leaflets are freely available to read online.

Nurture groups have been in operation for over 45 years, with numerous evaluations evidencing their success. Pupils, parents, teachers and support assistants refer to nurture groups as an effective intervention strategy. Several government papers and reports have endorsed nurture group provision, including the Mental Health and Behaviour in Schools Report in 2014 and Estyn's Attendance in Secondary Schools report, also published in 2014. In addition, Queen's University Belfast in a study funded by the Department for Education for Northern Ireland in 2016 found nurture groups highly successful in improving outcomes for children and as having the potential to result in significant savings to the education system and even greater to society.

Thanks

nurtureuk has enjoyed another important year of growth in pursuing its objectives and the Trustees wish to express their thanks to the volunteers and staff for their continued hard work and commitment. The Trustees also wish to extend their gratitude to all our members and supporters for their continued loyalty to nurtureuk.

Auditors

Auditors Sayer Vincent LLP were appointed in December 2022. They were deemed to be appointable in accordance with section 487(2) of the Companies Act 2006.

Statement of Trustees Responsibilities

The Trustees (who are also directors of The Nurture Group Network Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with the Companies Act 2006 and United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and applicable law (UK 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 the affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. Under Company Law the trustees must not approve the financial statements unless they are satisfied that the requirement is met. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- 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 disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, Charities and Trustee Investment (Scotland) Act 2005 and Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. This report and financial statements have been prepared in accordance with the special provisions available to small companies under Part 15 of the Companies Act 2006. The Trustees Annual Report was approved by the trustees and signed on their behalf.

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime with part 15 of the Companies Act 2006.

The financial statements were approved by the trustees and authorised for issue on: 16th June 2023

.....
Alan Leaman
Chair

.....
Michael Clifford
Treasurer

The Nurture Group Network Ltd Company registration number 05562426

Annual accounts

The Nurture Group Network Ltd

Statement of Financial Activities (incorporating an income and expenditure account)

For the year ended 30 September 2022

	Notes	Unrestricted funds		Restricted funds	Total funds 2022	Total funds 2021
		General fund £	Designated funds £			
Income from:						
Donations and legacies	2	40,720	-	-	40,720	39,678
Charitable activities	3	1,792,459	-	-	1,792,459	1,784,739
CJRS Grant Income		-	-	-	-	12,392
Other Grant Income	4	-	-	-	-	110,850
Total income		1,833,179	-	-	1,833,179	1,947,659
Expenditure on:						
Raising funds	5	250,394	9,553	-	259,947	110,379
Charitable activities	6					
Training and standards		1,069,914	21,007	-	1,090,921	1,079,437
Policy and public affairs		63,229	2,391	-	65,620	55,542
Research		15,127	573	-	15,700	29,140
Impact		20,888	-	-	20,888	-
Other		166,331	6,241	-	172,572	167,252
		1,335,489	30,212	-	1,365,701	1,331,371
Total expenditure		1,585,883	39,765	-	1,625,648	1,441,750
Net income/(expenditure)		247,296	(39,765)	-	207,531	505,909
Transfers between funds	17	(252,119)	252,119	-	-	-
Net movements in funds		(4,823)	212,354	-	207,531	505,909
Funds brought forward at 1 October 2021		670,040	50,441	-	720,481	214,572
Funds carried forward at 30 September 2022		665,217	262,795	-	928,012	720,481

All amounts derive from continuing operations.

No other gains/losses occurred during the year other than those included above. The notes on pages 23 to 32 form part of these financial statements.

The Nurture Group Network Ltd: Balance Sheet

As at 30 September 2021

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Intangible fixed assets	11	20,535		40,914	
Tangible fixed assets	12	4,122		9,527	
			24,657		50,441
Current assets					
Stock		22,221		36,542	
Debtors	13	803,781		556,583	
Cash at bank and in hand		689,669		762,130	
			1,515,671		1,355,255
Creditors: amounts falling due within one year	14		(589,291)		(636,156)
Net current assets			926,380		719,099
Creditors: amounts falling due after more than one year	15		(23,025)		(49,059)
Total net assets			928,012		720,481
Funds					
General fund		665,217		670,040	
Designated funds	16	262,795		50,441	
Restricted Funds		-		-	
Total funds			928,012		720,481

The notes on pages 25 to 35 form part of these financial statements.

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime with part 15 of the Companies Act 2006.

The financial statements were approved by the trustees and authorised for issue on: 16th June 2023

Alan Leaman
Chair

Michael Clifford
Treasurer

The Nurture Group Network Ltd Company registration number 05562426

The Nurture Group Network Ltd: Cash Flow Statement

As at 30 September 2021

	Notes	2022 £	2021 £
Cash flows from operating activities			
Net cash provided by/(used in) operating activities	21	(34,700)	425,265
Cash flows from/(used in) investing activities			
Interest from bank deposits		-	-
Purchase of tangible fixed assets		(14,001)	-
Purchase of intangible fixed assets		(1,103)	-
Proceeds from the disposal of tangible fixed assets		5,800	1,782
Net cash (used in) investing activities		(9,304)	1,782
Cash flows from/(used in) financing activities			
Repayment of loans		(24,401)	(22,870)
Interest paid		(4,056)	(5,047)
Net cash (used in) financing activities		(28,457)	(27,917)
Change in cash and cash equivalents in the year		(72,461)	399,130
Cash and cash equivalents at 1 October	B	762,130	363,000
Cash and cash equivalents at 30 September	B	689,669	762,130
Notes to the statement of cash flows for the year to 30 September 2021:			
A: Analysis of cash and cash equivalents			
		2022 £	2021 £
Cash at bank and in hand		689,669	762,130
Total cash and cash equivalents		689,669	762,130
B: Analysis of changes in net debt			
	At 1 October 2021 £	Cash Flows £	At 30 September 2022 £
Cash	762,130	(72,461)	689,669
Loans falling due within one year	(24,401)	(1,633)	(26,034)
Loans falling due after more than one year	(49,059)	26,034	(23,025)
Total	688,670	(48,060)	640,610

The Nurture Group Network Ltd: Notes to the financial statements

For the year ended 30 September 2022

1 Accounting policies

1.1 Accounting conventions

The financial statements have been prepared under the historical cost convention and in accordance with the Companies Act 2006, the Charities Act 2011 and the charity's governing document.

The financial statements have been prepared in accordance with the principles set out in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) issued October 2019, the financial reporting standard applicable in the UK and Republic of Ireland (FRS 102).

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling are rounded to the nearest pound.

1.2 Assessment of Going Concern

The Trustees have assessed whether the use of the going concern basis is appropriate in preparing these financial statements and have considered possible events or conditions that may cast doubt on the ability of the charity to continue as a going concern. Despite the tail-end of the pandemic and external economic constraints in the sector the Charity continued to strengthen its net asset position in 21/22, and had another year of strong revenue performance. The development of a refreshed strategy, focusing nurtureuk on 5 pillars to strengthen our impact, alongside key Investments in projects and roles provides the charity with robust plans for growth and the structure and capacity that would protect it from any future headwinds that could emerge such as school closures, restrictions and limitations of activity.

Following due consideration of the trading performance and market conditions the Trustees have concluded that there is a reasonable expectation that the Charity has adequate reserves to continue to operate for the foreseeable future and accordingly the Charity has continued to prepare its accounts as a going concern.

1.3 Fund Accounting

The general fund comprises accumulated surpluses and deficits on unrestricted and non-designated funds that are available for use at the discretion of the trustees in furtherance of the charity's mission and objectives.

Designated funds are unrestricted funds that the trustees have set aside for specific purposes, although the funds may ultimately be used for other purposes.

1.4 Critical accounting estimates and areas of judgement

In preparing the financial statements the trustees are required to make estimates and judgements. The matters shown below are considered the most important in understanding the judgements that are involved in preparing the financial statements.

Cost allocation: Support costs not attributable to a single charitable activity are apportioned on a staff time basis, as staff time is the main cost to the charity.

Depreciation and amortisation: When arriving at the useful lives of the tangible and intangible fixed assets, the trustees have used their judgement to decide the length of time over which the fixed asset will be depreciated or amortised over.

1.5 Income recognition

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

Donations are included in full in the statement of financial activities. At the end of the financial year the charity may have issued invoices to customers which cover a period beyond the balance sheet date. This income is carried forward and disclosed as "income received in advance". This includes invoices for membership subscriptions as well as customers receiving goods or services.

1.6 Expenditure

Expenditure, including irrecoverable VAT, is accounted for on the accruals basis. Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount can be reliably measured.

1.7 Charitable activities

Charitable activities are grouped under headings representing the three main activities of the charity, namely Training and Standards, Policy & Public Affairs and Research, and Other charitable activities. The expenditure is made up of that spent directly on the activity plus the allocation of support costs.

Training and Standards reflects the costs to the charity in putting on training courses and conferences, in producing publications, administering the Marion Bennathan Quality Mark Awards, delivering nurture consultancy to customers and setting up the national nurturing schools programme.

1.8 Support costs, including governance

Support costs are those costs that cannot be directly attributed to a charitable activity or raising funds. These costs are allocated on the basis of staff time, as staff costs is the main area of expenditure for the charity and is the most appropriate basis. Support costs include expenditure relating to the governance arrangements of the charity, such as external audit fees.

1.9 Tangible fixed assets

Tangible fixed assets are recorded at cost less accumulated depreciation. All assets costing more than £1,000 and with an expected useful life of more than one year are capitalised. Depreciation is calculated and charged to the SoFA using the straight line method.

Depreciation is calculated at the following rates:

Leasehold improvements: over the lease term
Fixtures & equipment: 20% reducing balance

1.10 Intangible fixed assets

Intangible fixed assets are recorded at cost less accumulated amortisation. Amortisation is calculated and charged to the SoFA using the straight line method. Intangible assets such as software will be reviewed periodically, so that any technological advancement which may give rise to impairment can be judged. Costs associated with maintenance of the software or website are recognised in the SoFA as costs are incurred.

Amortisation is calculated at the following rate:

IT/software: 25% straight line

1.11 Stock

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

1.12 Cash and cash equivalents

Cash and cash equivalents, for the purpose of the statement of cash flows, comprise cash in hand and instant access cash. The charity does not hold fixed term bonds, or deposits or with a maturity date of more than three months.

1.13 Debtors

Debtors are recognised initially at fair value. A provision for impairment of trade debtors is established where there is objective evidence that the charity will not be able to collect all amounts due. Any losses arising from impairment will be recognised in the SoFA.

1.14 Creditors

Short term creditors are measured at the transaction price and are recognised where there is a present obligation resulting from a past event that will probably result in the transfer of funds to a third party.

1.15 Defined contribution pensions

From 1 February 2017 the charity implemented a new workplace pension scheme and continues to comply with all auto-enrolment regulations.

1.16 Leases

Payments made under operating leases are charged to the SoFA as incurred.

1.17 Taxation

The charity is entitled to exemptions from income tax as its income is applied for charitable purposes.

	2022	2021
	£	£
2 Income from donations and legacies		
Membership subscriptions	27,546	38,017
Other donations	13,174	1,661
Total	40,720	39,678

In 2021 all donations were attributable to unrestricted funds. In 2020 donations of £2,000 were restricted.

3 Income from charitable activities	2022 £	2021 £
Charitable activity		
Training courses	511,075	563,633
Conferences & Events	5,142	360
Publications	95,188	165,496
Nurture consultancy	205,254	37,148
MB quality mark awards	-	395
Nurturing schools programme	251,007	259,893
Boxall Online	590,823	532,116
Violence Reduction Units	133,970	194,762
Norwich Nurture Hub	-	30,936
Total	1,792,459	1,784,739

All income from charitable activities in 2020 and 2021 was unrestricted.

4 Other Grant Income	2022 £	2021 £
Charitable activity		
Barclays Wellbeing Fund Grant	-	100,000
Other Grant Income	-	10,850
Total	-	110,850

No grant income related to restricted funds (2021: £100,000). All other grant income was unrestricted.

5 Raising funds

2022	Direct staff costs £	Other direct costs £	Total direct costs £	Support costs £	2022 Total £	2021 Total £
Raising funds	108,836	17,409	126,245	133,702	259,947	110,379
2021	Direct staff costs £	Other direct costs £	Total direct costs £	Support costs £	2021 Total £	
Raising funds	68,061	137	68,198	42,181	110,379	

6 Expenditure on charitable activities

2022	Direct staff costs £	Other direct costs £	Total direct costs £	Support costs £	2022 Total £	2021 Total £
Charitable activity						
Training and standards						
Training courses	147,983	97,622	245,605	137,724	383,329	407,209
Publications	23,102	56,418	79,520	26,146	105,667	301,722
Nurture consultancy	84,230	42,019	126,249	73,680	199,928	49,997
MB quality mark awards	10,022	2,655	12,677	6,386	19,063	64,417
Nurturing schools programme	65,477	81,787	147,264	68,187	215,450	104,431
Boxall Online	15,090	65,282	80,372	25,940	106,313	26,379
Violence Reduction Units	-	61,172	61,172	-	61,172	124,134
Norwich Nurture Hub Costs	-	-	-	-	-	1,148
	345,903	406,954	752,858	338,065	1,090,921	1,079,437
Policy and public affairs	23,279	22,080	45,359	20,261	65,620	55,542
Research	6,961	1,707	8,668	7,032	15,700	29,140
Impact	12,804	-	12,804	8,084	20,888	-
Other charitable activities	89,869	-	89,869	82,703	172,572	167,252
Total	478,816	430,741	909,558	456,144	1,365,701	1,331,371

2021	Staff costs £	Other direct costs £	Total direct costs £	Support costs £	2021 Total £
Charitable activity					
Training and standards					
Training courses	195,382	87,169	282,551	124,658	407,209
Publications	88,340	176,477	264,817	36,905	301,723
Nurture consultancy	22,280	12,948	35,228	14,769	49,996
MB quality mark awards	42,677	253	42,930	21,487	64,417
Nurturing schools programme	31,525	55,868	87,393	17,038	104,431
Boxall Childhood Projected	-	26,379	26,379	-	26,379
Violence Reduction Units	-	124,134	124,134	-	124,134
Norwich Nurture Hub Costs	-	1,148	1,148	-	1,148
	380,204	484,376	864,580	214,857	1,079,437
Policy and public affairs	24,210	-	24,210	31,332	55,542
Research	10,560	1,320	11,880	17,260	29,140
Other charitable activities	82,811	13,806	96,617	70,635	167,252
Total	497,785	499,502	997,287	334,084	1,331,371

7 Net income

	2022 £	2021 £
Net income for the year is stated after charging:		
Depreciation of tangible fixed assets	1,421	2,477
Amortisation of intangible fixed assets	21,482	26,716
Operating lease commitments	26,224	38,835
Trustee expenses	809	853
Auditor's remuneration:		
Current year audit	9,750	9,505
Under Accrual In respect of previous year	1,925	2,623

8 Trustee Expenses

Expenses were incurred by trustees, as follows:

	2022 £	2021 £
Trustee Expenses		
Board Insurance	809	853
Board Meeting Costs	1,125	-
Subscriptions	179	-
Recruitment	2,000	-
Total number of trustee paid expenses	10	11

9 Staff costs

	2022 £	2021 £
Staff costs were as follows:		
Salaries and wages	712,566	551,375
Social security costs	78,590	55,502
Pension contributions	29,533	27,178
	820,689	634,055
Temporary and other staff costs	1,569	16,855
Total staff costs	822,258	650,910

	2022 £	2021 £
Staff costs have been charged as follows:		
Cost of raising funds	108,836	68,061
Charitable activities	478,816	497,785
Support costs	234,606	85,064
	822,258	650,910

There was one (2021: 1) person earning more than £60,000 during the year, and they were paid in the banding £70,000–£79,999.

The average monthly number of employees analysed by activity:	2022 Number	2021 Number
Raising funds	4	2
Training and standards	11	9
Policy and public affairs	0	2
Impact	0	0
Research	0	1
Support	8	3
Governance	0	2
Other Charitable Activities	2	2
	25	21

Key management personnel

The Chief Executive Officer (CEO) has delegated responsibility from the trustees to run the charity day-to-day.

The CEO along with three other SMT members (Director of Products, Services & Impact, Head of Marketing & Communications and Head of Programmes) are considered to be the Key Management Personnel. (2021: CEO & SMT members)

The total employee benefits, including pension contributions, of this group amounted to £197,324 (2021: £153,957).

10 Support costs

	Governance £	Other £	Total 2022 £	Total 2021 £
Staff costs	12,230	222,376	234,606	85,064
Professional fees	11,675	78,838	90,513	96,901
Premises costs	1,426	27,101	28,527	56,523
IT costs	2,018	70,697	72,715	48,856
Other administrative costs	11,733	151,753	163,485	88,921
	39,083	550,765	589,846	376,265

Governance costs include audit fees of £11,675 and trustee recruitment costs of £11,500.

Support costs have been charged as follows:	2022 £	2021 £
Cost of raising funds	133,702	42,181
Charitable activities		
Training and standards		
Training courses	137,724	124,658
Publications	26,146	36,905
Nurture consultancy	73,680	14,769
MB quality mark awards	6,386	21,487
Nurturing schools programme	68,187	17,038
Boxall Online	25,940	-
Policy and public affairs	20,261	31,332

Research	7,032	17,260
Impact	8,084	-
Other charitable activities	82,703	70,635
	589,846	376,265

11 Intangible fixed assets

	IT Software £	Total £
Cost		
At 1 October 2021	167,683	167,683
Additions in the year	1,103	1,103
Disposals in the year	(84,356)	(84,356)
At 30 September 2022	84,430	84,430
Accumulated amortisation		
At 1 October 2021	126,769	126,769
Charge for the year	21,482	21,482
On disposals in the year	(84,356)	(84,356)
At 30 September 2022	63,895	63,895
Net book value		
At 30 September 2022	20,535	20,535
At 30 September 2021	40,914	40,914

Amortisation of intangible fixed assets is allocated within support costs in the SOFA.

