

NOW TEACH

England & Wales · Charity number 1189146

Details

Status	Registered
Legal form	Charitable company
Company number	11872096
Registered	2020-04-21
Register	View on the Charity Commission register

Contact

Address	Now Teach Spaces 98 Theobalds Road London WC1X 8WB
Phone	02045854010
Email	info@nowteach.org.uk
Website	nowteach.org.uk

Activities

Objects: THE CHARITY'S OBJECTS ARE FOR THE PUBLIC BENEFIT:(A) THE ADVANCEMENT OF EDUCATION AND TRAINING IN PARTICULAR (BUT WITHOUT LIMITATION) IN THE FIELD OF TEACHING BY PROVIDING TRAINING PROGRAMMES WHICH COMBINE STUDY-BASED LEARNING AND SUPERVISED PRACTICE-BASED LEARNING, AND BY ANY OTHER RELEVANT METHODS; AND(B) TO ADVANCE THE EDUCATION OF STUDENTS IN ENGLAND & WALES, IN PARTICULAR (BUT WITHOUT LIMITATION) BY PROVIDING TRAINEE TEACHERS AND/OR LECTURERS TO EDUCATIONAL INSTITUTIONS INCLUDING SCHOOLS, COLLEGES AND UNIVERSITIES AND PROMOTING HIGH QUALITY PRACTICE AND LEADERSHIP IN THE FIELD OF TEACHING.

Activities: Now Teach carries out its purposes by increasing the number of high quality teachers entering the state-funded education system through the methods outlined above, namely recruiting and supporting experienced professionals to retrain as teachers and then providing those teachers to state-funded educational institutions which are struggling to fill teaching vacancies.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training
- **Who:** Children/young People, The General Public/mankind

Geography

- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£1,714,949	£1,804,195	£2,608,563	19
2024-08-31	£2,870,000	£2,230,000	£1,698,000	23
2023-08-31	£2,079,000	£2,165,000	£1,058,000	22
2022-08-31	£1,943,000	£1,685,000	£1,144,000	21
2021-08-31	£1,492,000	£1,312,000	£886,000	18

Trustees

Name	Role	Appointed
Graham Clive Elton	Chair	2019-03-09
Bansi Kara		2023-10-31
Charles Kirwan-Taylor		2025-04-17
Graeme Melville Danton		2019-03-09
JAMES BARRINGTON HUW DARLEY		2019-03-09
Katharine Mary Waldegrave		2024-07-10
Lucy Heller		2021-06-22
Lucy Rosamond Kellaway		2019-03-09
Paterno Atar Odong		2023-10-31
Prof Carole Samantha Twiselton		2023-10-31
Robert Craig		2024-03-18

NOW TEACH

England & Wales - Charity number 1189146

Accounts

Company no. 11872096
Charity no. 1189146

Now Teach
Report and Audited Financial Statements
31 August 2025

Now Teach

Reference and administrative details

For the year ended 31 August 2025

Company number 11872096

Charity number 1189146

Registered office and operational address 4 Bloomsbury Square
London
WC1A 2RP

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Sonya Judith Clara Branch	(resigned 23 October 2025)
Robert Craig	
Graeme Melville Danton	
James Barrington Huw Darley	
Graham Clive Elton	Chair
Lucy Lauris Heller	
Bansi Kara	
Lucy Rosamond Kellaway	
Paterno Atar Odong	
Charles Kirwan-Taylor	(appointed 17 April 2025)
Carole Samantha Twiselton	
Katharine Waldegrave MBE	

Chief executive officer Graihagh Crawshaw-Sadler

Bankers Lloyds Bank plc
95 George Street
Croydon
CR9 2NS

Auditors Godfrey Wilson Limited
Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

Now Teach

Report of the trustees

For the year ended 31 August 2025

The trustees present their report together with the financial statements of Now Teach (the 'charitable company') for the year ended 31 August 2025. The report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes a directors' report for the purposes of company legislation.

The financial statements have been prepared in accordance with the accounting policies set out on pages 21 to 23 and comply with the charitable company's memorandum and articles of association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

Objectives and activities

Now Teach is a charity that recruits and retains mid-to-late-stage career changers in the teaching profession. The average age of a Now Teach recruit is 48 with the oldest new recruit being 73 and one of the 2017 cohort members remains in teaching at 72. We focus on career changers because they bring decades of industry experience, skills and networks into schools. We want more children to have a teacher who can do that. Since 2017 we've recruited 1,300 teachers who are retained at above average rates.

Now Teach supports career changers to engage with campaigns that help them see themselves in the teaching profession and navigate the recruitment process. Now Teach provides a support package of specialist content, one-to-one guidance, wellbeing, subject and career coaching and access to a wider network of peers to share practice. We attract, support and champion career changers in education. We help them thrive as teachers and bring their skills, professional experience and networks to the students, schools and subjects that need them most.

Now Teach measures its success on the number of experienced career changers it attracts and retains as teachers and tracks wider school contribution through an impact framework. So far, we have recruited 1,300 career-change teachers with real-world experience in the subjects they teach. Now Teach recruits are weighted towards the highest-need subjects, with 95% teaching in shortage subjects and over 60% in Science, Technology, Engineering and Maths. Now Teachers are 36% more likely to be teaching for at least two years after qualifying than their age matched peer group. They are 26% more likely to continue teaching four years after gaining qualified teacher status when compared to this age matched peer group.

