

Annual Report and Financial Statements

Every child able
to learn

October 2023 – September 2024




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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.

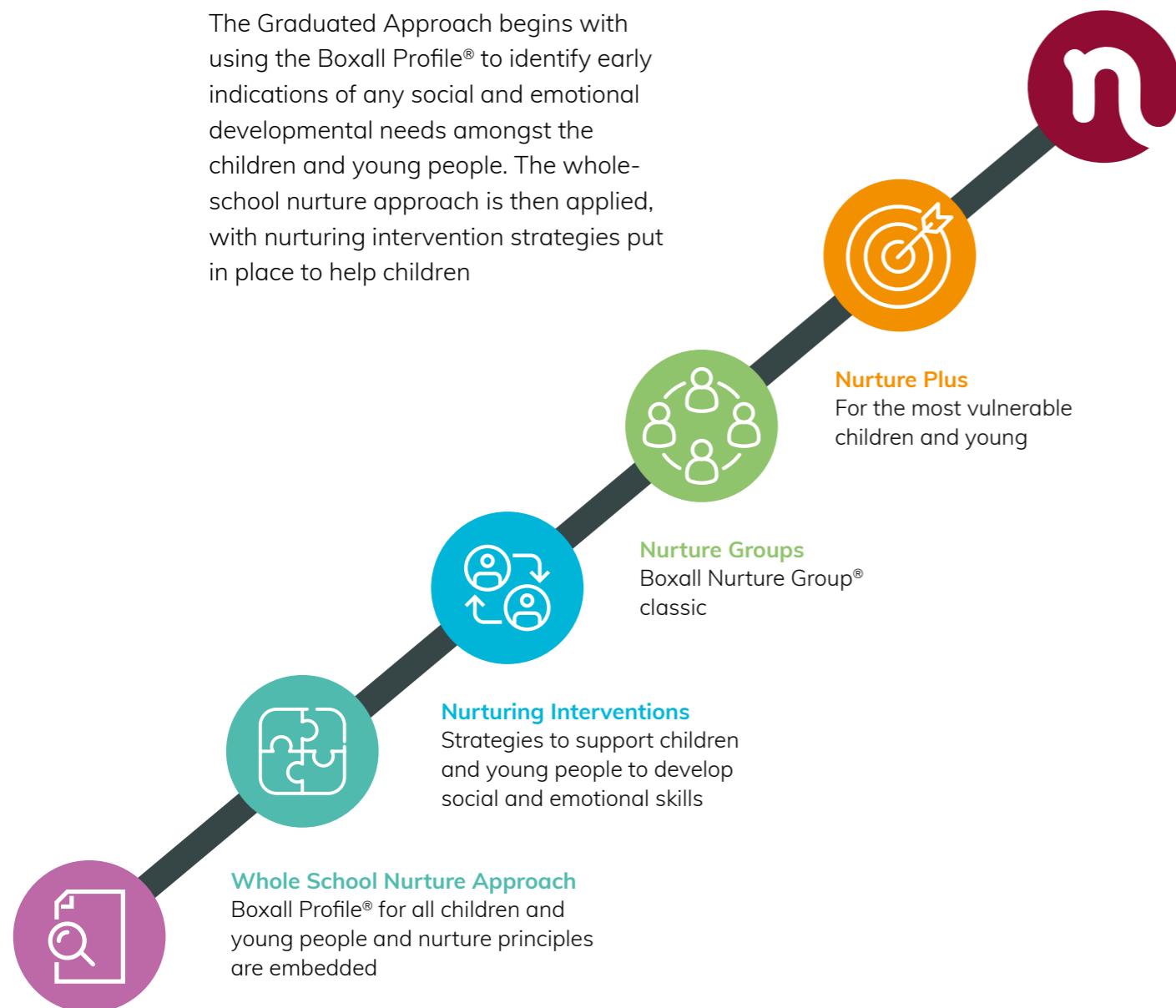


The Graduated Approach to Nurture

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

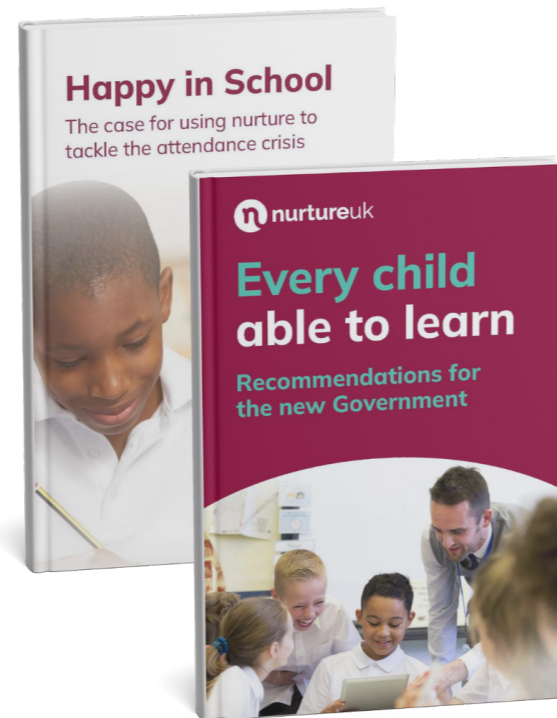
We made some key updates to the Boxall Profile® Online this year, including a new data dashboard, class and group learning plans, tool navigation, and a Pro-subscription tier. There are now over 2,400 schools subscribing to the tool to plan, track and help improve the social, emotional, behavioural development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

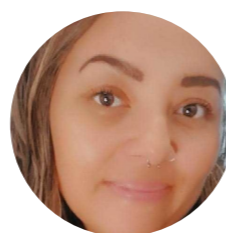
identified SEND, across the 34 schools which were evaluated. Average attendance rates went from 84.8%, to 88.7% (+4.6%), between the programme start, and a follow-up ten months later.

- 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.

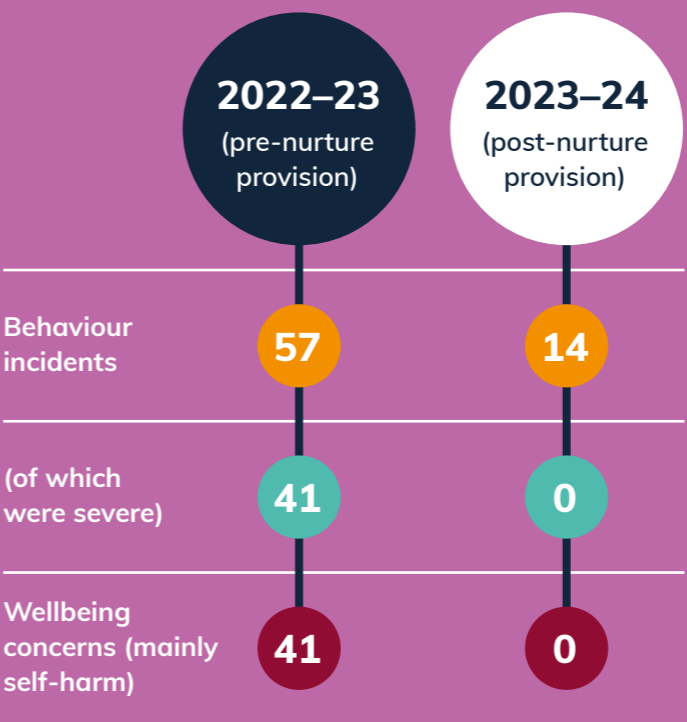
While the journey to embed nurture is ongoing, early feedback is positive. **At break time, challenging behaviour has declined significantly.** When incidents do happen, they are quicker to resolve and less likely to escalate and consequently **have less impact on learning.**

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.	<ul style="list-style-type: none"> ● 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	<ul style="list-style-type: none"> ● 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.	<ul style="list-style-type: none"> ● 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.	<ul style="list-style-type: none"> ● 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	<ul style="list-style-type: none"> ● 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	<ul style="list-style-type: none"> ● 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	<ul style="list-style-type: none"> ● 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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 /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