12 Tangible fixed assets

	Fixtures & fittings £	Total £
Cost		
At 1 October 2021	62,845	62,845
Additions in the year	14,001	14,001
Disposals in the year	(71,008)	(71,008)
At 30 September 2022	5,838	5,838
Accumulated depreciation		
At 1 October 2021	53,318	53,318
Charge for the year	1,421	1,421
On disposals in the year	(53,023)	(53,023)
At 30 September 2022	1,716	1,716
Net book value		
At 30 September 2022	4,122	4,122
At 30 September 2021	9,527	9,527

	2022 £	2021 £
13 Debtors		
Trade debtors	748,866	541,183
Prepayments	54,915	15,400
	803,781	556,583

	2022 £	2021 £
14 Creditors: amounts falling due within one year		
Loans Payable	26,034	24,401
Accruals	44,967	49,408
Deferred income	392,810	433,854
Trade creditors	62,277	61,754
Other creditors	63,203	66,739
	589,291	636,156

Loans payable includes £26,034 (2021: £24,401) relating to a loan repayable to the Charities Aid Foundation

	2022 £	2021 £
Deferred income		
Deferred income brought forward	433,854	285,678
Released to income	(433,854)	(285,678)
Additional in the year	392,810	433,854
Total (as per above)	392,810	433,854

	2022 £	2021 £
15 Creditors: amounts falling due after more than one year		
Loans Payable	23,025	49,059
	23,025	49,059

Loans payable includes £23,025 (2021: £49,059) relating to a loan repayable to the Charities Aid Foundation. Interest is charged at 6.5% and monthly capital and interest payments have been made since August 2020 Capital repayments are due as follows:

	2022 £	2021 £
0 – 1 Years	26,034	24,401
1 – 2 Years	23,025	26,036
3 – 5 Years	-	23,023
	49,059	73,460
	2022	2021

16 Movements in funds

	At 1 October 2021 £	Income £	Expenditure £	Transfers in/(out) £	At 30 September 2022 £
Designated funds					
BPO	-	-	(16,862)	80,000	63,138
Data Analysis	-	-	-	20,000	20,000
Digital Marketing	-	-	-	15,000	15,000
Integration	-	-	-	20,000	20,000
Training & Development	-	-	-	20,000	20,000
Public Affairs	-	-	-	78,000	78,000
Cost of Living	-	-	-	22,000	22,000
Fixed assets fund	50,441	-	(22,903)	(2,881)	24,657
Total designated funds	50,441	-	(39,765)	252,119	262,795
General fund	670,040	1,833,179	(1,585,883)	(252,119)	665,217
Total unrestricted funds	720,481	1,833,179	(1,625,648)	-	928,012
Restricted Funds				-	-
Total Restricted funds	-	-	-	-	-
Total Funds	720,481	1,833,179	(1,625,648)	-	928,012

Movements in funds – Prior Year

	At 1 October 2020 £	Income £	Expenditure £	Transfers in/(out) £	At 30 September 2021 £
Designated funds					
Fixed assets fund	80,811	-	(29,167)	(1,203)	50,441
Total designated funds	80,811	-	(29,167)	(1,203)	50,441
General fund	131,761	1,847,659	(1,310,583)	1,203	670,040
Total Funds	212,572	1,847,659	(1,339,750)	-	720,481
Restricted Fund	2,000	100,000	(102,000)	-	-
Total Funds	214,572	1,947,659	(1,441,750)	-	720,481

With a strong financial performance and increased reserves in 2020/21 the board approved designated funds for key projects to support the strategic growth of the charity and ensure it is enabled to achieve its three long term goals by 2026;

1. Every child's education and development embraces nurture
2. Boxall Profile® integrated into every school's nurturing activities
3. UK government adopt nurture for all children

Impact and Evaluation

1. Boxall Profile Online® platform investment – The board approved £80,000 investment to improve the functionality, language, cybersecurity, reporting, user interface and integration into internal systems to ensure education professionals can get the best out of the the tool to support children and young people appropriately
2. Data analysis – There is a £20,000 investment for cleansing data and developing solutions that enable the charity to analyse, extract and transform data, and generate insights on our reach, and the impact of our work.

Profile and Influence

1. Public Affairs – there is a £78,000 investment in external public affairs support to achieve our ambitious goal of UK governments adopting nurture for all children through coordination of policy research projects and reports, engaging constituency MPs and Councillors in programme of local school visits, building awareness of importance of nurture with policy makers by engaging with relevant Ministers and further external profiling and influencing activities.
2. Digital Marketing – The board approved £15,000 to enhance presence and extend the reach and influence of nurture in education across digital platforms to ensure education professionals are able to access our resources more efficiently.

Service and Delivery

To improve the charity's customer experience a £20,000 investment to integrate internal CRM system, website and financial platforms to increase efficiency and reduce invoicing errors and debtor balances

Performance and Standards

The charity's biggest asset is its staff and the board approved an investment of £20,000 for staff training and development package that will provide them with the key skills and competencies they need to be a high performing team who have the confidence, ability and knowledge to independently understand how they can drive the growth of the charity.

One-off cost of living allowance

With the growing cost of living and being a fully remote charity we are aware of the personal impact the rising inflation has on our staff's personal lives. The board approved a one-off cost of living allowance of £1,000 (per staff member) to show how valued their contributions are to the charity.

Fixed Asset Fund:

To identify net funds held as fixed assets used in the organisation's operations, which are not therefore available for working capital.

17 Analysis of total net assets between funds

	General fund £	Designated funds £	Restricted funds £	Total funds £
Designated Funds				
Tangible fixed assets	-	24,657	-	24,657
General Funds				
Current assets	1,515,671	-	-	1,515,671
Current liabilities	(589,291)	-	-	(589,291)
Long-term liabilities	(23,025)	-	-	(23,025)
Total net assets	<u>903,355</u>	<u>24,657</u>	<u>-</u>	<u>928,012</u>

Analysis of total net assets between funds – Prior Year

	General fund £	Fixed asset fund £	Restricted funds £	Total funds £
Tangible fixed assets	-	50,441	-	50,441
Current assets	1,355,256	-	-	1,355,256
Current liabilities	(636,156)	-	-	(636,156)
Long-term liabilities	(49,060)	-	-	(49,060)
Provisions	-	-	-	-
Total net assets	670,040	50,441	-	720,481

18 Operating leases

The charity has the following annual commitments under operating leases for office premises:

	2022 £	2021 £
Amounts payable within less than one year	7,251	38,835
Leases expiring between one and five years	-	44,744
	7,251	83,579

The above figure includes the rent for the office in Scotland which is on a 12 month rolling basis. The prior year figure also includes the rent for the office in London, for which the lease expired during the year.

19 Related party transactions

During the year there were no payments to trustees for goods or services (2021: £0).

Trustees are encouraged to be members of NUK. During the year no membership fees were paid by trustees (2021: £30 / 1)

20 Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2022 £	2021 £
Net (expenditure) for the year	207,531	505,909
Adjustments for:		
Loss/Profit on disposal of fixed assets	12,185	(606)
Depreciation and amortisation	22,903	29,193
Interest from investments	-	-
Loan Interest Paid	4,056	5,047
Decrease in stock	14,321	4,320
(Increase) in debtors	(247,198)	(195,471)
Decrease / Increase in creditors	(48,498)	114,190
Increase / (Decrease) in provisions	-	(37,317)
Net cash provided/(used) in operating activities	(34,700)	425,265

21 Prior Year Statement of Financial Activities

	Unrestricted funds		Restricted funds	Total funds 2021
	General fund £	Designated funds £	£	£
Income from:				
Donations and legacies	39,678	-	-	39,678
Charitable activities	1,784,739	-	-	1,784,739
CJRS Grant Income	12,392	-	-	12,392
Other Grant Income	10,850	-	100,000	110,850
Total income	1,847,659	-	100,000	1,947,659
Income from investments	-	-	-	-
Other income	-	-	-	-
Total income	1,847,659	-	100,000	1,947,659
Expenditure on:				
Raising funds	108,224	2,155	-	110,379
Charitable activities				
Training and standards	955,200	22,237	102,000	1,079,437
Policy and public affairs	54,400	1,142	-	55,542
Research	28,540	600	-	29,140
Impact	-	-	-	-
Other	164,219	3,033	-	167,252
	1,202,359	27,012	102,000	1,331,371
Total expenditure	1,310,583	29,167	102,000	1,441,750
Net income/(expenditure)	537,076	(29,167)	(2,000)	505,909
Transfers between funds	1,203	(1,203)	-	-
Net movements in funds	538,279	(30,370)	(2,000)	505,909
Funds brought forward at 1 October 2020	131,761	80,811	2,000	214,572
Funds carried forward at 30 September 2021	670,040	50,441	-	720,481

Independent Auditor's Report to the Members and Trustees of Nurture Group Network Limited

Opinion

We have audited the financial statements of The Nurture Group Network Limited (the 'charitable company') for the year ended 30 September 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 30 September 2022 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
- 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)

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require 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; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and

regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions

reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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

Noelia Serrano (Senior statutory auditor)

23 June 2023

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108–114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

The Nurture Group Network Limited: Reference and Administrative Information

Charity Registrations:

The Nurture Group Network (NGN)

Company Registration No. (England & Wales): 05562426

Registered Charity No. (England & Wales): 1115972

Registered Charity No. (Scotland): SC042703

Registered Office:

Insight House

Riverside Business Park Stansted Mountfitchet CM24 8PL

Principal Office:

Insight House

Riverside Business Park Stansted Mountfitchet CM24 8PL

Board of Trustees:

Alan Leaman (Chair)

Alison Betts

Michael Clifford (Hon. Treasurer)

Chris Dean

Euan Fraser (appointed 16th September 2022)

Nicola Hannam (resigned 16th September 2022)

Claire Hersey

Angeliki Kallitsoglou (resigned 16th September 2022)

Paul Pugh (resigned 8th March 2022)

Bridget Robson (Vice-Chair)

Mehak Dawood Tejani (appointed 16th December 2022)

Stuart Beattie (appointed 16th December 2022)

Funisai Agnes Muchenje (appointed 16th December 2022)

Life President:

Mark Turner

Chief Executive Officer:

Arti Sharma

Auditors:

Sayer Vincent LLP Invicta House
108–114 Golden Lane London
EC1Y 0TL

Principal Bankers:

Metro Bank Plc
One Southampton Row London
WC1B 5HA

For more information

 @nurtureuktweets

 /nurtureuk

 /nurtureuk

 /nurtureuk

 nurtureuk

 info@nurtureuk.org

 nurtureuk.org



National Office

Insight House,
Riverside Business Park,
Stoney Common Road,
Stansted Mountfitchet,
Essex, CM24 8PL

UK registered charity number: 1115972
Scottish registered charity number: SC042703

Accounts



Annual Report and Financial Statements

Improving the life chances of
children and young people



October 2020 – September 2021



A note from the Chair, Nicola Hannam

This annual report covers the first full academic year of the Covid-19 pandemic, a period of uncertainty and upheaval across the country. Even as the summer holidays came to a close there was confusion over how schools would operate and we had to respond and adapt to the changing situation.

Early tough decisions to cut overheads and furlough some staff helped us weather the uncertainty and restructuring enabled us to streamline and improve our positioning. Despite the challenges we closed the year in a **positive financial position** with a refreshed strategy and a strong, expanding team.

This was **Arti Sharma's** first full year in post as CEO; despite both the Board and staff team working virtually she has established her leadership and galvanised the team to refresh the culture and focus. Our business recovery plan focused on stabilising, sustaining and then strengthening the charity in three distinct areas; Finance, Delivery and People. The reduced team and repurposed roles set out to deliver against our strategic and financial objectives.

We continued to deliver online content, as well as developing new **webinars and virtual training and consultancy** opportunities, so that we could still meet the needs of our educational professionals through varying iterations of national lockdowns. We also saw a surge in demand for our publications,

the **National Nurturing Schools Programme** and **Boxall Profile® Online**; all of which exceeded targets. We also adapted our programme content and delivery to ensure we could meet the bespoke needs of the **Violence Reduction Programmes** – a brilliant example of early intervention in the lives of children and young people to tackle challenging societal issues.

We appointed three new trustees who bring a depth of experience and increase the Board's digital and financial expertise:

- **Chris Dean**, *CEO Credera UK*
- **Claire Hersey**, *CFO for the City of London Academies Trust (COLAT)*
- **Paul Pugh**, *Director at Mason Advisory*

The commitment from staff, trustees and continued support from educational professionals and partners resulted in the strongest income year to date and a surplus that will enable us to invest in the future, expanding our reach and impact – an amazing feat by all involved.

With the positive upturn in finances, delivery and team we had the confidence to look to the future and reassess our priorities in the light of a fundamentally changed operating context. Within our trustees' annual report we have set out our new five year strategy with the long term goals to grow and embed nurturing education across the UK.

After a difficult year I am excited about the future for nurtureuk and our potential to change lives.

Contents

Why nurture?	03
What is nurture?	04
A nurturing year	06
Financial summary	10
Success stories	12
Nurturing Kent Programme	15
Violence Reduction Programme	16
Investing in Nurture Education	18
Annual Accounts	20
Additional Information	29
Independent Auditor's Report	32
Administrative Information	36

Board of Trustees:

Alison Betts
Jacqueline Brooks
(resigned 31st July 2021)
Michael Clifford
(Hon. Treasurer)

Chris Dean
(appointed 5th May 2021)
Nicola Hannam (Chair)
Claire Hersey
(appointed 5th May 2021)

Angeliki Kallitsoglou
Alan Leaman (Vice Chair)
Catherine Pope
(resigned 31st March 2021)

Paul Pugh
(appointed 5th May 2021)
Bridget Robson

Life President: Mark Turner



Why nurture?

Here at nurtureuk, we are committed to improving the life chances of every child and young person by promoting nurture across the whole education system and beyond.

We are proud of being a charity and being driven by purpose, and the development of children and young people is at the heart of everything we do.

We want to amplify the benefits of nurture for every child and young person within and beyond the classroom. Our approach is evidence-based and practice-led, following the six principles of nurture.

Our vision is to see a world where:

1. Child development isn't limited by lack of nurture in education.
2. Adults working with and caring for children and young people are supported and equipped with evidence-based tools to help them flourish and learn.

We are dedicated to improving the social, emotional, mental health and wellbeing of children and young people (CYP). We have been at the forefront of the nurture movement for over 50 years, and today – with ever more children and young people affected by issues that can impact their learning – our work is more vital than ever.

In the last year:

188,000
pupils
reached

4,300
practitioners
supported

2,200
schools
engaged

500
training sessions
delivered

What is nurture?

The nurture story began in 1969, when educational psychologist Marjorie Boxall first developed the concept of the nurture group. Following the success of her pilot, the nurture movement grew steadily over the following decades and gained wider recognition.

The concept of nurture is rooted in Attachment Theory and Neuroscience of the developing brain. It highlights the importance of social environments and its significant influence on social and emotional skills, as well as wellbeing and behaviour. A nurturing ethos in an education environment is empathetic, structured and fair for all.

At nurtureuk, we have spent 50 years building our evidence-based approach and today we have a reputation for delivering expert nurturing practice in schools. Everything we do is guided by best practice in the classroom through the Six Principles of Nurture.

"Nurture is the foundation on which everything is built. Without a true understanding of children and where they are coming from in their lives, we cannot begin to get it right for them. If we cannot do this, then they will not be in the right place to learn, build relationships and develop skills which will benefit them throughout their lives."
– Brimmond School, Aberdeen

The six principles of nurture

The classroom offers a safe base

Children's learning is understood developmentally

Language is a vital means of communication

All behaviour is communication

The importance of nurture for the development of wellbeing

The importance of transitions in children's lives

Our Graduated Approach to Nurture

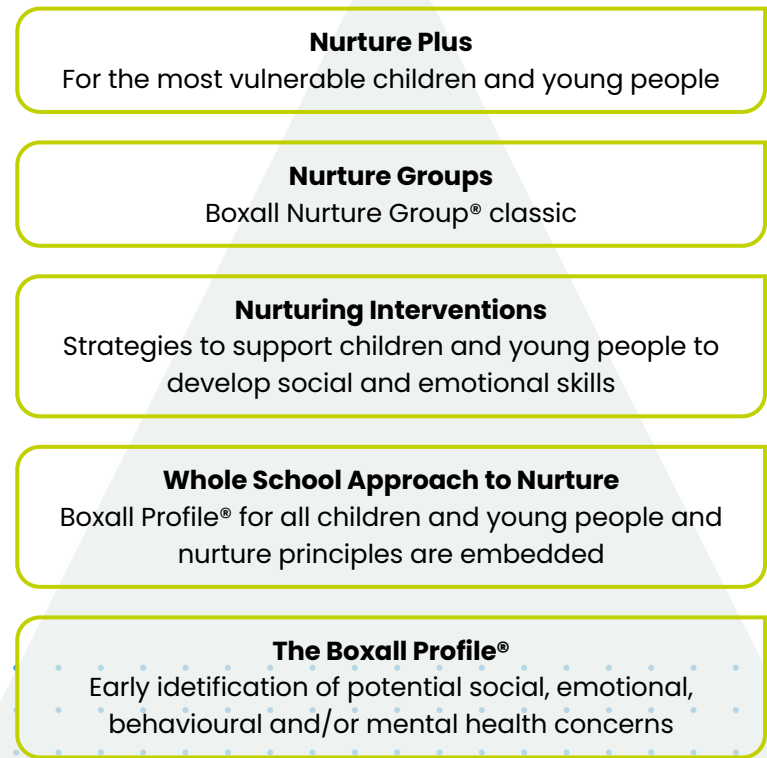
Our graduated approach to nurture ensures that every child in the school has the opportunity to flourish in their education, by having access to the support they need, when they need it. Whether they enter the education system with early childhood trauma, or experience it during their time in education, we work to measure and support the social, emotional and mental health of all children, so that no child falls through the cracks.