Evidence from a survey conducted for a Teaching Commission witness session suggests that once Now Teachers qualify, they plan to remain with. Of survey respondents, 45% said they intend to stay in teaching for another 10 years, while 75% are looking to remain in the profession for at least five more years.

Public benefit

In determining the objectives and activities of the charitable company, the trustees confirm they have given due consideration to the Charity Commission's guidance in relation to Public Benefit and are satisfied that the charitable company complies with Section 4 of the Charities Act 2011. Now Teach exists to support the advancement of education for the benefit of the public, and further details of how this has been achieved are set out within the remainder of this annual report.

Now Teach

Report of the trustees

For the year ended 31 August 2025

Achievements and performance

There remain multiple, complex issues facing schools today. A strong supply of industry and life experienced individuals to diversify the profession, particularly if they have a propensity to be retained at higher rates, is a much-needed contribution. This is particularly true in STEM subjects, where currently 1 in 8 maths lessons are taught by a non-maths specialist, and this is even worse in schools serving low-income communities.

Key achievements are outlined below:

- 253 new Now Teachers were welcomed into the Now Teach Network in September 2025, which brings the total recruitment since 2017 to over 1,350 new teachers;
- The proportion of the 2025 cohort training to teach STEM subjects (62%) and Maths (20%) exceed national averages for ITT starters from the 2024/25 ITT Census. This compares to a national STEM average of 24% and a national Maths average of 10% for Postgraduate Trainees;
- Supporting diversity in age and gender within staff rooms continues with 48% of the cohort identifying as male, compared to 39% secondary school 2024/25 ITT entrants nationally. The average age of a '25 cohort member is 49 years compared to an average age of 28 for 2024/25 ITT entrants;
- Now Teach PR mentions have been across a range of different channels: quality and popular newspapers, television, glossy magazines and local and national radio. The coverage during 24/25 resulted in c. six million views or listens with an estimated advertising value equivalent (AVE) of £296,000;
- Now Teach's brand awareness in England is approximately 7.4% of the adult population (April 2025) suggesting that 3.5 million people are aware of Now Teach;
- 2023 retention KPIs (based on the final year of the DFE contract) were exceeded:
 - Target: 75% of Participants who achieved QTS by the end of Year 1 will complete Year 2; and
 - Result: 83% achieved.
- A Net Promoter Score (NPS) of 75 in the summer survey for all cohorts in the Network (2017-2025) was achieved;
- Quarterly Pulse surveys support staff engagement and ensure a keen eye on culture continues. 100% of employees agreed that Now Teach cares about their wellbeing. Additionally, 100% of employees agreed that their colleagues were committed to doing high-quality work;
- Effective transitions to new providers in HR and IT reduced IT risk and supported completion of a successful annual IT Health Check with full Cyber Essentials certification;
- According to the most recent All Cohort Survey (Summer 2025), 84% of survey respondents who have engaged in the programme so far are satisfied or very satisfied with the support they receive from the Now Teach Programme and Network Team;
- 94% of Now Teachers reported that Now Teach played a significant role in their choice to become a teacher; and
- In the absence of government funds longer term, a new 3–5-year strategy is in development and includes an underpinning fundraising programme which will build on the success of the fundraising efforts undertaken in 23/24 and 24/25.

Now Teach

Report of the trustees

For the year ended 31 August 2025

Recruitment: Numbers delivered

During the year, recruitment activities delivered strong results across the entire candidate pipeline: with key results listed below:

- **2,848** expressions of interest generated;
- **707** prospective Now Teachers engaged with Career Change Consultants;
- **328** candidates supported through to offer stage;
- **33** IT professionals and/or Computer Science teachers recruited, exceeding a target of 20;
- **68%** of the cohort were recruited from outside of London; and
- Subject distribution: Maths (19%), English (9%), Design Technology (8%), Biology (7%), Geography (7%), Computer Science (7%), Physics (7%) and French (7%), Chemistry (6%), Art & Design (5%) and Business Studies (5%), Spanish (4%) and History (4%).

Recruitment: Operational Improvements

Significant operational improvements were delivered to strengthen effectiveness and increase brand visibility. These include:

- The successful onboarding and management of a new marketing agency;
- The development of an updated attraction strategy, refinement of the value proposition, a creative refresh, the launch of Social Media Ambassadors and creation of a brand impact framework;
- The delivery of a full website audit the implementation of improvements contributing to 56,000 website visitors over the year; and
- Strengthened engagement with Training Providers as an ongoing source of Now Teachers leading to an 83% partnership recommendation rate.

Diversity

- Now Teach is helping to increase teacher workforce diversity, with its 2025 cohort comprising 21% ethnic minority recruits. This is significantly above the national average of 14% for secondary school teachers captured in the 2024 School Workforce Census (SWC);
- Now Teach is also helping to address the gender imbalance in the profession, with men making up 48% of its 2025 cohort, narrowing the gap on the national figure of 35% male teachers in secondary schools according to the 2024 SWC; and
- Now Teach enriches the workforce by attracting second-career professionals, bringing vital professional experience and life skills. The 2025 cohort average age is 49 years old, significantly older than the average age of all postgraduate trainees (28).

Retention

The quotation below captures the value felt by a Now Teacher during the start of their teacher training.