The graduated approach begins with using the **Boxall Profile®** to identify early indications of any social, emotional, behavioural and/or mental health concerns amongst the children and young people. The whole-school nurture approach is then applied, and

nurturing intervention strategies are put in place to help children and young people develop social and emotional skills. The final stage of the graduated approach is the implementation of **Boxall Nurture Groups™** for the most vulnerable children and young people.

"As a practitioner, I cannot emphasise the impact Nurture Groups have upon pupils, and I would go as far as to say that having a Nurture Group and adopting a nurturing ethos has transformed our whole school; children, staff and parents."
Landsdowne Primary School, Kent

Nurture Principles





A nurturing year

- a message from CEO, Arti Sharma

Having begun my post as CEO within the early months of the pandemic it became clear early on that a nurturing approach in education and within the charity itself would be needed more than ever.

Like many others in the sector, overnight we had to adapt to the changing rules and regulations and set out a business recovery plan that focused on creating robust foundations to ensure long term sustainability across three distinct areas; finance, delivery and people.

We saw many changes over the year including; moving from 100% face to face to completely delivering all our training and consultancy online; changing our working methods to become 100% remote across the country; we reduced the team and repurposed roles to deliver against our strategic and financial objectives; and internally, a new culture was created so staff could manage their own personal lives through the pandemic.

Our priority was to ensure we were ready to support educational professionals and in turn children and young people through the pandemic as best we could.

Despite the many challenges, the nurtureuk team worked incredibly hard to make huge strides compared to last year and experienced many 'firsts' across the charity that had not been done before.

I am incredibly proud of what we have achieved for the charity and our beneficiaries in my first full year in post.

The year in numbers:

We launched a **new modular online** version of the **National Nurturing Schools programme** in October 2020, which was timely due to the pandemic impact on the school environment.

We were able to distribute **4,000 bereavement boxes** in February 2021 after receiving £100,000 from Barclays Covid-19 fund – our largest corporate funding to date.

We received **224 submissions** for The **Theory and Practice of Nurture Groups** – slightly down from the year before due to the pandemic.

Following the success of the London Violence Reduction Unit, we secured a new contract with **Kent Violence Reduction Unit**.

We delivered the **Nurture ABC online** for the first time this year.

We created and delivered our first ever **Parental Engagement programme** for both Kent Violence Reduction Unit and our **National Nurturing Schools Programmes**.

We won our biggest contract in July to deliver the whole-school approach to nurture to **300 schools across Kent** over the next three years.



Boxall Profile® Online (BPO)

We estimate that the **Boxall Profile®** impacted 9,335 children and young people between November 2020 – October 2021, as a result of over 1,700 subscriptions to the platform. We also reached a milestone for the **Boxall Profile® Online**, generating income of over £500,000 for the first time. This increase in demand was largely due to the impact of Covid-19 on the social, emotional and mental health and wellbeing of children and young people. Over the next year, we are looking to upgrade the online platform and content to make it easier for educational professionals to integrate the tool in their school's nurturing activities.

Adapting and increasing our training and consultancy support

Moving from 100% face to face to 100% online is an approach that we had to adapt to quickly during the last financial year. Speaking to school staff and partners, we sought to find innovative ways to support them during the turbulent year and have included some of our highlights below:

- We trialled free webinars to support educational professionals undertaking the **Theory and Practice of Nurture Groups** course accredited by SQA. We were able to provide an after-care service, reinforce the course requirements, support delegates with extensions and assignment completion issues – a must when you are already dealing with so much on a day to day basis. They ran regularly through the year and we were pleased to have supported 358 attendees.
- We delivered and completed our first ever Virtual School **National Nurturing Schools Programme** in Kent, and it was wonderful to see such a positive conclusion despite the pandemic.
- We conducted our first online assessments for the **National Nurturing Schools Programme** and the **Majorie Boxall Quality Mark Awards** in January 2021.
- We trialled an open webinar programme discussing practical resources with a Covid-19 focus. Over the five events we had 67 attendees who commented on how beneficial it was to have delegates from all parts of the UK working together.

"This has been an excellent course. I was initially worried about the online sessions, as I prefer face to face learning, however it worked very well! The small group has made me more confident about speaking and asking questions. The trainer was so knowledgeable and helpful, and made this an excellent experience. I look forward to taking all of the advice, strategies and great ideas back to school and having a positive impact of the children who really need nurture." – Theory and Practice of Nurture Groups attendee

"I have thoroughly enjoyed all three days and found it a very positive experience. The quality of training and delivery was first class, and I feel the resources will support me going forward, both with running my groups and completing the assignment." – Theory and Practice of Nurture Groups attendee

"I just wanted to say a massive thank you for your training. It was one of the best courses I have been on, and I feel so much more confident about my venture into nurture now!" – Theory and Practice of Nurture Groups attendee

Mini Summer Conference

We are all aware of how hard the last year has been for schools and their staff, dealing with constant changes, bereavements, staggered starts and increased workload, to name just a few! We wanted to do something for them, and decided to repurpose our long-standing five day Summer School into an online summer conference, focusing on practical and meaningful ways to nurture their own mental health and wellbeing. The event was well received, with over 60 delegates attending, and we look forward to offering more online events in the coming year.

"The summer conference gave me time for reflection and to experience some of the strategies in real time – I never have time for this! It was so refreshing to have time with like-minded people at the end of a very trying year."
– Conference Delegate

Adapting the charity

As part of our business recovery plan, we also realised that we need to change internally to ensure we could support more and more children and young people in the future.

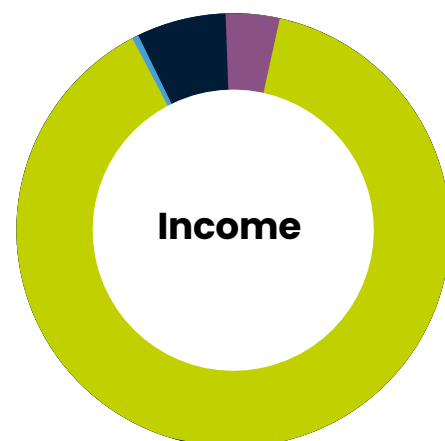
We upgraded and developed new digital systems, including our website and customer service systems, and the introduction of Salesforce, to ensure our customers and visitors received the support they needed. With most of us operating in a virtual environment, it became imperative that we created seamless systems to meet their needs. We plan to continue investing in these areas to create robust and easy to use platforms for schools, local authorities and partners to access training, consultancy, publications, resources, research, and materials they need to embed the nurturing approach within their institutions.

Despite a year of change for all, nurtureuk was able to stabilise and sustain its momentum across its delivery and finances. We are now looking to the future, and have set ambitious goals to improve the life chances of children and young people by promoting nurture across the whole education system and beyond.

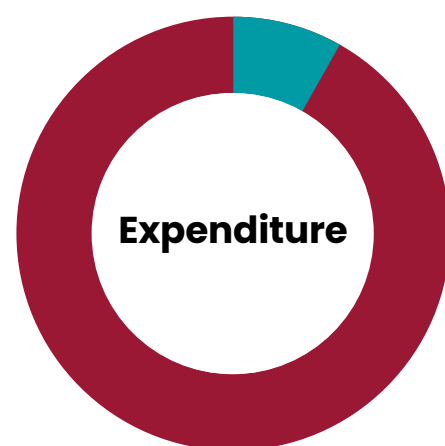


Financial summary

2020–2021



Donations and legacies:	£39,678
Charitable activities:	£1,784,739
CJRS grant income:	£12,392
Other grant income:	£110,850
Total income:	£1,947,659



Raising funds:	£110,379
Charitable activities:	
• Training and standards:	£1,079,437
• Policy and public affairs:	£55,542
• Research:	£29,140
• Other:	£167,252
Total expenditure:	£1,441,750



In 2020–21 despite continuing to operate in an extremely challenging and constrained market, we were able to stabilise the Charity across its delivery, finance and staffing, which is clearly demonstrable in the positive outturn position reached for the Financial Year. nurtureuk closed the year with our highest revenue performance ever; generating income of £1,948k, and a significantly strengthened reserve position of £720k that protects the Charity's sustainability against further concerns. The total surplus generated within the year was £506k which is a positive variance of £587k when compared to the prior year deficit of £81k.

The year-end balance sheet includes trade debtors of £541k (2020 £323k) comprising a large volume of small balances. Prompt recovery of debtors has been challenging during the lockdowns and periods of remote working. During the year and since the year-end the nurtureuk team have reviewed and improved invoicing and customer payment systems and controls. A detailed review of the aged debtor profile, with targeted recovery, is underway, which may result in some write-off of debt in 2021–22, impacting the reserves balance.

Reserves Policy

In light of the strong trading year, our total funds increased from £215k to £720k. This is a vital recovery in our reserves, offering further buffers against difficult headwinds in the market, and bringing target reserves in the range of £330k to £495k as outlined in our Reserves Policy. Available additional reserves will offer the opportunity to invest in key areas of growth for the Charity to strengthen our offerings and impact including: Boxall Profile® Online, impact and evidence evaluations, our training and consultancy, and membership offer.

Success stories

We believe that the whole-school nurturing approach is the most effective way to support the social, emotional and mental health needs of all children, including those with adverse childhood experiences. We have seen many schools succeed in embedding a nurturing culture, and have included three success stories below:

Sandilands Primary School, Manchester – The perfect example of a nurture group

The school has a long-running nurture group which has been praised repeatedly by Ofsted. A short Ofsted inspection in 2017 states that the nurture group “offers care and support to some of your most vulnerable pupils. In this environment, pupils thrive and return to their classrooms with self-belief and confidence.”

“Because of this provision, the school is able to tackle the needs of very vulnerable young people; it is able to re-integrate disruptive pupils back into mainstream class and is able to

ensure other pupils in the school achieve well.”

Crucially, the report notes the whole school and all pupils benefit from the improvements in behaviour that the nurture group brings. The school received a Marjorie Boxall Quality Mark Award in recognition of the high standards of its nurture group and is part of the National Nurturing Schools Programme, taking the principles of nurture groups and applying them throughout the school.



Marsh Green Primary School, Wigan – A success story of inclusion and attainment

In 2004, Marsh Green Primary school in Wigan had 32 children at risk of exclusion. Since adopting nurture interventions in 2005, the number of exclusions at the schools has dropped dramatically: in 2018 the school had just one day of temporary exclusion for a pupil. In February 2019 Marsh Green was congratulated in a letter from the Secretary of State for Education and Minister of State for School Standards as, in terms of progress made between Key Stage 1 and the end of Key Stage 2, Marsh Green was in the top 3% of schools nationally.

“Nurture has been absolutely instrumental in the reduction in exclusions and in the success we’ve had recently. When there’s so much focus on results it takes a lot of bravery to recognise that in order to get those results, you need to prioritise children’s social, emotional and mental health needs” says Headteacher Gill Leigh.

Nurture teacher Jill Weatherston says: *“If pupils don’t feel happy and safe within school, they won’t learn anyway, so you can all carry on teaching till your heart’s content but they won’t take it in if they don’t feel happy, secure and the basic needs aren’t being met.”*



Wilds Lodge School, Oakham – A tribute to Robin Lee and his dedication to nurture

The perfect example of a school that has embedded a whole-school nurturing culture is Wilds Lodge School in Oakham. This school has created a strong ethos which has been developed by the staff and they have focused on building meaningful relationships with the pupils. This is the vision that the founder of the school, Robin Lee, had in mind when he opened the school in 2007.

Wilds Lodge School is an independent specialist boarding and day provision for boys aged between 5 and 18 who have social, emotional and behavioural difficulties. Every pupil has a Statement of SEN or Education Health and Care Plan (EHCP). The main needs of pupils who have SEN at the school are social, emotional and behavioural difficulties, Autistic Spectrum Disorder and Moderate Learning Difficulties.

Last year, the school opened Robin's Nest, a new nurture building named in memory of the school's founder who sadly passed away in early 2021. Robin was a keen advocate for nurture and wanted every child to have the opportunity to flourish with their education. Wilds Lodge Nurture Group Coordinator, Cherida Gibson, commented: ***"Robin was an incredible person, whose vision has led to so many children and young people with SEMH difficulties getting the support that they so desperately needed. Robin was always the biggest supporter of our nurture provision, and I was so proud to name the new building 'Robin's Nest' after him in September. We will be forever grateful for everything he did for us at Wilds Lodge School, and we will ensure that we continue the amazing work that he started."***

Cherida is responsible for leading the nurture groups at the school and she works closely with every child to ensure that their needs are met. Cherida is trained in the Theory & Practice of Nurture Groups programme and she also holds a certificate in Therapeutic Play. She uses the **Boxall Profile®** assessment tool to assess pupil's social and emotional needs, as well as supporting the classroom referral and transition process.

Robin's Nest



Nurturing Kent Programme

Nurtureuk have been commissioned by Kent County Council to create the country's first nurturing county, where all schools will be adopting a nurturing approach to teaching and learning. During this three year programme, nurtureuk will be working with Kent County Council to embed a whole-school nurturing approach across 300 mainstream Primary and Secondary schools in the county. The aim is to promote inclusion across the county and support pupils with special educational needs to access and enjoy education.

The fully funded programme will support schools in helping the most vulnerable pupils in need of additional special educational needs support, reducing fixed-term and permanent exclusions, and increasing positive communication and effective working between schools, parents and other services.

Training

We are delivering training and consultancy for schools in Kent to help them to develop and implement their own whole-school approaches to nurture, building upon their existing strengths, and leading to school-level accreditation. Each school will have access to and receive training on the following:

- National Nurturing Schools Programme (NNSP)
- **Boxall Profile® Online**
- How to set up and run a Boxall Nurture Group™, to nurtureuk recognised, and externally evaluated and accredited standards.

Outcomes

The design of the programme will recognise that each school will have slightly different needs and requirements. Flexibility within the programme delivery model means nurtureuk can provide a bespoke service and work alongside staff and pupils within each school to achieve the best results, together creating a culture where young people can thrive and achieve through their education.

Schools who participate in the programme will see outcomes such as reduced fixed term and permanent exclusions, improved relationships between pupils, parents, teachers and other staff, improved access to support and improved understanding of pupils with SEN, better networking opportunities and best practice across the county, and more effective spending of school budgets to meet the needs of pupils.

Through embedding the six principles of nurture and using the **Boxall Profile®** across the whole school, schools can identify children and young people who need additional, more focused support through nurturing interventions, or as part of a nurture group. We look forward to following the nurture journey of these schools in Kent and seeing an improvement in the life chances of children and young people.



Violence Reduction Programme

Nurtureuk has been working with the London Violence Reduction Unit (VRU) since January 2020 to create more inclusive schools, reduce pupil exclusions, and support young Londoners to thrive. Through the project, we have delivered bespoke consultancy and training to support schools to implement the whole-school nurturing approach and build strategies to meet the specific needs of their pupils.

**MAYOR OF
LONDON**
VRU

One of our **London schools** joined the project following an increase in unsettled behaviour and requests for counselling services since the start of the Covid-19 pandemic:

"Both are indicators of poor mental health, and we wanted to use the nurturing approach to offset some of the trauma created by the pandemic, and to start building more positive relationships with our young people."

We have a number of young people who are at risk of criminal exploitation and are also vulnerable to gang involvement. There is quite a big gang network in our area who are evidently trying to recruit some of our young people, and there's a growing cohort who are involved in drugs.

*We have already seen a positive impact for our staff and young people since beginning the project. The little nurture club we are running has been great so far, and has given the cohort a place to be and a group of friends. They have key workers who are able to work with them on their targets and provide check-ins to make sure they are well. The staff have enjoyed working on this, and said the **Boxall Profile**® is very helpful in clearly identifying the areas to work on."*



Feedback from one of our **Kent schools** has been just as inspiring:

"It was one of those perfect moments where things somehow all came together at the perfect time; a fully funded place had come up for a school in my area on the nurtureuk project with the Violence Reduction Unit. I was desperate to be a part of the project!"

Every training session I attended gave me ideas and inspiration. I knew our kids, I knew how adverse their backgrounds were and I knew this would make a difference for them. My team started attending all the offered training and they were all on board; our pastoral team have been fighting these fires for years and we finally saw something we felt could help our families.

I was keen to show that the best way to engage our most challenging children was to nurture them. I was granted permission to take my new Nurture Group and 3 others of similar reputation off site for two days to do gardening at our local primary school.

Each one flung themselves into it, they worked together as a team, taking turns and supporting each other. I didn't see a single phone or headphone all day, which with our lot is a genuine measure of success. Until the end when they took pictures to show their mums and I am not really sure there are any words to adequately express how that made me feel.

As we packed away, they all thanked us individually. Their parents emailed us thanking us. The primary kids came out and my kids glowed with pride showing off their flowers. I glowed watching them. I could tell this was the start of something wonderful!"



Investing in Nurturing Education

By 2026 our goal is to see:

- Every child's education and development embracing nurture
- The **Boxall Profile**® integrated into every school's nurturing activities
- The UK governments adopt nurture for all children

We want to ensure that schools across the UK understand the theory and practice of nurture, and the benefits of nurture accreditation from nurtureuk. This includes our aim to work with Ofsted to endorse schools who implement the whole-school approach to nurture.

We are committed to making the **Boxall Profile**® the national standard tool to assess the social, emotional, and behavioural needs of pupils, and for schools to receive funding from their local authorities to implement its use school-wide.

By campaigning for nurture to be recognised in regulatory frameworks and guidance as crucial to address exclusion, we want nurture to be included as part of teacher training and CPD. We also aim to unlock funding for schools who implement the whole-school approach to nurture.

In order to achieve these goals, we will be focusing on four key areas for the next two years:

Our impact
and evidence

Our profile
and influence

Our quality and
community

Our service
and delivery



In order to understand our impact and reach within the nurture community, we will be improving our data collection and digital platforms, including our website, CRM system, and the **Boxall Profile**® Online.

We will be using targeted communications and increased stakeholder engagement to widen the understanding and influence of nurture in education, whilst also creating an influential nurture community through our customer service and support. We will continue to maintain and develop our high quality suite of products and services for existing nurture audiences.

Through our strategic goals, we want to:

- Provide the **leading training, publications, resources and consultancy** on nurture in education to the education community.
- Be at the forefront of **sharing and promoting research and evidence on the best practice** of nurture in education.
- Be the **advocate and lead campaigner** on behalf of our members for nurture in education.
- Provide a **forum** for our members to debate and investigate nurture in education.
- Support all practitioners through **networks and information exchange** opportunities to further champion nurture in education.

The Nurture Group Network Ltd
Statement of Financial Activities (incorporating an income and expenditure account)
for the year ended 30 September 2021

Unrestricted funds					
Notes	General fund £	Designated funds £	Restricted funds £	Total funds 2021 £	Total funds 2020 £
Income from:					
Donations and legacies	2	39,678	-	39,678	54,737
Charitable activities	3	1,784,739	-	1,784,739	1,248,910
CJRS Grant Income		12,392	-	12,392	166,257
Other Grant Income	4	10,850	-	110,850	2,000
		1,847,659	100,000	1,947,659	1,471,984
Income from investments		-	-	-	782
Total income		1,847,659	100,000	1,947,659	1,472,686
Expenditure:					
Raising funds	5	108,224	2,155	110,379	187,191
Charitable activities	6				
Training and standards		955,200	22,237	1,079,437	1,045,209
Policy and public affairs		54,400	1,142	55,542	73,198
Research		28,540	600	29,140	27,706
Other		164,219	3,033	167,252	220,923
		1,202,359	27,012	1,331,371	1,367,036
Total expenditure		1,310,583	29,167	1,441,750	1,554,227
Net income/(expenditure)		537,076	(29,167)	505,909	(81,541)
Transfers between funds	17	1,203	(1,203)	-	-
Net movements in funds		538,279	(30,370)	505,909	(81,541)
Funds brought forward at 1 October 2020		131,761	80,811	214,572	296,113
Funds carried forward at 30 September 2021	17	670,040	50,441	720,481	214,572

All amounts derive from continuing operations.
No other gains/losses occurred during the year other than those included above.
The notes on pages 23 to 28 form part of these financial statements.

The Nurture Group Network Ltd
Balance Sheet as at 30 September 2021

Notes	2021 £	2021 £	2020 £	2020 £
Fixed assets				
Intangible fixed assets	11	40,914		67,630
Tangible fixed assets	12	9,527		13,181
			50,441	80,811
Current assets				
Stock		36,542		40,862
Debtors	13	556,583		361,112
Cash at bank and in hand		762,130		363,000
			1,355,255	764,974
Creditors: amounts falling due within one year	14		(636,156)	(520,435)
			719,099	244,539
Net current assets			769,540	325,350
Total assets less current liabilities				
			720,481	214,572
Creditors: amounts falling due after more than one year	15		(49,059)	(73,461)
Provision for Liabilities	16		-	(37,317)
Total net assets			720,481	214,572
Funds				
General fund			670,040	131,761
Designated funds	17		50,441	80,811
Restricted Funds			-	2,000
Total funds			720,481	214,572

The notes on pages 23 to 28 form part of these financial statements.
The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime with part 15 of the Companies Act 2006.
The financial statements were approved by the trustees and authorised for issue on 11th March 2022.



Nicola Hannam
Chair



Michael Clifford
Treasurer

The Nurture Group Network Ltd
Company registration number 05562426

The Nurture Group Network Ltd
Cash Flow Statement as at 30 September 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Net cash provided by operating activities	21	425,265	102,379
Cash flows from/(used in) investing activities			
Interest from bank deposits		-	782
Purchase of tangible fixed assets		-	(868)
Purchase of intangible fixed assets		-	(4,750)
Proceeds from the disposal of tangible fixed assets		1,782	1,304
Net cash from/ (used in) investing activities		1,782	(3,532)
Cash flows from/(used in) financing activities			
Repayment of loans		(22,870)	(3,670)
Interest paid		(5,047)	(6,499)
Net cash/ (used in) financing activities		(27,917)	(10,169)
Change in cash and cash equivalents in the year		399,130	88,678
Cash and cash equivalents at 1 October	B	363,000	274,322
Cash and cash equivalents at 30 September	B	762,130	363,000
Notes to the statement of cash flows for the year to 30 September 2021:			
A: Analysis of cash and cash equivalents			
		2021 £	2020 £
Cash at bank and in hand		762,130	363,000
Total cash and cash equivalents		762,130	363,000
B: Analysis of changes in net debt			
	At 1 October 2020 £	Cash Flows £	At 30 September 2021 £
Cash	363,000	399,130	762,130
Loans falling due within one year	(22,870)	(1,531)	(24,401)
Loans falling due after more than one year	(73,461)	24,402	(49,059)
Total	266,669	422,001	688,670

The Nurture Group Network Ltd
Notes to the financial statements for the year ended 30 September 2021

ACCOUNTING POLICIES

1.1 Accounting conventions

The financial statements have been prepared under the historical cost convention and in accordance with the Companies Act 2006, the Charities Act 2011 and the charity's governing document.

The financial statements have been prepared in accordance with the principles set out in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) issued October 2019, the financial reporting standard applicable in the UK and Republic of Ireland (FRS 102).

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest pound.

1.2 Assessment of Going Concern

The Trustees have assessed whether the use of the going concern basis is appropriate in preparing these financial statements and have considered possible events or conditions that may cast doubt on the ability of the charity to continue as a going concern. The Covid-19 pandemic has strengthened forecasting and projections of the Charity's income; the Charity generated its strongest revenue performance to date in the Financial Year 2020-21 through changing product strategy, delivery models and services, alongside intentionally enhancing Free Reserves to buffer the Charity from future headwinds such as school closures, restrictions and limitations of activity. Following due consideration of the Reserves, trading performance and market conditions the Trustees have concluded that there is a reasonable expectation that the Charity has adequate reserves to continue to operate for the foreseeable future and accordingly the Charity has continued to prepare its accounts as a going concern.

1.3 Fund Accounting

The general fund comprises accumulated surpluses and deficits on unrestricted and non-designated funds that are available for use at the discretion of the trustees in furtherance of the charity's mission and objectives.

Designated funds are unrestricted funds that the trustees have set aside for specific purposes, although the funds may ultimately be used for other purposes.

1.4 Critical accounting estimates and areas of judgement

In preparing the financial statements the trustees are required to make estimates and judgements. The matters shown below are considered the most important in understanding the judgements that are involved in preparing the financial statements.

Cost allocation: Support costs not attributable to a single charitable activity are apportioned on a staff time basis, as staff time is the main cost to the charity.

Depreciation and amortisation: When arriving at the useful lives of the tangible and intangible fixed assets, the trustees have used their judgement to decide the length of time over which the fixed asset will be depreciated or amortised over.

1.5 Income recognition

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

Donations are included in full in the statement of financial activities. At the end of the financial year the charity may have issued invoices to customers which cover a period beyond the balance sheet date. This income is carried forward and disclosed as "income received in advance". This includes invoices for membership subscriptions as well as customers receiving goods or services.

1.6 Expenditure

Expenditure, including irrecoverable VAT, is accounted for on the accruals basis. Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount can be reliably measured.

1.7 Charitable activities

Charitable activities are grouped under headings representing the three main activities of the charity, namely Training and Standards, Policy & Public Affairs and Research, and Other charitable activities. The expenditure is made up of that spent directly on the activity plus the allocation of support costs.

Training and Standards reflects the costs to the charity in putting on training courses and conferences, in producing publications, administering the Marion Bannathan Quality Mark Awards, delivering nurture consultancy to customers and setting up the national nurturing schools programme.

1.8 Support costs, including governance

Support costs are those costs that cannot be directly attributed to a charitable activity or raising funds. These costs are allocated on the basis of staff time, as staff costs is the main area of expenditure for the charity and is the most appropriate basis. Support costs include expenditure relating to the governance arrangements of the charity, such as external audit fees.

1.9 Tangible fixed assets

Tangible fixed assets are recorded at cost less accumulated depreciation. All assets costing

more than £1,000 and with an expected useful life of more than one year are capitalised. Depreciation is calculated and charged to the SoFA using the straight line method.

Depreciation is calculated at the following rates:

Leasehold improvements:
over the lease term

Fixtures & equipment:
20% reducing balance

1.10 Intangible fixed assets

Intangible fixed assets are recorded at cost less accumulated amortisation. Amortisation is calculated and charged to the SoFA using the straight line method. Intangible assets such as software will be reviewed periodically, so that any technological advancement which may give rise to impairment can be judged. Costs associated with maintenance of the software or website are recognised in the SoFA as costs are incurred.

Amortisation is calculated at the following rate:
IT/software: 25% straight line

1.11 Stock

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

1.12 Cash and cash equivalents

Cash and cash equivalents, for the purpose of the statement of cash flows, comprise cash in hand and instant access cash. The charity does not hold fixed term bonds, or deposits or with a maturity date of more than three months.

1.13 Debtors

Debtors are recognised initially at fair value. A provision for impairment of trade debtors is established where there is objective evidence that the charity will not be able to collect all amounts due. Any losses arising from impairment will be recognised in the SoFA.

1.14 Creditors

Short term creditors are measured at the transaction price and are recognised where there is a present obligation resulting from a past event that will probably result in the transfer of funds to a third party.

1.15 Defined contribution pensions

From 1 February 2017 the charity implemented a new workplace pension scheme and continues to comply with all auto-enrolment regulations.

1.16 Leases

Payments made under operating leases are charged to the SoFA as incurred.

1.17 Taxation

The charity is entitled to exemptions from income tax as its income is applied for charitable purposes.

The Nurture Group Network Ltd
Notes to the financial statements for the year ended 30 September 2021

2 Income from donations and legacies					2021	2020
					£	£
Membership subscriptions					38,017	30,393
Other donations					1,661	24,344
Total					39,678	54,737
In 2021 all donations were related to unrestricted funds. In 2020 donations of £2,000 were restricted.						
Income from charitable activities					2021	2020
					£	£
3 Charitable activity						
Training courses					563,633	415,863
Conferences & Events					360	-
Publications					165,496	134,278
Nurture consultancy					37,148	56,205
MB quality mark awards					395	2,245
Nurturing schools programme					259,893	122,904
Boxall Online					532,116	396,016
Violence Reduction Units					194,762	97,247
Norwich Nurture Hub					30,936	24,152
Total					1,784,739	1,248,910
All income from charitable activities in 2020 and 2021 was unrestricted.						
4 Other Grant Income						
Charitable activity						
STV Grant					-	2,000
Barclays Wellbeing Fund Grant					100,000	-
Other Grant Income					10,850	-
Total					110,850	2,000
Grant income of £100,000 related to restricted funds (2020: £2,000). All other grant income was unrestricted.						
5 Raising funds						
2021	Direct staff costs	Other direct costs	Total direct costs	Support costs	2021 Total	2020 Total
	£	£	£	£	£	£
Raising funds	68,061	137	68,198	42,181	110,379	187,191
2020	Direct staff costs	Other direct costs	Total direct costs	Support costs	2020 Total	
	£	£	£	£	£	
Raising funds	122,043	1,954	123,997	63,194	187,191	
6 Expenditure on charitable activities						
2021	Direct staff costs	Other direct costs	Total direct costs	Support costs	2021 Total	2020 Total
	£	£	£	£	£	£
Charitable activity						
Training and standards						
Training courses	195,382	87,169	282,551	124,658	407,209	422,027
Publications	88,340	176,477	264,817	36,905	301,722	202,084
Nurture consultancy	22,280	12,948	35,228	14,769	49,997	271,221
MB quality mark awards	42,677	253	42,930	21,487	64,417	79,719
Nurturing schools programme	31,525	55,868	87,393	17,038	104,431	60,457
Boxall Online	-	26,379	26,379	-	26,379	9,701
Violence Reduction Units	-	124,134	124,134	-	124,134	-
Norwich Nurture Hub Costs	-	1,148	1,148	-	1,148	-
	380,204	484,376	864,580	214,857	1,079,437	1,045,209
Policy and public affairs	24,210	-	24,210	31,332	55,542	73,198
Research	10,560	1,320	11,880	17,260	29,140	27,706
Other charitable activities	82,811	13,806	96,617	70,635	167,252	220,923
Total	497,785	499,502	997,287	334,084	1,331,371	1,367,036

2020	Staff costs	Other direct costs	Total direct costs	Support costs	2020 Total
	£	£	£	£	£
Charitable activity					
Training and standards					
Training courses	216,105	94,501	310,606	111,421	422,027
Publications	31,153	156,280	187,433	14,652	202,084
Nurture consultancy	113,286	117,896	231,182	40,039	271,221
MB quality mark awards	57,876	1,429	59,305	20,414	79,719
Nurturing schools programme	31,141	16,610	47,752	12,706	60,457
Boxall Childhood Projected Violence Reduction Units	-	9,701	9,701	-	9,701
Violence Reduction Units	-	-	-	-	-
Norwich Nurture Hub Costs	-	-	-	-	-
	449,561	396,417	845,978	199,231	1,045,209
Policy and public affairs	45,002	1,050	46,052	27,146	73,198
Research	12,036	1,296	13,332	14,374	27,706
Other charitable activities	106,837	11,000	117,837	103,086	220,923
Total	613,436	409,763	1,023,199	343,837	1,367,036

The Nurture Group Network Ltd
Notes to the financial statements for the year ended 30 September 2021

7 Net income	2021	2020
Net income for the year is stated after charging:	£	£
Depreciation of tangible fixed assets	2,477	3,255
Amortisation of intangible fixed assets	26,716	30,238
Operating lease commitments	38,835	53,508
Trustee expenses	853	621
Auditor's remuneration:		
Current year audit	9,505	7,000
Under Accrual In respect of previous year	2,623	3,200
8 Trustee Expenses		
Expenses were incurred by trustees, as follows:		
	2021	2020
Trustee Expenses	£	£
Board Insurance	853	621
9 Staff costs	2021	2020
Staff costs were as follows:	£	£
Salaries and wages	551,375	716,821
Social security costs	55,502	68,279
Pension contributions	27,178	32,924
	634,055	818,024
Temporary and other staff costs	16,855	15,787
Redundancy costs	-	19,906
Termination costs	-	10,000
Payment in lieu of notice costs	-	7,411
Total staff costs	650,910	871,128
Staff costs have been charged as follows:	2021	2020
Cost of raising funds	£	£
Charitable activities	68,061	122,043
Support costs	497,785	613,436
	85,064	135,649
	650,910	871,128
There was one (2020: 0) person earning more than £60,000 during the year, and the charity paid pension contributions on their behalf of £3,438 (2020: £0).		
The average monthly number of employees analysed by activity:	2021	2020
	Number	Number
Raising funds	2	3
Training and standards	9	10
Policy and public affairs	2	2
Research	1	1
Support	3	1
Governance	2	1
Other Charitable Activities	2	3
	21	21

Key management personnel
The Chief Executive Officer (CEO) has delegated responsibility from the trustees to run the charity day-to-day. The CEO, along with one other SMT member (Director of Operations) are considered to be the Key Management Personnel. (2020: CEO & 1 SMT member). The total employee benefits, including pension contributions, of this group amounted to £153,957 (2020: £170,783).

The Nurture Group Network Ltd
Notes to the financial statements for the year
ended 30 September 2021

10 Support costs	Total 2021 £	Total 2020 £
Staff costs	85,064	130,861
Professional fees	96,901	88,169
Premises costs	56,523	38,010
IT costs	48,856	23,091
Other administrative costs	88,921	126,900
	376,265	407,031
	2021	2020
Support costs have been charged as follows:	£	£
Cost of raising funds	42,181	63,194
Charitable activities		
Training and standards		
Training courses	124,658	111,421
Publications	36,905	14,652
Nurture consultancy	14,769	40,039
MB quality mark awards	21,487	20,414
Nurturing schools programme	17,038	12,706
Policy and public affairs	31,332	27,146
Research	17,260	14,373
Other charitable activities	70,635	103,086
	376,265	407,031
11 Intangible fixed assets		
	IT Software £	Total £
Cost		
At 1 October 2020	167,683	167,683
At 30 September 2021	167,683	167,683
Accumulated amortisation		
At 1 October 2020	100,053	100,053
Charge for the year	26,716	26,716
At 30 September 2021	126,769	126,769
Net book value		
At 30 September 2021	40,914	40,914
At 30 September 2020	67,630	67,630

Amortisation of intangible fixed assets is allocated within support costs in the SOFA.