“My transition to teaching wasn't without uncertainty. I questioned whether leaving a well-paid senior role for teaching was sensible, particularly given the dramatic salary difference. However, I've reached a stage in life where fulfilment matters more than money, and the Now Teach network provided invaluable support during those months of self-doubt. I'm now genuinely excited about shaping the next generation of digital problem-solvers.

One highlight so far has been the Now Teach Network Summit. I was slightly reticent about the event prior to arriving as I have been to many such days during my career, but my expectations were far exceeded. The speakers were extremely interesting culminating in the session with just my computer science cohort which was great. It was fantastic meeting other people going through what I have been going through.

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Report of the trustees

For the year ended 31 August 2025

I may be mad changing from the corporate world to teaching, but I have found a tribe of people who are both equally mad AND able to assure me that it is the best decision that they have ever made"
Charles Cliffe, Computer Science, Cohort 2025

2023 Cohort 1year Post-QTS retention



Against the DfE KPI of 75%.

The national rate for those secondary school teachers that remain one-year post-QTS is 69% overall (all ages) and 61% for those aged 40+

2024 Cohort Year 1 Retention



Against the DfE KPI of 85%.

The national QTS rate for secondary school teachers is 91% overall (all ages) and 82% for those aged 40+

Research undertaken during 2024 supported implementation of a refined programme offer through 2025. The offer ensures needs can be met and includes:

- **Support** to translate skills and experience to the new context of schools;
- **Help** navigating the transition from one professional identity to another: from expert to novice;
- A way to help schools understand the **distinct value career** changers can add;
- Connection to a **community of other professionals** navigating the same transition; and
- A **'third-space'** outside of schools and training providers to bring these elements together.

In the redesigned programme offer the below core principles have been prioritised:

- *Right support at the right time*: providing clear, structured guidance when it is most needed;
- *Peer connection and belonging* creating space for career changers to reflect, problem-solve and grow alongside others with shared experiences; and
- *Simplicity and clarity*: delivering a streamlined offer that fits alongside existing commitments and is easy to engage with.

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Report of the trustees

For the year ended 31 August 2025

Ongoing delivery has focused on:

- **Supporting the final DfE-funded cohort** through their first year of teacher training;
- **Piloting a Mentor Module** to better equip in-school mentors with an understanding of the specific context and needs of career-changing teachers;
- **Testing preferred partnership sessions** for career changers within individual training providers' cohorts, helping to foster local communities and strengthen peer connections; and
- **Designing and piloting an Impact Framework**, building on insights from the Network and sharing this work through a dedicated Network session at an Annual Summit.

Key achievements

- **A Net Promoter Score (NPS) of 75** in the summer survey for all cohorts in the Network (2017-2025);
- **84%** of survey respondents who have engaged in the programme so far are satisfied or very satisfied with the support they receive from the Now Teach Programme and Network Team; **and**
- **76%** of Now Teachers agreed or strongly agreed that being part of the Now Teach Network supported their development as a teacher and 89% stated it increased their overall confidence.

The Network

Census: In anticipation of planned future work with the National Foundation for Educational Research (NFER), the first Network Census was implemented. This gathered comprehensive data on the Network's teaching workforce, providing a robust evidence base to inform future strategic priorities, research and funding initiatives. The Census achieved a 68% response rate. Future work with NFER will seek to understand the long-term retention results of Now Teachers, and the value of Now Teach in the sector.

Impact Report Launch: The Impact Report was launched at an *Evening with Now Teach*, hosted at Salesforce Tower, London. The event was attended by over 100 funders, partners, and Now Teachers from across the Network. Students also joined the event, powerfully advocating for the positive impact that career changers have on their education.

Annual Summit, Ada College: Attended by over 140 Now Teachers, the sessions focused around the Impact Framework and supporting the Network to make the most of their experience in their schools. Keynote sessions were delivered by Oak National Academy and Teacher Development Trust. Now Teach's Cofounder, Lucy Kellaway OBE, closed the day which was followed by a Network Social.

Teaching Commission - Evidence Session: In April, the Teaching Commission invited Now Teach to provide evidence at its witness session. Members of the Network contributed insight on initial teacher training (ITT) and early career teacher (ECT) provision, as well as reflections on their motivations for career change and how teaching compares with their previous professions.

Operations and organisational growth

Over the past year Now Teach has continued to focus on building and embedding robust operations across the organisation, with a particular focus on enhancing systems and technology. An organisational technology strategy was developed, outlining how systems, data and processes should be designed and utilised to maximise Now Teach's impact and support the achievement of the vision and mission.

Now Teach

Report of the trustees

For the year ended 31 August 2025

Employee engagement remained a priority and the team undertook a refresh of the organisational Values. This work centred on creating a set of Values that are aligned with the behaviours required to deliver the vision and mission. They are aspirational and provide clear, actionable guidance. These new Values are now helping to shape internal culture and support the team to deliver against the strategic priorities. In the Summer 2025 Pulse survey, 100% of employees agreed that Now Teach cares about their wellbeing. Additionally, 100% of employees agreed that their colleagues were committed to doing high-quality work.

Financial management has continued to be strengthened. In September 2024, a new external accountancy and financial support provider was appointed, giving improved visibility of the financial position and ensuring more robust expert support across management accounts, income management and financial planning. This enhanced support will be critical to underpin future fundraising efforts.

Looking ahead there are a number of priorities for the next operational year to further enhance operations and organisational effectiveness and support the implementation of a new organisational strategy. These include:

- Implementation of the technology strategy with an automation focus to streamline the user journey and generate better insight and data; and
- Embedding the updated Values as a core part of the People Strategy.

Financial review

During the reporting period, the charity earned income of £1,715k (2024 – £3,870k) including £85k of donated services (2024 – £503k) and incurred expenditure of £1,804k, including the donated services (2024 – £2,230k) resulting in a deficit of £89k (2024 – surplus of £1,641k).

The primary sources of income for the charitable organisation were split between the contract with the Department for Education, accounting for £737k (2024 – £1,442k) of total income, alongside donations of £878k (2024 – £2,429k), which includes £85k of pro-bono services provided to the charity. This reflects the ongoing efforts to diversify its sources of income following on from the notification in March 2024 that the Career Change Programme contract would not be reproced. The charity's principal expenditure relates to staff costs which for the reporting period amounted to £990k (2024 – £1,166k).

Reserves policy and financial position

The trustees have examined the requirement for free reserves, i.e., those unrestricted funds not invested in tangible fixed assets, restricted for specific purposes or otherwise committed. In 2024/25 the trustees consider that, given the nature of the charitable company's work and funding timelines within the organisation, the level of free reserves should be equal to between 3 and 9 months recurring operating expenditure (i.e. between £452k and £1,356k).

At year end, the charity held total funds of £2,608k. Of these funds £799k is restricted and £1,809k is unrestricted. Within the charity's unrestricted funds there are two designated funds:

- £60k to support with scoping and securing future contractual funding opportunities; and
- £217k for investment in the planning and delivering of Strategic Objectives in 2025/26.

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Report of the trustees

For the year ended 31 August 2025

The remaining unrestricted funds are classed as free reserves. At year end the charity held free reserves of £1,532k which equates to 10 months of operating expenditure. The trustees acknowledge this falls outside of policy range but feel these levels are appropriate to ensure the charity can meet its ongoing and multi-year commitments to our beneficiaries and allow for investments in future strategic development and delivery.

The reserves policy will continue to be reviewed on at least an annual basis to ensure that it is appropriate for the charity's priorities and considered in conjunction with identified risks.

Fundraising

During this year, the result of the change in funding from the Department for Education Career Change Programme contract meant that Now Teach continued to work to increase fundraising from private sources to sustain and grow its work.

The team and trustees are enormously grateful to all the funders who responded to media coverage of the DfE's decision and subsequent requests for interim funding support, including those donors who wish to remain anonymous. In total, £997k was donated by trusts, foundations and individual donors (2023/24 £968k). Amongst new supporters giving for the first time to the charity in the year, and/or pledging support for future years, were: Julia Rausing Trust, CHK Foundation, John Armitage Charitable Trust, Sloane Robinson Foundation, Rothermere Foundation, the Stelios Philanthropic Foundation and Berry Street Foundation, as well as several generous individual donors. The team and trustees remain very grateful to longstanding supporters including the Garfield Weston Foundation, the Swire Charitable Trust and AKO Foundation.

Approach to Fundraising

Now Teach's fundraising is led by the Chief Executive and the Director of Philanthropy and Communications with support from in-house and contracted staff. Fundraising activities are not outsourced to other organisations. Now Teach fundraises from a defined list of individuals, companies and charitable trusts and foundations. Fundraising is based on individual relationships with donors, many of whom are introduced to the organisation by Trustees and other supporters connected to the charity. Fundraising approaches are made only to those with whom there is an existing connection, or where it is deemed there would be an interest in Now Teach's work. Fundraising campaigns, such as The Big Give, may be used from time to time to promote giving to the charity by those within an established network or target audiences.

Now Teach's Executive fundraising efforts are supported by comprehensive and active Board engagement.

Now Teach is a paid member of the Fundraising Regulator and complies with the advice and guidance set by the body. During the year no complaints about fundraising were received.

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Report of the trustees

For the year ended 31 August 2025

Risk management

The management of risk is an on-going process, and the trustees undertake regular reviews of the principal risks and uncertainties that the charitable company faces. The Finance & Risk Committee regularly review the policies, systems and procedures to ensure that action can be taken as needed to minimise or manage any potential impact on the charitable company, should those risks materialise or identify any further mitigating actions that may be required. The trustees have identified the following main risks which will apply to the charity:

- Challenges in developing a robust and sustainable financial model. Now Teach has successfully continued to diversify its income in this reporting period. Excluding pro bono services, DfE income represented 42% of total income in 24/25, down from 61% in 23/24. The majority of this money was raised in a single campaign in 2023/24 to fund the recruitment and support of two Now Teacher cohorts, outside of DfE income. There remains a risk relating to the long-term financial model for Now Teach. Now Teach is mitigating this risk by developing a long-term strategy with a focus on sustainability as well as investing in critical fundraising capabilities, enabling the charity to continue to build a strong funding pipeline.
- The ability to continue to achieve growth in the education sector and career change market. If Now Teach fails to operate with an appropriate awareness of the sectors it is operating in, it may fail to attract and retain more career changers and therefore reduce impact in education sector. Now Teach is mitigating this risk by continuing to engage with stakeholders as well as regular horizon scanning activity to develop knowledge and understanding of programmes and activities from other organisations in the sector.
- Challenges relating to the current political landscape and context. If Now Teach fails to operate with an appropriate awareness and sensitivity to the priorities of the current government, it may lose market position and/or relevance, meaning the charity would struggle to achieve its mission and vision. Now Teach is mitigating this risk by developing and delivering a strategy that offers enhanced value, impact and potential future scale to the sector, whilst also building and maintaining relationships with key stakeholders at all levels to ensure that they understand the value of potential future partnerships with Now Teach. The team remain alert to teacher workforce developments and the government's opportunity mission and pledge of 6,500 teachers. Now Teach continues to engage with key stakeholders and raise its case through opportunities such as The Teaching Commission, Education Select Committees and various House of Lords inquiries.