The Nurture Group Network Ltd
Notes to the financial statements for the year
ended 30 September 2021

12 Tangible fixed assets	Fixtures & fittings £	Total £
Cost		
At 1 October 2020	64,590	64,590
Disposals in the year	(1,745)	(1,745)
At 30 September 2021	62,845	62,845
Accumulated depreciation		
At 1 October 2020	51,409	51,409
Charge for the year	2,477	2,477
On disposals in the year	(568)	(568)
At 30 September 2021	53,318	53,318
Net book value		
At 30 September 2021	9,527	9,527
At 30 September 2020	13,181	13,181
13 Debtors	2021 £	2020 £
Trade debtors	541,183	323,412
Prepayments	15,400	19,195
Accrued Income	-	18,505
	556,583	361,112
14 Creditors: amounts falling due within one year	2021 £	2020 £
Loans Payable	24,401	22,870
Accruals	49,408	66,848
Deferred income	433,854	285,678
Trade creditors	61,754	30,565
Other creditors	66,739	114,474
	636,156	520,435
Loans payable includes £24,401 (2020: £22,870) relating to a loan repayable to the Charities Aid Foundation		
	2021 £	2020 £
Deferred income		
Deferred income brought forward	285,678	214,839
Released to income	(285,678)	(214,839)
Additional in the year	433,854	285,678
Total (as per above)	433,854	285,678

The Nurture Group Network Ltd
Notes to the financial statements for the year ended 30 September 2021

15 Creditors: amounts falling due after more than one year	2021 £	2020 £
Loans Payable	49,059	73,461
	49,059	73,461
Loans payable includes £49,059 (2020: £73,461) relating to a loan repayable to the Charities Aid Foundation. Interest is charged at 6.5% and monthly capital and interest payments have been made since August 2020. Capital repayments are due as follows:		
	2021 £	2020 £
0 - 1 Years	24,401	22,870
1 - 2 Years	26,036	50,438
3 - 5 Years	23,023	23,023
	73,460	96,331
	2021	2020
16 Provision for Liabilities		
	£	£
Restructuring Costs	-	37,317
	-	37,317

17 Movements in funds	At 1 October 2020 £	Income £	Expenditure £	Transfers in/(out) £	At 30 September 2021 £
Designated funds					
Fixed assets fund	80,811	-	(29,167)	(1,203)	50,441
Total designated funds	80,811	-	(29,167)	(1,203)	50,441
General fund	131,761	1,847,659	(1,310,583)	1,203	670,040
Total unrestricted funds	212,572	1,847,659	(1,339,750)	-	720,481
Restricted Funds					
STV Appeal	2,000	-	(2,000)	-	-
Barclays Wellbeing Fund	-	100,000	(100,000)	-	-
Total Restricted Funds	2,000	100,000	(102,000)	-	-
Total Funds	214,572	1,947,659	(1,441,750)	-	720,481
Movements in funds - Prior Year					
	At 1 October 2019 £	Income £	Expenditure £	Transfers in/(out) £	At 30 September 2020 £
Designated funds					
Marion Bennathan memorial fund	6,242	2,377	-	(8,619)	-
Strategic Fund	70,466	-	-	(70,466)	-
Operational Fund	2,539	-	-	(2,539)	-
CAF Loan Fund	66,404	-	(17,672)	(48,732)	-
	145,651	2,377	(17,672)	(130,356)	-
Fixed assets fund	109,990	-	(34,286)	5,107	80,811
Total designated funds	255,641	2,377	(51,958)	(125,249)	80,811
General fund	40,472	1,468,309	(1,502,269)	125,249	131,761
Total Funds	296,113	1,470,686	(1,554,227)	-	212,572
Restricted Fund	-	2,000	-	-	2,000
Total Funds	296,113	1,472,686	(1,554,227)	-	214,572

In 2020/2021 the Trustees approved the closure of Marian Bennathan Memorial Fund, Operational and Strategic Fund structure and focusing on rebuilding the reserves to an appropriate level in the range of £330k to £495k as outlined in the Reserves Policy.

Restricted Funds

In 2020/2021 the charity received two restricted funds:

STV Fund

We received £2000 funds from Scottish TV Children's Appeal to distribute Bereavement Boxes for schools across Glasgow and other cities across Scotland.

Barclays Covid-19 100 x 100 Fund

We received a £100,000 fund from Barclays to distribute 4000 Bereavement Boxes to schools across the UK as part of their commitment to support charities during Covid-19.

The Charity also holds a Fixed Asset Fund:

Fixed Asset Fund

To identify net funds held as fixed assets used in the organisation's operations, which are not therefore available for working capital.

18 Analysis of total net assets between funds

	General fund £	Fixed asset fund £	Restricted funds £	Total funds £
Tangible fixed assets	-	50,441	-	50,441
Current assets	1,355,256	-	-	1,355,256
Current liabilities	(636,156)	-	-	(636,156)
Long-term liabilities	(49,059)	-	-	(49,059)
Provisions	-	-	-	-
Total net assets	670,040	50,441	-	720,481

Analysis of total net assets between funds - Prior Year

	General fund £	Fixed asset fund £	Restricted funds £	Total funds £
Tangible fixed assets	-	80,811	-	80,811
Current assets	762,974	-	2,000	764,974
Current liabilities	(520,435)	-	-	(520,435)
Long-term liabilities	(73,461)	-	-	(73,461)
Provisions	(37,317)	-	-	(37,317)
Total net assets	131,761	80,811	2,000	214,572

19 Operating leases

The charity has the following annual commitments under operating leases for office premises:

	2021 £	2020 £
Amounts payable within less than one year	38,835	38,835
Leases expiring between one and five years	44,744	76,832
	83,579	115,667

The above figure includes the rent for the office in Scotland which is on a 12 month rolling basis and the rent for the office in London, where the lease expires on 31 March 2024.

20 Related party transactions

During the year there were no payments to trustees for goods or services (2020: £0).

Trustees are encouraged to be members of NGN. During the year the aggregate of membership fees paid was £30 by one trustee (2020: £90 / 3)

21 Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2021 £	2020 £
Net (expenditure) for the year	505,909	(81,541)
Adjustments for:		
Profit on disposal of fixed assets	(606)	
Depreciation and amortisation	29,193	33,493
Interest from investments	-	(782)
Loan Interest Paid	5,047	6,490
Decrease in stock	4,320	10,614
(Increase) in debtors	(195,471)	(39,997)
Increase in creditors	114,190	136,785
(Decrease) / Increase in provisions	(37,317)	37,317
Net cash provided in operating activities	425,265	102,379

Additional information

Risk management

Trustees fully recognise their responsibility for the management of risk and determine this duty at two levels, the Finance, Audit and Risk (FAR) Committee, and at Board level. The FAR Committee is charged with identifying, assessing and minimising the major risks (based on likelihood of occurrence and potential impact) to which the Charity is exposed. This group consists of a minimum of two trustees and the Chief Executive. The risk policy is also reviewed by this group annually. In line with the existing Risk Policy, the FAR Committee reviewed the full Risk Register at each meeting with a short discussion held on each risk and evaluation of the existing risk score. Timeframes for mitigating actions are discussed and recorded to provide a residual risk score. Through this process new and emerging risks are also considered for addition to the risk register.

At each Board meeting the highest scoring risks are discussed (amber and red), alongside the mitigations, providing risk management and reporting at the highest governance level. This promotes transparency and accountability for mitigating actions, and all trustees are invited to add and discuss new and emerging risks during the meeting, or at any point in the year directly with the Chief Executive.

The Board considers the system of internal controls that govern its finances and operations to be well-established and provide reasonable assurance against any major risks.

Structure, governance and management Structure

The Nurture Group Network Limited (also known as **nurtureuk**) is a registered charity and a company limited by guarantee, governed by its Memorandum and Articles of Association, updated in 2016.

The Board of Trustees are the directors of the company for the purposes of the Companies Act 2006. The trustees set the strategy, policy and financial framework for the Charity, have the responsibility for its overall direction and control, and ensuring it acts in the best interests of its beneficiaries. Authority for the day-to-day management of operations is delegated to the Chief Executive Officer.

The Board of Trustees meets as a body four times a year. There are three standing subcommittees of the Board:

- Remuneration Committee
- Finance, Audit & Risk (FAR)
- Research, Evidence & Ethics

These committees facilitate the overall governance of the organisation by both allowing Trustees to better use their skills and experience in more targeted ways, as well as allowing more time at meetings of the full Board to discuss the overall strategy and direction of the charity.

We welcome the inclusion of volunteers (other than Trustees) to add their expertise to the committees and are actively seeking volunteers for these roles which we feel could bring a wealth of knowledge and experience to the committee structure.

Governance and management

Under the requirements of the Memorandum and Articles of Association, trustees are elected initially for a three-year term and are able to be re-elected for up to two further periods of three years by the Board, with ratification at the next Annual General Meeting following re-election. As such, nine years is the maximum a Trustee can serve on the Board. Trustees are required to register their interests with the Chief Executive Officer. Any new interest and interests relevant to agenda items must be declared at the start of every Board meeting. An annual declaration of interests is completed in order to keep the register up to date.

Fundraising Activities

The charity does not engage in active fundraising and does not use professional fundraisers. No complaints were received in respect of the charity's fundraising practises during the year under review.

Trustee Recruitment and Training

New Trustees are recruited and co-opted by the existing trustees, in accordance with the governing documents. Trustee vacancies are advertised externally, including directly to members, with the desired areas of expertise explicitly stated. Applications are reviewed and interviews are conducted by a panel of Board members along with the CEO, the make-up of which is dependent upon the expertise being sought.

An induction programme has been implemented, alongside a Trustee Handbook. New trustees are given a 'buddy' in the first few months to assist with integrating into the Board and the organisation. Relevant papers and guidance are provided in order that Trustees are able to fulfil their duties.

As part of the induction programme, newly appointed trustees are encouraged to meet staff,

and wherever possible, visit a nurture group in their area to gain an in-depth appreciation of the work that the Charity supports and promotes.

Trustee training

Training opportunities are circulated to all Board members, who are encouraged to attend any relevant courses as appropriate. A budget is provided for this purpose within the annual budget setting process. nurtureuk is a member of CFG and NCVO and utilises both organisation’s resources and networks to maintain current sector finance and governance knowledge.

Key Management Personnel

The key management personnel are the Trustees, who are not paid for their work, the CEO and the Director of Operations. The trustees delegate responsibility for the day to day running of the Charity to the CEO.

Remuneration policy

The annual pay review of the CEO is performed by the Remuneration Committee, comprising a minimum of the Chair of Trustees, Treasurer and Secretary. Other trustees may be invited by the Chair to attend, as required. The committee review the annual appraisal of the CEO, which is performed by the Chair. nurtureuk remuneration policy states that “we aim to pay competitively in order to attract and retain high quality employees. The reward package for the Chief Executive is regularly benchmarked against other comparable organisations, aims to reflect the knowledge skills, responsibility and competencies and is based upon affordability, performance and other internal and external factors”. The policy also contains a pay ratio cap for the CEO of five times the lowest paid FTE salary. The annual appraisals and salary review for the rest of the staff is carried out by the CEO and line managers, and any pay increase awarded must be approved by the Board.

Public benefit

The Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in setting the aims and objectives of the charity and its future plans. nurtureuk is fully committed to providing public benefit across its full range of research data, in developing quality publications, providing quality training and in seeking to influence education policy.

The Quality Mark Award for schools endorsing

effective practice in nurture groups is widely sought. It is operated at a deficit, funded by surpluses in other activities, but made worthwhile by helping to set, encourage and maintain quality standards within establishments with nurture groups. Publications such as our International Journal of Nurture, newsletters and leaflets are freely available to read online.

Nurture groups have been in operation for over 45 years, with numerous evaluations evidencing their success. Pupils, parents, teachers and support assistants refer to nurture groups as an effective intervention strategy. Several government papers and reports have endorsed nurture group provision, including the Mental Health and Behaviour in Schools Report in 2014 and Estyn’s Attendance in Secondary Schools report, also published in 2014. In addition, Queen’s University Belfast in a study funded by the Department for Education for Northern Ireland in 2016 found nurture groups highly successful in improving outcomes for children and as having the potential to result in significant savings to the education system and even greater to society

Thanks

nurtureuk has enjoyed another important year of growth in pursuing its objectives and the Trustees wish to express their thanks to the volunteers and staff for their continued hard work and commitment.

The Trustees also wish to extend their gratitude to all our members and supporters for their continued loyalty to nurtureuk.

Auditors

Auditors Moore Kingston Smith LLP were reappointed in the year and have indicated their willingness to continue in office. They are deemed to be reappointed in accordance with section 487(2) of the Companies Act 2006.

Statement of Trustees Responsibilities

The Trustees (who are also directors of The Nurture Group Network Limited for the purposes of company law) are responsible for preparing the Trustees’ Annual Report and the financial statements in accordance with the Companies Act 2006 and United Kingdom Accounting Standards, comprising FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” and applicable law (UK 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 the affairs

of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. Under Company Law the trustees must not approve the financial statements unless they are satisfied that the requirement is met. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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 disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, Charities and Trustee Investment (Scotland) Act 2005 and Charities Accounts (Scotland) Regulations 2006. They are

also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware;

- There is no relevant audit information of which the charitable company’s auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company’s website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. This report and financial statements have been prepared in accordance with the special provisions available to small companies under Part 15 of the Companies Act 2006.

The Trustees Annual Report on pages 1–19 and 29–31 were approved by the trustees on

and signed on their behalf by



Independent Auditor's Report to the Members and Trustees of the Nurture Group Network Limited

Opinion

We have audited the financial statements of Nurture Group Network Limited for the year ended 30th September 2021 which the Statement of Financial Activities (incorporating an income and expenditure account), the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30th September 2021 and of the charitable company's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' annual report for the financial year for which the financial

statements are prepared is consistent with the financial statements; and

- the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011 require us to report to you if, in our opinion:

- the charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company's 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; 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 in preparing the Trustees' Annual Report and from preparing a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 28, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to

liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, the Companies Act 2006 and Section 151 of the Charities Act 2011 and report to you in accordance with regulations made under those Acts.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- we obtained an understanding of the legal and regulatory requirements applicable to the charitable company through the use of permanent audit file information, updated this

year for any changes that have been identified by management or by our own investigations and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council;

- we obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance and through reviews of relevant accounting and management records;
- we assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, based on our work as outlined above;
- we enquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations, using associated documentary evidence to better understand items of interest;
- based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. As well as specific audit testing, this included approaching accounting records with an inquisitive and sceptical mindset such that we examined items that were felt to be of interest or of higher risk in this area, and obtaining additional corroborative evidence as required.

To address the risk of fraud through management override of controls, we carried out the following work:

- procedures were undertaken to identify any unusual or unexpected matters, and the rationale behind any such matters was examined;
- journal entries were reviewed to identify unusual transactions;
- judgements and assumptions made in determining the accounting estimates set out in the accounting policies were reviewed.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not

detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the charitable company to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006; and to the charity's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, and in respect of the consolidated financial statements, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP

James Cross (Senior Statutory Auditor)

for and on behalf of Moore Kingston Smith LLP,
Statutory Auditor
Devonshire House
60 Goswell Road
London
EC1M 7AD

16 June 2022

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.



The Nurture Group Network Limited Reference and Administrative Information

Charity Registrations:

The Nurture Group Network (NGN)
Company Registration No. (England & Wales):
05562426
Registered Charity No. (England & Wales): 1115972
Registered Charity No. (Scotland): SC042703

Registered Office:

Insight House
Riverside Business Park
Stansted Mountfitchet
CM24 8PL

Board of Trustees:

Alison Betts
Jacqueline Brooks (resigned 31st July 2021)
Michael Clifford (Hon. Treasurer)
Chris Dean (appointed 5th May 2021)
Nicola Hannam (Chair)
Claire Hersey (appointed 5th May 2021)
Angeliki Kallitsoglou
Alan Leaman (Vice Chair)
Catherine Pope (resigned 31st March 2021)
Paul Pugh (appointed 5th May 2021)
Bridget Robson

Life President:

Mark Turner

Chief Executive Officer:

Arti Sharma

Auditors:

Moore Kingston Smith LLP
Devonshire House
60 Goswell Road
London
EC1M 7AD

Principal Bankers:

Barclays Bank Plc
128 Moorgate
London
EC2M 6SX





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 [@nurtureuktweets](https://twitter.com/nurtureuktweets)
 [/nurtureuk](https://www.facebook.com/nurtureuk)

 [nurtureuk](https://www.instagram.com/nurtureuk)
 [nurtureuk](https://www.linkedin.com/company/nurtureuk)

www.nurtureuk.org

A registered charity in England and Wales
(charity number: 1115972) and Scotland
(charity number: SC042703).

THE NURTURE GROUP NETWORK LIMITED

England & Wales - Charity number 1115972

Accounts



**A Charity registered in England and Wales -
charity Number: 1115972 in Scotland - charity Number:
SC042703**

**Annual Report and Financial Statements Period from
September 2019 to September 2020**

Letter from Chair

When I look back at the period covered by this report I can hardly believe the journey we have been on and I am hugely proud of nurtureuk.

In autumn 2019, we were preparing to recruit a new CEO and as the pandemic unfolded in the spring, we were greeting candidates with hand sanitizer instead of handshakes. We were fortunate to be able to appoint Arti Sharma, a former trustee, who combines strong education experience with expertise in marketing and communications. Under the circumstances her prior knowledge of the charity turned out to be more valuable than we had anticipated.

Within a fortnight the country was in lockdown. Our team rapidly adapted to working from home and redesigned our training delivery to an online model. Recognising the urgent needs of educational professionals, we created webinars and free resources to support them.

Many funders were quick to respond to the crisis; we are grateful to the National Lottery Community Fund for supporting the distribution of our bereavement boxes to schools in London, Glasgow and Manchester.

In July, Arti Sharma took up post as CEO and after eight years of strong leadership we said our, virtual, goodbyes to Kevin Kibble. We also said fond farewells to three long serving trustees: Marianne Coleman, Jacqueline Brooks and Susan Henderson OBE, who handed over the role of Chair to myself. All four contributed significantly to the growth of nurtureuk into the charity this report presents. We hope that soon we will be able to celebrate their achievements in person too.

The disruption to the lives of children and young people this year has been profound and continues. Their learning and development has been affected; they are unable to see their friends and important life stages, such as the transition from primary to secondary school, are virtual. At nurtureuk we are acutely aware of, and concerned by, the impact on their mental health and wellbeing.

Therefore, it is heartening that we are increasingly working on an authority-wide basis and implementing a whole-school nurturing approach. This allows us to expand our reach and reflects a growing recognition that introducing nurture within education early and holistically can set children and young people on a positive path. Our partnership with the London Violence Reduction Unit is an excellent example of this and we hope to continue to expand this work in other regions.

As I write, the nation struggles through another lockdown and my thoughts are with the educational professionals, nurtureuk's partners and all the weary parents and carers on whose tireless efforts our children and young people rely. The immediate health crisis may recede but the impact on mental health and wellbeing will be far reaching - nurtureuk's mission will be even more important.