Future plans

Over the next four years, the charity aims to support more schools and students by enabling them to benefit from the inspiring professional and life experience of career change teachers

by:

- Attracting and supporting 1,000 new career change teachers to join the profession, 600 of whom will teach STEM;
- Increasing Now Teacher presence in schools serving low-income communities from 35%-60% nationally;
- Continuing to retain Now Teachers at above sector average rates;
- Securing a strong and compelling evidence base to track and communicate the career changer difference and school level impact;
- Shifting to deeper partnerships with a priority group of Multi-Academy Trusts to deliver impact; and
- Doubling the size of the Now Teacher network from 1,000-2,500 and harnessing their potential to inspire others and have an impact in schools.

Underpinning the ambition with a strong fundraising programme and efficient and scalable operating model.

Now Teach

Report of the trustees

For the year ended 31 August 2025

Assessment of going concern

The trustees have considered the impact of the above in their assessment of going concern. At present, there is no intention to wind down the charity or its operations and, as noted above, the charity will be continuing to build a strong fundraising programme alongside an efficient operating model to secure its future sustainability. Based on the initial fundraising success, the charity is confident in building a strong income pipeline to support the delivery of the strategic ambitions for the next four years. The trustees are therefore of the opinion that it is appropriate that these financial statements should be prepared on a going concern basis. Further details in respect of the trustees' assessment of going concern is provided within the principal accounting policies accompanying the financial statements.

Structure, governance and management

Now Teach was incorporated on 9 March 2019 and is a company limited by guarantee (Company Registration No. 11872096 (England and Wales)) and a registered charity (Charity Registration No. 1189146). The charitable company is governed by its memorandum and articles of association.

Trustees

The Articles require that the Charity has at least three Trustees. Trustees are appointed by the existing Board of Trustees. The Trustees are also the Directors of Now Teach for the purposes of company law and are also the members of the company limited by guarantee.

As well as the main Board, there are three committees – the Finance & Risk Committee, the Nominations & Remunerations Committee and the Education Sub-committee- who have delegated responsibility for specific areas.

- **Finance & Risk Committee:** meets quarterly to review detailed programme progress, relevant stakeholder feedback, finances and risk;
- **Nominations & Remuneration Committee:** meets twice per year to review trustee appointments, executive pay, staff pay awards and areas related to People & Culture / HR; and
- **Education sub-committee (established April 2025):** meets twice per year to advise on the education strategy, quality and impact of the charity's educational activities. The committee support the development of Now Teach's education work for candidates, Now Teachers, training providers, trusts, schools and the wider sector.

The recruitment of Trustees is a designated responsibility from the Now Teach Board to the Nominations and Recruitment Committee (NRC). This is reviewed at least twice per year.

The NRC undertakes the following actions on an annual basis:

- Check the terms of office for trustees and ensure new and existing trustees know how long they are expected to serve. This information informs the recruitment plan for Trustees;
- Reviews the documentation for the formal process of appointment and induction of new Trustees; and
- Reviews the membership of the Now Teach sub-committees.

A Trustee skills audit is also conducted once every 2 years to identify the skills, qualities, diversity and experiences of the Board. Any gaps/trends are noted, and these are taken into account for future recruitment of Trustees.

Now Teach

Report of the trustees

For the year ended 31 August 2025

Recruitment process

If there is a need to recruit a new Trustee, the following action takes place:

- The NRC are made aware of the rules regarding eligibility and automatic disqualification of trustees.

The Now Teach procedures for electing or appointing new trustees are set out below:

- Now Teach shortlists candidates based on a CV and cover letter and the trustee person specification. Interviews with the shortlisted candidates are held as required; and
- A recommendation is made by the NRC and presented to the Board for approval.

If there is a need to recruit an existing Trustee onto a sub-committee the following actions take place:

- Now Teach advertises any sub-committee vacancy to the existing Board, asking for volunteers, and then shortlists candidates based on a CV, cover letter and the person specification. Now Teach then conducts an informal interview with the Chair of the sub-committee; and
- A recommendation is made by NRC and presented to the Board for approval.

Induction

The Trustee induction programme includes:

- Meetings and introductions to other trustees, the Now Teach Executive team, Co-founders and key stakeholders of Now Teach e.g.: Now Teachers, Training providers and schools;
- Invitations to information evenings, programme events, webinars; and
- Documents for a Trustee induction pack, which include Business strategy, past Board meeting papers, organisational objectives, financial reports and organogram.

The following trustees served during the period of report and up to the date of approval of the annual report and financial statements:

Trustee	Date of
Sonya Branch	Resigned 23 October 2025
Graeme Danton	Appointed 9 March 2019
James Darley	Appointed 9 March 2019
Graham Elton	Chair – Appointed 9 March 2019
Lucy Heller	Appointed 22 June 2021
Bansi Kara	Appointed 31 October 2023
Lucy Kellaway	Appointed 9 March 2019
Paterno Odong	Appointed 31 October 2023
Carole Twiselton	Appointed 31 October 2023
Robert Craig	Appointed 18 March 2024
Katharine Waldegrave	Appointed 10 July 2024
Charles Kirwan-Taylor	Appointed 17 April 2025

Trustees are appointed by the Board of Trustees, or by an ordinary resolution of the charity, in accordance with the Articles and Board Terms of Reference.

Now Teach

Report of the trustees

For the year ended 31 August 2025

Executive Management Team

The trustees consider that they, together with the Now Teach Executive Management Team (EMT), comprise the key management of the charitable company in charge of directing and controlling, running and operating the charitable company on a day-to-day basis. The members of the EMT during the period of report comprised the following:

EMT Member	Role
Graihagh Crawshaw-Sadler	Chief Executive Officer
Ginnie Maxfield-White	Chief Operating Officer
Sarah Darrall Shaw	Director of Programme and Network
Rob Fryer	Director of Recruitment
Jim Riddiford	Interim Chief Operating Officer (December 2024 to December 2025)

The remuneration of the Executive Management Team is set by the Now Teach Nominations and Remuneration Committee, which reports to the Now Teach Board.

Statement of responsibilities of the trustees

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

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing those 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 accounting estimates that are reasonable and prudent;
- state whether applicable UK accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Companies Act 2006. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Now Teach

Report of the trustees

For the year ended 31 August 2025

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.

Members of the charity guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Godfrey Wilson Limited were appointed as auditors to the charitable company during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 16 April 2026 and signed on their behalf by

Graham Elton

Graham Elton - Director and Chair of the Board of Trustees

Independent auditors' report

To the members of

Now Teach

Opinion

We have audited the financial statements of Now Teach (the 'charity') for the year ended 31 August 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 August 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

Independent auditors' report

To the members of

Now Teach

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

We have nothing to report in this regard.

Opinion 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' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Independent auditors' report

To the members of

Now Teach

Our responsibilities for the audit of the financial statements

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 procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

(1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.

(2) We reviewed the charity's policies and procedures in relation 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 risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
- Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.

(3) We inspected the minutes of trustee meetings.

(4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.

(5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.

(6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.

(7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:

- Testing the appropriateness of journal entries;
- Assessing judgements and accounting estimates for potential bias;
- Reviewing related party transactions; and
- Testing transactions that are unusual or 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. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

Independent auditors' report

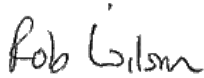
To the members of

Now Teach

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

Use of our report

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



Date: 16 April 2026

Robert Wilson FCA
(Senior Statutory Auditor)

For and on behalf of:

GODFREY WILSON LIMITED

Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

Now Teach

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 August 2025

	Note	Restricted £	Unrestricted £	2025 Total £	Restated 2024 Total £
Income from:					
Donations and legacies	4	-	878,380	878,380	2,429,415
Charitable activities	5	<u>98,500</u>	<u>738,069</u>	836,569	1,441,000
Total income		<u>98,500</u>	<u>1,616,449</u>	1,714,949	3,870,415
Expenditure on:					
Raising funds		-	91,542	91,542	90,472
Charitable activities		<u>348,610</u>	<u>1,364,043</u>	1,712,653	2,139,040
Total expenditure	7	<u>348,610</u>	<u>1,455,585</u>	1,804,195	2,229,512
Net income / (expenditure) and movement in funds	8	(250,110)	160,864	(89,246)	1,640,903
Reconciliation of funds:					
Total funds brought forward		<u>1,050,000</u>	<u>1,647,809</u>	2,697,809	1,056,906
Total funds carried forward		<u>799,890</u>	<u>1,808,673</u>	2,608,563	2,697,809

Prior year income is restated to reflect entitlement to grant income as described in note 2 to the accounts.

Prior year expenditure has been reclassified to reflect the requirements of the Charities SORP (FRS 102). The restatement of expenditure is purely a reclassification across the statutory headings, and does not affect net income or net movements in funds.

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 14 to the accounts.

Now Teach

Balance sheet

As at 31 August 2025

	Note	£	2025 £	Restated 2024 £
Current assets				
Debtors	11	834,284		991,564
Cash at bank and in hand		<u>1,975,183</u>		<u>1,839,065</u>
		2,809,467		2,830,629
Liabilities				
Creditors: amounts falling due within 1 year	12	<u>(200,904)</u>		<u>(132,820)</u>
Net current assets			<u>2,608,563</u>	<u>2,697,809</u>
Net assets	13		<u>2,608,563</u>	<u>2,697,809</u>
Funds	14			
Restricted funds			799,890	1,050,000
Unrestricted funds				
Designated funds			277,000	178,000
General funds			<u>1,531,673</u>	<u>1,469,809</u>
Total charity funds			<u>2,608,563</u>	<u>2,697,809</u>

Prior year accrued and deferred income are restated to reflect entitlement to grant income as described in note 2 to the accounts.

These accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 16 April 2026 and signed on their behalf by

Graham Elton

Graham Elton - Chair

Now Teach

Statement of cash flows

For the year ended 31 August 2025

	2025 £	Restated 2024 £
Cash used in operating activities:		
Net movement in funds	(89,246)	1,640,903
Adjustments for:		
Decrease / (increase) in debtors	157,280	(747,659)
Increase / (decrease) in creditors	<u>68,084</u>	<u>(43,925)</u>
Net cash provided by operating activities	<u>136,118</u>	<u>849,319</u>
Increase in cash and cash equivalents in the year	136,118	849,319
Cash and cash equivalents at the beginning of the year	<u>1,839,065</u>	<u>989,746</u>
Cash and cash equivalents at the end of the year	<u><u>1,975,183</u></u>	<u><u>1,839,065</u></u>

The charity has not provided an analysis of changes in net debt as it does not have any long term financing arrangements.