Nurtureuk is committed and ready to rise to that challenge. Please join us.



Nicola Hannam Chair of Trustee Board

Nurtureuk in a nutshell

Who we are:

Nutureuk is working tirelessly to promote access to education for all. With increasing numbers of children and young people affected by social, emotional and behavioural difficulties inhibiting their progress and limiting their life chances, nurtureuk has developed a range of interventions and support to give vulnerable children and young people the opportunity to be the best they can be. Whether it is delivering certified training, supporting whole-school or authority-wide nurturing schools approach or promoting evidence-based research, nurtureuk is providing quality support and resources to make nurturing provision a reality for pupils across the UK and beyond.

The Six Principles Of Nurture



What is nurture?

The concept of nurture highlights the importance of social environments – who you're with, and not who you're born to – and its significant influence on social emotional skills, wellbeing and behaviour. Children and young people who have a good start in life are shown to have significant advantages over those who have experienced missing or distorted early attachments. They tend to do better at school, attend regularly, form more meaningful friendships and are significantly less likely to offend or experience physical or mental health problems.

The nurturing approach offers a range of opportunities for children and young people to engage with missing early nurturing experiences, giving them the social and emotional skills to do well at school and with peers, develop their resilience and their capacity to deal more confidently with the trials and tribulations of life, for life.

History

Nurture groups were the brainchild of educational psychologist Marjorie Boxall in 1969. Large numbers of young children were entering primary school in Inner London with severe emotional, behavioural and social difficulties, which led to unmanageable rates of referral for placement in special schools or for child guidance treatment. Boxall understood that the difficulties presented by most of these children were a result of impoverished early nurturing, meaning they were not able to make trusting relationships with adults or to respond appropriately to other children. They were not

ready to meet the social and intellectual demands of school life, which further damaged their already fragile self-confidence and self-esteem.

The year in review

2019/2020 marked the end of the nurtureuk's 50th anniversary and the start of the Covid-19 pandemic a period of turbulence that affected organisation and individually across the UK and world.

We saw schools, teaching and ways of working/living disrupted and very quickly understood that there was now a greater need to support the mental health and wellbeing of educational professionals, teachers and of course our beneficiaries; children and young people.

Prior to Covid-19 the charity was successful in developing a range of new partnerships and opportunities to embed nurturing education across several areas within the UK, however upon the nation going into lockdown, like many charities we paused our face-to-face and direct work with schools. We swiftly realised that in order to survive the pandemic we would need to explore **diversifying our income streams, adapt to more digital delivery methods, and repurpose products that no longer provide impact** in a post Covid-19 world as well as ensure financial stability. We built our response around two key priorities:

Priorities

Boxall Profile Online needed to be kept running and the ongoing development of the new platform completed. We anticipated that Boxall would continue to deliver some income but that this would be at a significantly lower level. Our training programmes needed to be available online. It was clear that teachers would still be working if not in schools so we needed a way to deliver some of our training content online.

Short-term actions

We took immediate actions to protect and refocus the team, to postpone training sessions, to rapidly convert some of our activities to online delivery, and to reduce our costs wherever possible. We worked to reduce or defer any liabilities we could, to generate new sales, and explored options for emergency financing. However, given the scale of the likely financial hit, we had little alternative other than to consider the options that would quickly and significantly reduce our overhead.

The situation regarding Government advice and support was changing daily, and then the Coronavirus Job Retention Scheme was announced. After taking HR and legal advice we furloughed 75% of our staff, leaving a core team of five to deliver on our priorities.

Early outcomes

The outcome was a rapid move to more online content both free resources for beneficiaries and chargeable webinars for professionals as well as continued development of the new platform for Boxall Profile Online. Nurtureuk developed 9 new webinars and virtual training and consultancy opportunities, so that we could still meet the needs of our educational professionals. We also saw a surge in demand for our publications and resources and recognised the need for support in many schools. We adapted, our Bereavement Box resource into a free download, while successful bids to funders meant that we were also able to offer the full resource for free to hundreds of schools in London, Birmingham and Scotland.

Nutureuk has and is facing numerous challenges, but it has a strong history and foundation at its core and that resilience will be needed more than ever during and after the pandemic. We look forward to accessing the several opportunities that can support the recovery and longevity and remain on course to meet the needs of our beneficiaries and continue to provide relevant timely support to education professionals.

The below outlines the key activities the charity undertook during 2019/2020 to meet our ambitious goals:

Fulfil our potential to influence how nurture is encouraged, funded and measured
Make a step change in scale of delivery
Increase the range of training we offer and the educational value of our accreditations
Invest in BPO and increase its use in schools
Continue to safeguard standards of nurture supported by evidence

1. How nurture is encouraged, funded and measured

Funding

Gloucestershire Trailblazer schools

We started work with Gloucestershire, one of trailblazer areas for the Mental Health and Support Team programme delivered between NHS England and the Department of Education to provide early intervention on mental health and wellbeing issues. We trained 18 teachers seconded to the Council's health and wellbeing team in Boxall Profile Online assessment, in order for them to implement whole school Boxall Profile assessment in the 72 Gloucestershire trailblazer primary and secondary schools. We will look at reporting outcomes of this partnership in 2020/21.

London Violence Reduction Unit (VRU)

This year sees the charity embarking on an exciting new pilot with the London VRU, which paves the way for similar VRU projects across the country. The VRU has a particular focus on reducing risks faced by young Londoners to staying safe, recognising that young people can be exposed to vulnerable situations in a range of places, contexts and relationships. Reducing the number of children excluded or going missing from education by supporting an inclusive schools approach is an

integral part of the VRU strategy. With this pilot, nurtureuk will ensure a whole school approach to nurturing will be delivered as part of the Supporting Inclusive Schools programme, across 14 priority boroughs (listed below), to create inclusive schools alongside two other projects that focus on promoting creating a nurturing school environment and supporting the sometimes-difficult transition from primary to secondary school. Priority boroughs as a part of this project are: Brent, Croydon, Enfield, Haringey, Lambeth, Lewisham, Southwark, Newham, Tower Hamlets, Greenwich, Barking & Dagenham.

At the end of the two-year programme, nurtureuk is expecting a range of outcomes that will enable schools to look to a positive future. The expected benefits of this pilot include:

- Improvement in social and emotional wellbeing in for children
- Embodiment of the principles of a nurturing environment in 36 schools across 14 boroughs, pupils and families
- Establishment of a more inclusive and nurturing school system in London

The expected outcomes include:

- Improved attainment
- Improved attendance
- Reduction in challenging behaviour
- Reduced permanent exclusions
- Fully trained nurturing practitioners
- Structural improvements in schools to make them inclusive by design
- Engaged and informed parents
- Engaged community

The charity will report on these outcomes during 2021/22.

Virtual School Kent

Virtual School Kent (VSK) has been working with Kent primary and secondary schools and Nurture UK to bring about change for vulnerable children and young people. VSK realised that Nurture approaches could be just the ticket to give young people in care and those previously looked after (eg adopted) a greater opportunity to be successful in school and have better life chances.

The plan was developed to engage schools across Kent in the Nurture Group training and we were pleased to see over 130 education professionals in Kent trained in Nurture through the project. The project also aimed towards nearly 50 schools opening their own Nurture Groups across Kent in the next two years, including secondary and specialists schools. All the Trained VSK staff and specialist teachers are able to offer ongoing support for schools with their Nurture journey. It was positive to see one primary school achieving a Nurture UK Quality Mark, recognising their Nurture Group for its excellence.

Cambridge Virtual School

Nurtureuk developed a programme of training for 117 Cambridge Virtual primary and secondary schools staff. The focus was using the insights and assessment from Boxall Profile Online to support children and young people. The staff were trained on how to use Boxall Profile Online effectively as well as providing 200 copies of the Beyond the Boxall profile: Whole-Class strategies and 150 copies of the Beyond the Boxall Profile for Young People resources to ensure they had the right tools to support their pupils.

We are pleased that as a charity that during this financial year we have delivered training and consultancy to c. 158 primary and secondary schools, estimating that we have supported the mental health and well-being of c.47,400 (Average 300 pupils per school) children and young people.

We had several other partnerships during this time, however due to Covid-19 and the national lockdown, we deferred a large proportion into the next financial year. We will be able to report on these partnerships in 2021/22.

Public Affairs

During 2019, our aim was to position nurtureuk as a leading charity in supporting the social emotional and behavioural needs of children and young people, and to influence policy and public affairs work to ensure nurture tools and interventions are recommended in Government guidance for schools, to ensure increased use of nurture interventions at scale.

It was through this focus nurtureuk was able to support Gloucestershire to become the first 'nurturing county' and become the Violence Reduction Unit's delivery partner in the nurturing schools project "Nurturing London".

We also sought to build relationships and held numerous schools visits with MPs, Ofsted, partners and the Department of Education giving us the opportunity to showcase nurturing education in practice across the UK. We were pleased to see the attendance of 9 Members of Parliament at nurtureuk quality awards to schools in 2019 with 3 being present for 2 different award ceremonies.

We also arranged constituency school visits for Shadow Schools Minister Mike Kane MP and Jon Cruddas MP where they observed nurture groups and talked in depth with staff. Norman Lamb MP visited the Norfolk hub in January.

During this time we also tabled a debate, led by Jane Bryant AM in Oct 2019 on whole school approaches and to celebrate 50 years of nurture. 7 AMs spoke, including Jayne Bryant and Kirsty Williams, Welsh Education Secretary. Kirsty Williams spoke highly of nurture groups and referenced a previous nurture group visit. Crucially she linked nurture to the current wellbeing agenda of the Welsh government.

Due to the pandemic we had to cancel scheduled visits and hope to resume these in 2021/22 so that as a charity we can ensure that 'nurturing education' agenda remains at the forefront across the UK government.

2. Making a step change in the scale of delivery

Growing demand for training, consultancy and awards

Demand for nurtureuk training grew in the early months of 2019/20, with more practitioners than ever before completing our SCA-accredited Theory and Practice of Nurture Groups course and the NurtureABC with Lego course. Schools continued to commit to the National Nurturing Schools Programme, with the total number on the programme growing to 130 schools by February 2020, while we supported 70 schools with practical consultancy. Over the course of the year, our training, consultancy and award schemes reached over 1300 participants. We estimate that around 89000 children and young people will have benefited from this work.

As the coronavirus pandemic took hold in March 2020, we took the decision to halt face-to-face delivery and convert the bulk of our training and consultancy support, and award schemes, to online delivery. This allowed nurtureuk to continue to support schools making a positive impact on children and young people at a time of great need.

Addressing the causes of violence using our whole-school approach

In early 2020, nurtureuk signed an agreement with the London Violence Reduction Unit to bring whole-school nurturing support to 37 selected schools across 13 London boroughs and we are looking to work with Violence Reduction Units across the country to support boroughs in reducing risks faced by young people to staying safe, recognising that young people can be exposed to vulnerable situations in a range of places, contexts and relationships. We will begin work with the Kent Violence Reduction Unit in 20/21 and will share outcomes in our next report.

Providing vital support through publications

During the second half of the year, nurtureuk's publications offered vital support for those working with children and young people in a highly challenging environment. Demand for our full range of publications was strong, with overall sales around 28% higher than in the previous year. Recognising the pressing need for support in many schools, we converted our Bereavement Box resource into a free download, while successful bids to funders meant that we were also able to offer the full resource for free to hundreds of schools in London and Scotland.

3. Increasing our range of training and the quality of support

Developing online support during the coronavirus pandemic

To meet demand for support while most children and young people were being educated at home, we launched a webinar programme, focusing on practical advice on putting nurturing principles into practice, and on using the materials in our publications to best effect. More than 1000 practitioners had taken part by September 2020. We estimate that this work benefited around 44000 children and young people. In April 2020, we developed our first e-learning course, introducing practitioners to the Boxall Profile Online at their own pace. Over 200 participants had completed the course by September 2020.

Redeveloping training, consultancy and awards schemes for online delivery

As schools began to open up once more, we completed the work of converting our Theory and Practice course for online delivery, with first sessions delivered in August. Support for the National Nurturing Schools Programme was also completely redesigned, based on the same high standards, but with completely online delivery. Our first online sessions to support the programme were offered from September 2020, with strong take-up from schools. We have continued to develop additional training courses based on the same model of high-impact, highly interactive online sessions for small groups.

4. Investment of Boxall Profile Online (BPO)

As part of the charity's strategic pillar, we continued to invest in BPO as it was paramount for the long-term success and sustainability of nurtureuk. Ultimately we want all schools in the UK to be using BPO for the benefit of our beneficiaries. Prior to and during the pandemic we:

- ❖ Focused on finalising the migration from the old to new platform to ensure our users were easily able to assess and support their pupils
- ❖ Made improvements to functionality, improved user support and investment in Zendesk, a customer support platform, to improve customer services. We also set out to develop online training for the new platform.
- ❖ With new partnerships in place we ensured that access to BPO and training was included as part of the package offered.
- ❖ Driven by the mission of the charity to access more children as efficiently and safely as possible we are investing in continuous research of our current subscribers and usage of BPO as well as external research to the impact of the whole school nurturing approach to ensure we develop BPO to meet the needs of our practitioners and deliver the highest quality the assessment of children and young people's social, emotional and behavioural development in all educational settings.

The Boxall Profile Online is the most popular measurement tool used in schools to identify children and young people's particular mental health needs and has been cited by the Department for Education, as well as highlighted in the Department for Education's 2018 Mental health and behaviour in schools advice. The ongoing development of the Boxall Profile Online is our charity's commitment to support professionals in understanding the underlying needs of children and young people and to improve access to education for all.

5. Research and evidence of the nurturing approach

We published Volume 5 under the editorship of Dr Marianne Colman in July 2019 and we thank her and our dedicated volunteers and contributors who continue to work to broaden and strengthen the need and evidence for a nurturing approach to education. We were particularly pleased to see this volume contain the paper; *On the Origins of Nurture* written by one of the pioneers of nurture, Sylvia Lucas. It reminds us of how nurture groups started and how both theory and practice were developed.

It takes us back to first principles and Marjorie Boxall's maxim 'be and do for these children as you would your own young children'. The paper is valuable from both an historical and practical stance, and foreshadows the celebration of the 50th anniversary of nurture. Sylvia reminds us that the idea of a nurturing school is not a new one, but one that she explored and utilised as a head back in the 1970s.

We remain committed to research and evidence in the nurturing practice - it is at the heart of everything we do, however due to the pandemic we have had to pause several aspects of our research plans and look forward to resuming our work in 2021.

Nurtureuk AGM and future priorities

In October 2020, nurtureuk held its virtual AGM, as a result of the pandemic and we were pleased to see the highest attendance of members with over 50 members as well as staff and trustees logging in to hear organisational updates. We shared our financial performance over the last financial year, gave our thanks and heartfelt goodbyes to Kevin Kibble who led the charity for 8 years and Sue Henderson outgoing Chair. We welcomed new chair Nicola Hannam and new CEO Arti Sharma to nurtureuk who shared their immediate priorities and vision to stabilise the charity during the pandemic.

The next 6 months nurtureuk will need to focus on building strong foundations in three distinct areas; Finances, Delivery and our People. This phase focuses on immediate and tactical implementation that enables the charity to quickly stabilise following the aftermath of Covid-19. The focus of the team will be to minimise/reduce costs, deliver high quality products and services through current channels for our key audiences. We, along with the rest of the charity sector, are facing many external changes at the moment, and we will need to focus our resources on mitigating these risks. As a result of the pandemic and focus on stabilising the charity we inevitably had to undertake a restructure of the charity so we are better placed to manage operational delivery. By providing relevant products and services that support education professionals, we will be better able to meet the needs of our beneficiaries. By keeping abreast of market changes as a result of Covid-19 helps maintain our competitive advantage. By building closer relationships with the devolved nations, exploring new markets and partners, and remaining at the forefront of the mental-health agenda we are in a strong position to stabilise the charity for the long-term future.

The charity has a strong history and foundation at its core and that resilience will be needed more than ever during and after the pandemic. However nurtureuk has several opportunities that can support the recovery and longevity and remain on course to meet the needs of our beneficiaries and continue to provide relevant timely support to education professionals.

Financial Review

Whilst we developed new partnerships and were able to celebrate our 50th anniversary, 2019/20 itself was a challenging period for the charity and we saw a direct impact on our finances, delivery and people.

Financially, the charity began the year with a deficit outturn of £278k, requiring a significant contribution from our reserves. A financial recovery plan was quickly scoped and actioned when the downturn began, increasing marketing, focussing on the delivery and full utilisation of our most popular courses and further gripping our cost base. A more granular approach to monitoring our performance and market signals has been adopted giving further forewarning of market changes, alongside a sustained focus on cashflow. This challenging period led to decisive, difficult decisions for Trustees in order to protect our long-term survival including closing the Norfolk Nurture Hub, which whilst providing an excellent pilot for the Charity on localised impact, could not be operated sustainably. These actions have stabilised financial performance and the green shoots of financial recovery across the first quarter of 2019/20

In March 2020, we went into lockdown due to the pandemic and adapted in several ways. We took the decision to put 75% of staff on furlough to reduce overheads and focused on delivering what we could in a national lockdown. We invested time and staff on BPO, development of webinars and virtual training and also sought to repurpose our publications. Despite a fall in publications income the prior year, we saw a huge surge for demand post March 2020, and developed offers and packages that enabled education professionals to access a range of resources to support children and young people wellbeing during this time.

We learned, adapted and focused on what we do best whilst finding ways to reduce or maintain our expenditure so that the charity could stabilise its foundations and continue with strength into the new year.

The result of our Covid-19 strategy had a positive impact on our finances and we were able to close the year at an income of £1,306,429, excluding CJRS grant income (a 0.4% rise on the prior year) with a reserves position of £214,571. The total deficit for the year to date is £81,541, which is a positive variance of £196,427 when compared to the prior year period to date, but a negative variance of £102,910 versus forecast.