Now Teach

Notes to the financial statements

For the year ended 31 August 2025

1. Accounting policies

a) General information and basis of preparation

Now Teach is a charitable company limited by guarantee registered in England and Wales. The registered office address is 4 Bloomsbury Square, London, W1A 2RP.

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) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Now Teach meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern, which the trustees consider appropriate having regard to the current level of unrestricted reserves. There are no material uncertainties about the charity's ability to continue as a going concern.

c) Income

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

Income from the 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.

For contract income, the DfE Career Changers Contract income is included in the statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of meeting any performance-related conditions there is no unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met. Where entitlement occurs before income is received, the income is accrued. Where KPIs will not or have not been met, the income penalty will be adjusted for during the financial year in which the KPI was not met.

Now Teach

Notes to the financial statements

For the year ended 31 August 2025

1. Accounting policies (continued)

d) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item, is probable and the economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised.

On receipt, donated 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.

e) 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.

f) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g) 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.

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

h) Allocation of support and governance costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs represent indirect charitable expenditure and are included in charitable activities on the basis of their use. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of finance, HR, governance, and central overheads.

Now Teach

Notes to the financial statements

For the year ended 31 August 2025

1. Accounting policies (continued)

i) 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.

j) 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.

k) Creditors

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.

l) Financial instruments

The charitable company 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 with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

m) Pension costs

The company operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

n) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are accrued income as described in note c above.

Now Teach

Notes to the financial statements

For the year ended 31 August 2025

2. Prior period restatements

Prior year restricted income has been restated to reflect the entitlement to the Julia Rausing grant in the prior year.

Restricted income for the year ending 31 August 2024

	2024 Total £
As originally stated for the year to 31 August 2024	50,000
Restatement of grant income	<u>1,000,000</u>
As restated for the year to 31 August 2024	<u><u>1,050,000</u></u>

Accrued income, deferred income, and funds at 31 August 2024

	Accrued income £	Deferred income £	Restricted funds £
As originally stated at 31 August 2024	175,889	200,000	50,000
Restatement of grant income	<u>800,000</u>	<u>(200,000)</u>	<u>1,000,000</u>
As restated at 31 August 2024	<u><u>975,889</u></u>	<u><u>-</u></u>	<u><u>1,050,000</u></u>

3. Prior period comparatives: statement of financial activities (restated)

	Restricted £	Unrestricted £	2024 Total £
Income from:			
Donations and legacies	1,050,000	1,379,415	2,429,415
Charitable activities	<u>-</u>	<u>1,441,000</u>	<u>1,441,000</u>
Total income	<u>1,050,000</u>	<u>2,820,415</u>	<u>3,870,415</u>
Expenditure on:			
Raising funds	-	90,472	90,472
Charitable activities	<u>59,000</u>	<u>2,080,040</u>	<u>2,139,040</u>
Total expenditure	<u>59,000</u>	<u>2,170,512</u>	<u>2,229,512</u>
Net income	991,000	649,903	1,640,903
Transfers between funds	<u>(19,000)</u>	<u>19,000</u>	<u>-</u>
Net movement in funds	<u><u>972,000</u></u>	<u><u>668,903</u></u>	<u><u>1,640,903</u></u>

Now Teach

Notes to the financial statements

For the year ended 31 August 2025

4. Income from donations and legacies

	Restricted £	Unrestricted £	2025 Total £
Donations	-	65,559	65,559
Grants	-	640,000	640,000
Gifts in kind	-	85,000	85,000
Gift aid	-	87,821	87,821
Total income from donations and legacies	-	878,380	878,380

Income from gifts in kind consists of donated professional services in support of Now Teach's strategy, recognised at their market value.

Prior period comparative (restated):

	Restricted £	Unrestricted £	2024 Total £
Donations	-	791,265	791,265
Grants	1,050,000	85,000	1,135,000
Gifts in kind	-	503,150	503,150
Total income from donations and legacies	1,050,000	1,379,415	2,429,415

Prior period restricted grants includes an additional £1,050,000 of grant income, as described at note 2.

5. Income from charitable activities

	Restricted £	Unrestricted £	2025 Total £	2024 Total £
Programme fees	-	737,369	737,369	1,442,320
Grants	98,500	-	98,500	-
Other fees	-	700	700	(1,320)
Total income from charitable activities	98,500	738,069	836,569	1,441,000

All income from charitable activities in the prior year was unrestricted.

6. Government grants

There were no government grants received in the current year, or prior year.