Reserves Policy

The Trustees review the reserves level at Board meetings throughout the year, as well as annually as part of the year end process. Reserves are also discussed at FAR committee meetings. In light of the weak trading year our total funds have been reduced heavily by our trading deficit, reducing total funds from £296k to £215k (-28%)

Nurtureuk holds all its reserves as unrestricted funds, split between designated funds and general funds (free reserves). It is the policy of the Charity that free reserves should be maintained at a level equivalent to between three and six months' expenditure, which for 2019/20 would be £313k and has not been achieved. This has been a long-standing policy intended to protect the Charity against a significant drop in income, a risk that materialised in 2018/19. As at 30' September 2020 the Charity's reserves total £131,761. Trustees are monitoring reserves and cashflow carefully, particularly in light of Covid-19 and will seek to rebuild reserves to protect the Charity when the macroenvironment stabilises.

Risk management

Trustees fully recognise their responsibility for the management of risk and determine this duty at two levels, FAR Committee, and at Board level.

The FAR Committee is charged with identifying, assessing and minimising the major risks (based on likelihood of occurrence and potential impact) to which the Charity is exposed. This group consists of a minimum of two trustees and the Chief Executive. The risk policy is also reviewed by this group annually. In line with the existing Risk Policy, the FAR Committee reviewed the full Risk Register at each meeting with a short discussion held on each risk and evaluation of the existing risk score. Timeframes for mitigating actions are discussed and recorded to provide a residual risk score. Through this process new and emerging risks are also considered for addition to the risk register.

At each Board meeting the highest scoring risks are discussed (amber and red), alongside the mitigations, providing risk management and reporting at the highest governance level. This

promotes transparency and accountability for mitigating actions, and all trustees are invited to add and discuss new and emerging risks during the meeting, or at any point in the year directly with the Chief Executive.

The Board considers the system of internal controls that govern its finances and operations to be well-established and provide reasonable assurance against the major risks that were identified as at September year-end including:

- ❖ Risk of not meeting financial targets; mitigated by a significant push toward year-end on the trading income, and the unplanned but necessary utilisation of some of the free reserves to fund the financial deficit.
- ❖ Risk of not integrating performance information in a clear and consistent manner; this will be reviewed in the 2020-21 year to identify how the Charity can track performance and quickly identify operating opportunities and variances.
- ❖ An important risk in relation to the Office lease which existed at year-end was mitigated shortly after with the confirmation of lease renewal.

Structure, governance and management

Structure

The Nurture Group Network Limited (also known as nurtureuk) is a registered charity and a company limited by guarantee, governed by its Memorandum and Articles of Association, updated in 2016.

The Board of Trustees are the directors of the company for the purposes of the Companies Act 2006. The trustees set the strategy, policy and financial framework for the Charity, have the responsibility for its overall direction and control, and ensuring it acts in the best interests of its beneficiaries. Authority for the day-to-day management of operations is delegated to the Chief Executive Officer.

The Board of Trustees meets as a body four times a year. There are four standing subcommittees of the Board:

- ❖ Remuneration Committee
- ❖ Finance, Audit & Risk
- ❖ Fundraising, Marketing & Public Affairs
- ❖ Research, Evidence & Ethics

These committees facilitate the overall governance of the organisation by both allowing Trustees to better use their skills and experience in more targeted ways, as well as allowing more time at meetings of the full Board to discuss the overall strategy and direction of the charity. The Board will establish a 'task and finish group' when a specific project requires one, at present there is one such group - Membership Review. The names of the Trustees and the subcommittees they sit on as at the end of the year are shown on the following page.

Susan Henderson - Chair (retired June 2020)	Remuneration
Nicola Hannam - Vice Chair (Chair July 2020)	Remuneration; Finance, Audit & Risk
Jacqueline Brooks - Hon. Secretary (retired October 2020)	Remuneration
Michael Clifford - Hon. Treasurer	Finance, Audit & Risk; Remuneration
Alison Betts	Fundraising, Marketing & Public Affairs
Marianne Coleman (retired Jan 2020)	Research, Evidence & Ethics
Alan Leaman (Vice Chair)	Membership Review; Fundraising, Marketing & Public Affairs
Kate Fallon	Finance, Audit & Risk
Bridget Robson	Research, Evidence & Ethics
Angeliki Kallitsoglou (appointed Jan 2020)	Research, Evidence & Ethics

We welcome the inclusion of volunteers (other than Trustees) to add their expertise to the committees and are actively seeking volunteers for these roles which we feel could bring a wealth of knowledge and experience to the committee structure.

Governance and management

Under the requirements of the Memorandum and Articles of Association, trustees are elected initially for a three-year term and are able to be re-elected for up to two further periods of three years by the Board, with ratification at the next Annual General Meeting following re-election. As such, nine years is the maximum a Trustee can serve on the Board. Trustees are required to register their interests with the Chief Executive Officer. Any new interest and interests relevant to agenda items must be declared at the start of every Board meeting. An annual declaration of interests is completed in order to keep the register up to date.

Fundraising Activities

The charity does not engage in active fundraising and does not use professional fundraisers. No complaints were received in respect of the charity's fundraising practices during the year under review.

Trustee Recruitment and Training

New Trustees are recruited and co-opted by the existing trustees, in accordance with the governing documents. Trustee vacancies are advertised externally, including directly to members, with the desired areas of expertise explicitly stated. Applications are reviewed and interviews are conducted

by a panel of Board members along with the CEO, the make-up of which is dependent upon the expertise being sought. An induction programme has been implemented, alongside a Trustee Handbook. New trustees are given a 'buddy' in the first few months to assist with integrating into the Board and the organisation. Relevant papers and guidance are provided in order that Trustees are able to fulfil their duties.

As part of the induction programme, newly appointed trustees are encouraged to visit the head office, meet the staff and wherever possible, visit a nurture group in their area to gain an in-depth appreciation of the work that the Charity supports and promotes.

Trustee training

Training opportunities are circulated to all Board members, who are encouraged to attend any relevant courses as appropriate. A budget is provided for this purpose within the annual budget-setting process. nurtureuk is a member of CFG and NCVO and utilises both organisation's resources and networks to maintain current sector finance and governance knowledge.

Key Management Personnel

The key management personnel are the Trustees, who are not paid for their work, the CEO and the Director of Operations . The trustees delegate responsibility for the day to day running of the Charity to the CEO.

Remuneration policy

The annual pay review of the CEO is performed by the Remuneration Committee, comprising a minimum of the Chair of Trustees, Treasurer and Secretary. Other trustees may be invited by the Chair to attend, as required. The committee review the annual appraisal of the CEO, which is performed by the Chair. Nurtureuk remuneration policy states that "we aim to pay competitively in order to attract and retain high quality employees. The reward package for the Chief Executive is regularly benchmarked against other comparable organisations, aims to reflect the knowledge skills, responsibility and competencies and is based upon affordability, performance and other internal and external factors". The policy also contains a pay ratio cap for the CEO of five times the lowest paid FTE salary. The annual appraisals and salary review for the rest of the staff is carried out by the CEO and line managers, and any pay increase awarded must be approved by the Board.

Public benefit

The Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in setting the aims and objectives of the charity and its future plans. nurtureuk is fully committed to providing public benefit across its full range of research data, in developing quality publications, providing quality training and in seeking to influence education policy.

The Quality Mark Award for schools endorsing effective practice in nurture groups is widely sought. It is operated at a deficit, funded by surpluses in other activities, but made worthwhile by helping to set, encourage and maintain quality standards within establishments with nurture groups. Volunteer Regional Co-ordinators are based in many regions throughout the UK and they provide a fantastic local resource and are bringing together nurture practitioners to allow them to share experiences

and best practice. Publications such as our International Journal of Nurture, newsletters and leaflets are freely available to read online.

Nurture groups have been in operation for over 45 years, with numerous evaluations evidencing their success. Pupils, parents, teachers and support assistants refer to nurture groups as an effective intervention strategy. Several government papers and reports have endorsed nurture group provision, including the Mental Health and Behaviour in Schools Report in 2014 and Estyn's Attendance in Secondary Schools report, also published in 2014. In addition, Queen's University Belfast in a study funded by the Department for Education for Northern Ireland in 2016 found nurture groups highly successful in improving outcomes for children and as having the potential to result in significant savings to the education system and even greater to society

Thanks

Nurtureuk has enjoyed another important year of growth in pursuing its objectives and the Trustees wish to express their thanks to the volunteers and staff for their continued hard work and commitment. The Trustees also wish to extend their gratitude to all our members and supporters for their continued loyalty to nurtureuk.

Auditors

Auditors Moore Kingston Smith LLP were reappointed in the year and have indicated their willingness to continue in office. They are deemed to be reappointed in accordance with section 487(2) of the Companies Act 2006.

Statement of Trustees Responsibilities

The Trustees (who are also directors of The Nurture Group Network Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with the Companies Act 2006 and United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and applicable law (UK 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 the affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. Under Company Law the trustees must not approve the financial statements unless they are satisfied that the requirement is met. In preparing these financial statements, the trustees are required to:

- ❖ Select suitable accounting policies and then apply them consistently;
- ❖ Observe the methods and principles in the Charities SORP;
- ❖ Make judgements and estimates that are reasonable and prudent;
- ❖ State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- ❖ 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 disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure

that the financial statements comply with the Companies Act 2006, Charities and Trustee Investment (Scotland) Act 2005 and Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware;

- ❖ There is no relevant audit information of which the charitable company's auditor is unaware; and
- ❖ The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. This report and financial statements have been prepared in accordance with the special provisions available to small companies under Part 15 of the Companies Act 2006.

A handwritten signature in black ink, appearing to read 'N Hannam', on a light grey background.

Nicola Hannam Chair of Trustee Board

24th March 2021

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE NURTURE GROUP NETWORK LIMITED

Opinion

We have audited the financial statements of (name of charitable company) for the year ended 30TH September 2020 which the Statement of Financial Activities (incorporating an income and expenditure account), the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30th September 2020 and of the charitable company's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you were:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011 require us to report to you if, in our opinion:

- the charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company's 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; 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 in preparing the Trustees' Annual Report and from preparing a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on pages 14 & 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, the Companies Act 2006 and Section 151 of the Charities Act 2011 and report to you in accordance with regulations made under those Acts.

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

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the charitable company to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006; and to the charity's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, and in respect of the consolidated financial statements, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body for our audit work, for this report, or for the opinion we have formed.

A handwritten signature in black ink that reads "Moore Kingston Smith LLP".

James Cross (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Date: 13 April 2021

Devonshire House
60 Goswell Road
London
EC1M 7AD

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

The Nurture Group Network Ltd

Statement of Financial Activities (incorporating an income and expenditure account)

For the year ended 30 September 2020

	Notes	Unrestricted funds		Restricted funds	Total funds 2020	Total funds 2019
		General fund	Designated funds			
		£	£	£	£	£
Income from:						
Donations and legacies	2	52,360	2,377	-	54,737	46,049
Charitable activities	3	1,248,910	-	-	1,248,910	1,254,410
CJRS Grant Income		166,257	-	-	166,257	-
Other Grant Income		-	-	2,000	2,000	-
		<u>1,467,527</u>	<u>2,377</u>	<u>2,000</u>	<u>1,471,904</u>	<u>1,300,459</u>
Income from investments		782	-	-	782	976
Total income		<u>1,468,309</u>	<u>2,377</u>	<u>2,000</u>	<u>1,472,686</u>	<u>1,301,435</u>
Expenditure on:						
Raising funds	4	183,678	3,513	-	187,191	104,327
Charitable activities	5					
Training and standards		1,020,674	24,535	-	1,045,209	1,175,586
Policy and public affairs		71,059	2,139	-	73,198	69,587
Research		26,760	946	-	27,706	49,413
Other		200,098	20,825	-	220,923	180,492
		<u>1,318,591</u>	<u>48,445</u>	<u>-</u>	<u>1,367,036</u>	<u>1,475,078</u>
Total expenditure		<u>1,502,269</u>	<u>51,958</u>	<u>-</u>	<u>1,554,227</u>	<u>1,579,405</u>
Net income/(expenditure)		<u>(33,960)</u>	<u>(49,581)</u>	<u>2,000</u>	<u>(81,541)</u>	<u>(277,970)</u>
Transfers between funds	16	125,249	(125,249)	-	-	-
Net movements in funds		<u>91,289</u>	<u>(174,830)</u>	<u>2,000</u>	<u>(81,541)</u>	<u>(277,970)</u>
Funds brought forward at 1 October 2019		40,472	255,641	-	296,113	574,084
Funds carried forward at 30 September 2020		<u>131,761</u>	<u>80,811</u>	<u>2,000</u>	<u>214,572</u>	<u>296,114</u>

All amounts derive from continuing operations.

No other gains/losses occurred during the year other than those included above.

The notes on pages 23 to 32 form part of these financial statements.

The Nurture Group Network Ltd
Balance Sheet
As at 30 September 2020

	Notes	2020 £	2020 £	2019 £	2019 £
Fixed assets					
Intangible fixed assets	10	67,630		93,118	
Tangible fixed assets	11	13,181		16,872	
			80,811		109,990
Current assets					
Stock		40,862		51,466	
Debtors	12	361,112		321,115	
Cash at bank and in hand		363,000		274,322	
			764,974		646,903
Creditors: amounts falling due within one year	13		(520,435)		(364,450)
Net current assets			244,539		282,453
Creditors: amounts falling due after more than one year	14		(73,461)		(96,330)
Provision for Liabilities	15		(37,317)		-
Total net assets			214,572		296,113
Funds					
General fund			131,761		40,472
Designated funds	16		80,811		255,641
Restricted Funds			2,000		-
Total funds			214,572		296,113

The notes on pages 23 to 32 form part of these financial statements.

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime with part 15 of the Companies Act 2006.

The financial statements were approved by the trustees and authorised for issue on: 24th March 2021



Nicola Hannam
Chair



Michael Clifford
Treasurer

The Nurture Group Network Ltd
Company registration number 05562426

The Nurture Group Network Ltd
Cash Flow Statement
As at 30 September 2020

	Notes	2020 £	2019 £
Cash flows from operating activities			
Net cash provided by/(used in) operating activities	19	102,379	(109,085)
Cash flows from/(used in) investing activities			
Interest from bank deposits		782	(976)
Purchase of tangible fixed assets		(868)	(8,209)
Purchase of intangible fixed assets		(4,750)	(57,637)
Proceeds from the disposal of tangible fixed assets		1,304	-
Net cash (used in) investing activities		(3,532)	(66,822)
Cash flows from/(used in) financing activities			
Repayment of loans		(3,670)	-
Interest paid		(6,499)	(1,626)
Net cash (used in) financing activities		(10,169)	(1,626)
Change in cash and cash equivalents in the year		88,678	(177,533)
Cash and cash equivalents at 1 October	B	274,322	451,855
Cash and cash equivalents at 30 September	B	363,000	274,322

Notes to the statement of cash flows for the year to 30 September 2020:

A: Analysis of cash and cash equivalents

	2020 £	2019 £
Cash at bank and in hand	363,000	274,322
Total cash and cash equivalents	363,000	274,322

B: Analysis of changes in net debt

	At 1 October 2019 £	Cash Flows £	At 30 September 2020 £
Cash	274,322	88,678	363,000
Loans falling due within one year	(3,670)	(19,200)	(22,870)
Loans falling due after more than one year	(96,330)	22,869	(73,461)
Total	174,322	92,347	266,669

1 Accounting policies

1.1 Accounting conventions

The financial statements have been prepared under the historical cost convention and in accordance with the Companies Act 2006, the Charities Act 2011 and the charity's governing document.

The financial statements have been prepared in accordance with the principles set out in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) issued October 2019, the financial reporting standard applicable in the UK and Republic of Ireland (FRS 102).

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling are rounded to the nearest pound.

1.2 Assessment of Going Concern

The trustees have assessed whether the use of the going concern basis is appropriate in preparing these financial statements and have considered possible events or conditions that may cast doubt on the ability of the charity to continue as a going concern. In particular, Trustees have considered forecasts and projections that have taken account of the volatility of charitable income due to school closures, restrictions and limitations in delivery of usual charitable activities as a result of the COVID-19 outbreak. Whilst income streams have been affected, the charity has adapted quickly to move to online delivery of content to continue its charitable objects, and to reduce costs or optimise its use of Government support where possible. Following due consideration, the trustees have concluded that there is a reasonable expectation that the charity has adequate reserves to continue to operate for the foreseeable future and accordingly the charity has continued to prepare its accounts as a going concern.

1.3 Fund Accounting

The general fund comprises accumulated surpluses and deficits on unrestricted and non-designated funds that are available for use at the discretion of the trustees in furtherance of the charity's mission and objectives.

Designated funds are unrestricted funds that the trustees have set aside for specific purposes, although the funds may ultimately be used for other purposes.

1.4 Critical accounting estimates and areas of judgement

In preparing the financial statements the trustees are required to make estimates and judgements. The matters shown below are considered the most important in understanding the judgements that are involved in preparing the financial statements.

Cost allocation: Support costs not attributable to a single charitable activity are apportioned on a staff time basis, as staff time is the main cost to the charity.

Depreciation and amortisation: When arriving at the useful lives of the tangible and intangible fixed assets, the trustees have used their judgement to decide the length of time over which the fixed asset will be depreciated or amortised over.

1.5 Income recognition

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

Donations are included in full in the statement of financial activities. At the end of the financial year the charity may have issued invoices to customers which cover a period beyond the balance sheet date. This income is carried forward and disclosed as "income received in advance". This includes invoices for membership subscriptions as well as customers receiving goods or services.

1.6 Expenditure

Expenditure, including irrecoverable VAT, is accounted for on the accruals basis. Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount can be reliably measured.

1.7 Charitable activities

Charitable activities are grouped under headings representing the three main activities of the charity, namely Training and Standards, Policy & Public Affairs and Research, and Other charitable activities. The expenditure is made up of that spent directly on the activity plus the allocation of support costs.

Training and Standards reflects the costs to the charity in putting on training courses and conferences, in producing publications, administering the Marion Bennathan Quality Mark Awards, delivering nurture consultancy to customers and setting up the national nurturing schools programme.

1.8 Support costs, including governance

Support costs are those costs that cannot be directly attributed to a charitable activity or raising funds. These costs are allocated on the basis of staff time, as staff costs is the main area of expenditure for the charity and is the most appropriate basis. Support costs include expenditure relating to the governance arrangements of the charity, such as external audit fees.

1.9 Tangible fixed assets

Tangible fixed assets are recorded at cost less accumulated depreciation. All assets costing more than £1,000 and with an expected useful life of more than one year are capitalised. Depreciation is calculated and charged to the SoFA using the straight line method.

Depreciation is calculated at the following rates:

Leasehold improvements:	over the lease term
Fixtures & equipment:	20% reducing balance

1.10 Intangible fixed assets

Intangible fixed assets are recorded at cost less accumulated amortisation. Amortisation is calculated and charged to the SoFA using the straight line method. Intangible assets such as software will be reviewed periodically, so that any technological advancement which may give rise to impairment can be judged. Costs associated with maintenance of the software or website are recognised in the SoFA as costs are incurred.

Amortisation is calculated at the following rate:

IT/software:	25% straight line
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1.11 Stock

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

1.12 Cash and cash equivalents

Cash and cash equivalents, for the purpose of the statement of cash flows, comprise cash in hand and instant access cash. The charity does not hold fixed term bonds, or deposits or with a maturity date of more than three months.

1.13 Debtors

Debtors are recognised initially at fair value. A provision for impairment of trade debtors is established where there is objective evidence that the charity will not be able to collect all amounts due. Any losses arising from impairment will be recognised in the SoFA.

1.14 Creditors

Short term creditors are measured at the transaction price and are recognised where there is a present obligation resulting from a past event that will probably result in the transfer of funds to a third party.

1.15 Defined contribution pensions

From 1 February 2017 the charity implemented a new workplace pension scheme and continues to comply with all auto-enrolment regulations.

1.16 Leases

Payments made under operating leases are charged to the SoFA as incurred.

1.17 Taxation

The charity is entitled to exemptions from income tax as its income is applied for charitable purposes.

The Nurture Group Network Ltd
Notes to the financial statements
For the year ended 30 September 2020

2 Income from donations and legacies	2020	2019
	£	£
Membership subscriptions	30,393	32,609
Other donations	24,344	13,440
Total	54,737	46,049

In 2020 donations of £2,000 were restricted. In 2019 all donations were unrestricted.

3 Income from charitable activities	2020	2019
	£	£
Charitable activity		
Training courses	415,863	522,854
Conferences	-	31,413
Publications	530,294	415,454
Nurture consultancy	177,604	59,171
MB quality mark awards	2,245	30,465
Nurturing schools programme	122,904	195,053
Total	1,248,910	1,254,410

All income from charitable activities in 2019 and 2020 was unrestricted.

4 Raising funds					2020	2019
	Direct staff costs	Other direct costs	Total direct costs	Support costs	Total	Total
	£	£	£	£	£	£
Raising funds	122,043	1,954	123,997	63,194	187,191	104,327

5 Expenditure on charitable activities					2020	2019
	Direct staff costs	Other direct costs	Total direct costs	Support costs	Total	Total
	£	£	£	£	£	£
Charitable activity						
Training and standards						
Training courses	216,105	94,501	310,606	111,421	422,027	471,086
Conferences	-	-	-	-	-	134,636
Publications	31,153	156,280	187,433	14,652	202,084	104,548
Nurture consultancy	113,286	117,896	231,182	40,039	271,221	155,541
MB quality mark awards	57,876	1,429	59,305	20,414	79,719	82,683
Nurturing schools programme	31,141	16,610	47,752	12,706	60,457	95,682
Boxall Childhood Projected	-	9,701	9,701	-	9,701	7,399
Norwich Nurture Hub Costs	-	-	-	-	-	124,010
	449,561	396,417	845,979	199,232	1,045,209	1,175,586
Policy and public affairs	45,002	1,050	46,052	27,146	73,198	69,587
Research	12,036	1,296	13,332	14,373	27,706	49,413
Other charitable activities	106,837	11,000	117,837	103,086	220,923	180,492
Total	613,436	409,763	1,023,200	343,837	1,367,036	1,475,078

	Staff costs	Other direct costs	Total direct costs	Support costs	2019
	£	£	£	£	Total
					£
Charitable activity					
Training and standards					
Training courses	204,808	129,700	334,508	136,579	471,086
Conferences	50,982	60,541	111,524	23,112	134,636
Publications	21,592	68,187	89,779	14,770	104,548
Nurture consultancy	70,602	51,997	122,599	32,942	155,541
MB quality mark awards	62,498	795	63,294	19,390	82,683
Nurturing schools programme	32,252	50,794	83,046	12,636	95,682
Boxall Childhood Projected	0	7,399	7,399	-	7,399
Norwich Nurture Hub Costs	0	124,010	124,010	-	124,010
	442,735	493,424	936,159	239,430	1,175,586
Policy and public affairs	40,184	3,974	44,158	25,429	69,587
Research	30,965	3,563	34,529	14,884	49,413
Other charitable activities	92,045	-	92,045	88,447	180,492
Total	605,929	500,961	1,106,891	368,190	1,475,078

The Nurture Group Network Ltd
Notes to the financial statements
For the year ended 30 September 2020

6 Net income

	2020	2019
	£	£
Net income for the year is stated after charging:		
Depreciation of tangible fixed assets	3,255	3,040
Amortisation of intangible fixed assets	30,238	21,545
Operating lease commitments	53,508	7,251
Trustee expenses	621	1,827
Auditor's remuneration:		
Current year audit	7,000	6,950
Under Accrual In respect of previous year	3,200	(301)

7 Trustee Expenses

Expenses were incurred by trustees, as follows:

	2020	2019
	£	£
Trustee Expenses		
Travel & Subsistence	-	1,153
Board Insurance	621	669
Total number of trustee paid expenses	-	5

8 Staff costs

	2020	2019
	£	£
Staff costs were as follows:		
Salaries and wages	716,821	619,507
Social security costs	68,279	60,697
Pension contributions	32,924	27,513
	818,024	707,717
Temporary and other staff costs	15,787	36,316
Redundancy costs	19,906	-
Termination costs	10,000	-
Payment in lieu of notice costs	7,411	-
Total staff costs	871,128	744,033

	2020	2019
	£	£
Staff costs have been charged as follows:		
Cost of raising funds	122,043	59,126
Charitable activities	613,436	605,929
Support costs	135,649	78,978
	871,128	744,033

In 2019 the charity employed 0 (2019: 1) people who earned between £60,000 - £70,000 and paid pension contributions on their behalf of £0 (2019: £3,249).

	2020	2019
	Number	Number
The average monthly number of employees analysed by activity:		
Raising funds	3	2
Training and standards	10	10
Policy and public affairs	2	1
Research	1	1
Support	1	1
Governance	1	1
Other Charitable Activities	3	2
	21	18

Key management personnel

The Chief Executive Officer (CEO) has delegated responsibility from the trustees to run the charity day-to-day. The CEO, along with two other SMT members (Director of Operations and Director of Innovation & Income Generation) are considered to be the Key Management Personnel. (2019: CEO & 2 SMT members)
The total employee benefits, including pension contributions, of this group amounted to £170,783 (2019: £104,045).

The Nurture Group Network Ltd
Notes to the financial statements
For the year ended 30 September 2020

9 Support costs

	Total 2020	Total 2019
	£	£
Staff costs	130,861	78,978
Professional fees	88,169	74,206
Premises costs	38,010	47,510
IT costs	23,091	20,424
Other administrative costs	126,900	188,087
	407,031	409,205

	2020	2019
	£	£
Support costs have been charged as follows:		
Cost of raising funds	63,194	41,017
Charitable activities		
Training and standards		
Training courses	111,421	136,579
Conferences	-	23,112
Publications	14,652	14,770
Nurture consultancy	40,039	32,942
MB quality mark awards	20,414	19,390
Nurturing schools programme	12,706	12,636
Policy and public affairs	27,146	25,429
Research	14,373	14,884
Other charitable activities	103,086	88,447
	407,031	409,205

10 Intangible fixed assets

	IT Software	Assets Under Construction	Total
	£	£	£
Cost			
At 1 October 2019	105,297	57,636	162,933
Additions in the year	-	4,750	4,750
Transfer between Categories	62,386	(62,386)	-
At 30 September 2020	167,683	-	167,683
Accumulated amortisation			
At 1 October 2019	69,815	-	69,815
Charge for the year	30,238	-	30,238
At 30 September 2020	100,053	-	100,053
Net book value			
At 30 September 2020	67,630	-	67,630
At 30 September 2019	35,482	57,636	93,118

Amortisation of intangible fixed assets is allocated within support costs in the SOFA.

The Nurture Group Network Ltd
Notes to the financial statements
For the year ended 30 September 2020

11 Tangible fixed assets

	Fixtures & fittings £	Total £
Cost		
At 1 October 2019	65,286	65,286
Additions in the year	868	868
Disposals in the year	(1,564)	(1,564)
At 30 September 2020	64,590	64,590
Accumulated depreciation		
At 1 October 2019	48,414	48,414
Charge for the year	3,255	3,255
On disposals in the year	(260)	(260)
At 30 September 2020	51,409	51,409
Net book value		
At 30 September 2020	13,181	13,181
At 30 September 2019	16,872	16,872

12 Debtors	2020	2019
	£	£
Trade debtors	323,412	296,240
Prepayments	19,195	24,875
Accrued Income	18,505	-
	361,112	321,115

13 Creditors: amounts falling due within one year

	2020	2019
	£	£
Loans Payable	22,870	3,670
Accruals	66,848	41,286
Deferred income	285,678	214,839
Trade creditors	30,565	49,464
Other creditors	114,474	55,190
	520,435	364,450

Loans payable includes £22,870 (2019: £3,670) relating to a loan repayable to the Charities Aid Foundation

	2020	2019
	£	£
Deferred income		
Deferred income brought forward	214,839	166,824
Released to income	(214,839)	(166,824)
Additional in the year	285,678	214,839
Total (as per above)	285,678	214,839

The Nurture Group Network Ltd
Notes to the financial statements
For the year ended 30 September 2020

14 Creditors: amounts falling due after more than one year

	2020 £	2019 £
Loans Payable	73,461	96,330
	73,461	96,330

Loans payable includes £73,461 (2019: £96,330) relating to a loan repayable to the Charities Aid Foundation. Interest is charged at 6.5% and monthly capital and interest payments have been made since August 2020. Capital repayments are due as follows:

	2020 £	2019 £
0 - 1 Years	22,870	3,670
1 - 2 Years	50,438	45,401
3 - 5 Years	23,023	50,929
	96,331	100,000

15 Provision for Liabilities

	2020 £	2019 £
Restructuring Costs	37,317	-
	37,317	-

16 Movements in funds

	At 1 October 2019 £	Income £	Expenditure £	Transfers in/(out) £	At 30 September 2020 £
Designated funds					
Marion Bennathan memorial fund	6,242	2,377	-	(8,619)	-
Strategic Fund	70,466	-	-	(70,466)	-
Operational Fund	2,539	-	-	(2,539)	-
CAF Loan Fund	66,404	-	(17,672)	(48,732)	-
	145,651	2,377	(17,672)	(130,356)	-
Fixed assets fund	109,990	-	(34,286)	5,107	80,811
Total designated funds	255,641	2,377	(51,958)	(125,249)	80,811
General fund	40,472	1,468,309	(1,502,269)	125,249	131,761
Total unrestricted funds	296,113	1,470,686	(1,554,227)	-	212,572
Restricted Fund	-	2,000	-	-	2,000
Total Funds	296,113	1,472,686	(1,554,227)	-	214,572

Movements in funds - Prior Year

	At 1 October 2018 £	Income £	Expenditure £	Transfers in/(out) £	At 30 September 2019 £
Designated funds					
Setting up nurture groups fund	50,000	-	-	(50,000)	-
Promoting nurture fund	39,439	-	-	(39,439)	-
NGN development fund	51,493	-	-	(51,493)	-
Marion Bennathan memorial fund	3,822	2,420	-	-	6,242
Strategic Fund	-	-	-	70,466	70,466
Operational Fund	-	-	(67,927)	70,466	2,539
CAF Loan Fund	-	-	(33,596)	100,000	66,404
	144,754	2,420	(101,523)	100,000	145,651
Fixed assets fund	68,730	-	(24,586)	65,846	109,990
Total designated funds	213,484	2,420	(126,109)	165,846	255,641
General fund	360,600	1,299,015	(1,453,297)	(165,846)	40,472
Total Funds	574,084	1,301,435	(1,579,406)	-	296,113

The Nurture Group Network Ltd
Notes to the financial statements
For the year ended 30 September 2020

In 2018/19 the Charity recognised that the current reserve structure was no longer fit for purpose, Trustees approved the closure of the Setting Up Nurture, Promoting Nurture and NGN Development Funds and transition of these funds into a simplified Operational and Strategic Fund structure;

Strategic Fund

The Strategic Fund underwrites investment in activities, products and approaches that will deliver benefits, awareness and resources for the Charity over a 3-5 year timeframe. These will be strategic growth initiatives with a strong case for pilot funding that will be approved through Board.

Operational Fund

The Operational Fund will focus on internal initiatives to deliver benefits within the financial year, such as targeted promotional media activity, business development or engineering opportunities for the Charity to expand its infrastructure. These benefits are expected to be realised benefits within the year. In 2018/19 expenditure within this fund helped support development of Boxall Profile amongst other initiatives.

Additionally the Charity holds two other designated funds;

Marian Bennathan Memorial Fund

This Fund was created in memory of Nurture Honorary Life President Marian Bennathan. Drawn from donations and fundraising activities the fund will provide grants to teachers to support the continuing professional development of low income teaching staff to learn about the nurturing approach and support children with social, emotional and mental health difficulties throughout the UK

CAF Loan Fund

Given the specific nature of the loan from CAF funding our growth ambitions, the loan is held as a designated fund against which permissible expenditure is drawn down.

The Charity also holds a Fixed Asset Fund;

Fixed Asset Fund

To identify net funds held as fixed assets used in the organisation's operations, which are not therefore available for working capital. During the year new software, upgrades to the website and computer equipment required a transfer to the fixed asset fund, from general funds.

17 Analysis of total net assets between funds

	General fund £	Fixed asset fund £	Restricted funds £	Total funds £
Tangible fixed assets	-	80,811	-	80,811
Current assets	762,974	-	2,000	764,974
Current liabilities	(520,435)	-	-	(520,435)
Long-term liabilities	(73,461)	-	-	(73,461)
Provisions	(37,317)	-	-	(37,317)
Total net assets	131,761	80,811	2,000	214,572

Analysis of total net assets between funds - Prior Year

	General fund £	Fixed asset fund £	Restricted funds £	Total funds £
Tangible fixed assets	-	109,990	-	109,990
Current assets	501,252	-	145,652	646,904
Current liabilities	(364,450)	-	-	(364,450)
Long-term liabilities	(96,330)	-	-	(96,330)
Total net assets	40,472	109,990	145,652	296,113

18 Operating leases

The charity has the following annual commitments under operating leases for office premises:

	2020 £	2019 £
Amounts payable within less than one year	38,835	36,380
Leases expiring between one and five years	76,832	110,544
	115,667	146,924

The above figure includes the rent for the office in Scotland which is on a 12 month rolling basis and the rent for the office in London, where the lease expires on 31 March 2024.

The value of the lease remaining after 30 September 2020 is £110,544

19 Related party transactions

During the year the charity paid £765 (2019: £1,385) to Penny Stephens, the wife of the former CEO, for proof reading, editing and office admin work. The principle of using Penny Stephens was approved by the trustees and her invoices are separately approved for payment by the Treasurer. There were no payments to trustees for goods or services (2019: £0).

Trustees are encouraged to be members of NGN. During the year the aggregate of membership fees paid was £90 by three trustees, as was the case for 2019.

20 Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2020 £	2019 £
Net (expenditure) for the year	(81,541)	(277,971)
Adjustments for:		
Depreciation and amortisation	33,493	24,586
Interest from investments	(782)	976
Loan Interest Paid	6,490	1,626
Decrease in stock	10,614	2,294
(Increase) in debtors	(39,997)	(50,720)
Increase in creditors	136,785	190,124
Increase in provisions	37,317	-
Net cash provided/(used) in operating activities	102,379	(109,085)

The Nurture Group Network Limited

Reference and Administrative Information

Charity Registrations:

The Nurture Group Network (NGN)
Company Registration No. (England & Wales): 05562426
Registered Charity No. (England & Wales): 1115972
Registered Charity No. (Scotland): SC042703

Registered Office:

Insight House
Riverside Business Park
Stansted Mountfitchet
CM24 8PL

Principal Office:

The Green House
244-254 Cambridge Heath Road
Bethnal Green
London
E2 9DA

Board of Trustees:

Susan Henderson (Chair to 30th June 2020)
Nicola Hannam (Chair from 1st July 2020)
Alison Betts
Jacqueline Brooks (Hon. Secretary)
Michael Clifford (Hon. Treasurer)
Marianne Coleman (resigned 31st December 2019)
Alan Leaman (Vice Chair)
Catherine Pope
Bridget Robson
Arti Sharma (resigned 30th April 2020)

Life President:

Mark Turner

Chief Executive Officer:

Kevin Kibble (to 30th June 2020)
Arti Sharma (from 1st July 2020)

Auditors:

Moore Kingston Smith LLP
Devonshire House
60 Goswell Road
London
EC1M 7AD

Principal Bankers:

Barclays Bank Plc
128 Moorgate
London
EC2M 6SX