Now Teach

Notes to the financial statements

For the year ended 31 August 2025

7. Total expenditure

	Raising funds £	Charitable activities £	Support and governance costs £	2025 Total £
Programme delivery	-	703,326	-	703,326
Staff costs (note 9)	36,164	904,090	49,487	989,741
Fundraising	55,378	-	-	55,378
Other overheads	-	-	25,656	25,656
Finance	-	-	15,750	15,750
Governance	-	-	12,290	12,290
HR	-	-	2,054	2,054
Sub-total	91,542	1,607,416	105,237	1,804,195
Allocation of support and governance costs	-	105,237	(105,237)	-
Total expenditure	91,542	1,712,653	-	1,804,195

Total governance costs were £12,290 (2024: £17,000)

Now Teach

Notes to the financial statements

For the year ended 31 August 2025

7. Total expenditure (continued)

Prior period comparative (restated)

	Raising funds £	Charitable activities £	Support and governance costs £	2024 Total £
Programme delivery	-	971,116	-	971,116
Staff costs (note 9)	60,736	1,034,945	70,454	1,166,135
Fundraising	29,736	-	-	29,736
Other overheads	-	-	26,584.00	26,584
Finance	-	-	5,931.00	5,931
Governance	-	-	17,000.00	17,000
HR	-	-	13,010.00	13,010
Sub-total	90,472	2,006,061	132,979	2,229,512
Allocation of support and governance costs	-	132,979	(132,979)	-
Total expenditure	90,472	2,139,040	-	2,229,512

Now Teach

Notes to the financial statements

For the year ended 31 August 2025

8. Net movement in funds

This is stated after charging:

	2025	2024
	£	£
Operating lease payments	Nil	Nil
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	484	Nil
Auditors' remuneration (excluding VAT):		
▪ Statutory audit	9,200	14,000
▪ Prior year under provision	-	3,000
	<u> </u>	<u> </u>

During the year one trustee was reimbursed for travel and subsistence expenses (2024: none).

In common with other charities of our size and nature we use our auditors to assist with the preparation of the financial statements.

9. Staff costs and numbers

Staff costs were as follows:

	2025	2024
	£	£
Salaries and wages	807,580	941,770
Social security costs	87,644	103,124
Pension costs	94,517	105,241
Redundancy payments	-	16,000
	<u>989,741</u>	<u>1,166,135</u>

	2025	2024
	No.	No.
Employees earning more than £60,000 during the year:		
Between £60,000 and £70,000	1	1
Between £70,000 and £80,000	1	2
Between £80,000 and £90,000	-	-
Between £90,000 and £100,000	<u>1</u>	<u>-</u>

The key management personnel of the charitable company comprise the Trustees, Chief Executive Officer, Interim Chief Operating Officer, Chief Operating Officer, Director of Programmes, and Director of Recruitment. The total employee benefits of the key management personnel were £417,797 (2024: £396,133).

	2025	2024
	No.	No.
Average head count	<u>19</u>	<u>23</u>

Now Teach

Notes to the financial statements

For the year ended 31 August 2025

10. Taxation

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

11. Debtors

	2025	Restated 2024
	£	£
Trade debtors	12,000	-
Prepayments	106,703	15,675
Accrued income	715,581	975,889
	<u>834,284</u>	<u>991,564</u>

Prior period other debtors has been restated to include £800,000 of accrued income (note 2).

12. Creditors: amounts falling due within 1 year

	2025	Restated 2024
	£	£
Trade creditors	111,226	33,206
Accruals	17,165	24,858
Other taxation and social security	36,556	36,269
VAT liability	32,343	36,771
Other creditors	3,614	1,716
	<u>200,904</u>	<u>132,820</u>

Prior period creditors has been restated to exclude £200,000 of deferred income (note 2).

Now Teach

Notes to the financial statements

For the year ended 31 August 2025

13. Analysis of net assets between funds

	Restricted funds £	Designated funds £	General funds £	Total funds £
Current assets	799,890	277,000	1,732,577	2,809,467
Current liabilities	-	-	(200,904)	(200,904)
Net assets at 31 August 2025	<u>799,890</u>	<u>277,000</u>	<u>1,531,673</u>	<u>2,608,563</u>
Prior period comparative (restated)				
	Restricted funds £	Designated funds £	General funds £	Total funds £
Current assets	1,050,000	178,000	1,602,629	2,830,629
Current liabilities	-	-	(132,820)	(132,820)
Net assets at 31 August 2024	<u>1,050,000</u>	<u>178,000</u>	<u>1,469,809</u>	<u>2,697,809</u>

Now Teach

Notes to the financial statements

For the year ended 31 August 2025

14. Movements in funds

	At 1 September 2024 £	Income £	Expenditure £	Transfers between funds £	At 31 August 2025 £
Restricted funds					
Berry Street	50,000	-	(50,000)	-	-
HG Foundation	-	50,000	(50,000)	-	-
Julia Rausing Trust	1,000,000	-	(200,110)	-	799,890
Mission 44	-	48,500	(48,500)	-	-
Total restricted funds	1,050,000	98,500	(348,610)	-	799,890
Unrestricted funds					
<i>Designated funds:</i>					
External relations	178,000	-	(178,000)	-	-
HPITT	-	-	-	60,000	60,000
Organisational objectives	-	-	-	217,000	217,000
<i>Total designated funds</i>	178,000	-	(178,000)	277,000	277,000
General funds	1,469,809	1,616,449	(1,277,585)	(277,000)	1,531,673
Total unrestricted funds	1,647,809	1,616,449	(1,455,585)	-	1,808,673
Total funds	2,697,809	1,714,949	(1,804,195)	-	2,608,563

Purposes of restricted funds

Berry Street	For the wellbeing and post-recruitment of Career changers supported by Now Teach.
HG Foundation	To support Now Teach career changers in computer science and IT.
Julia Rausing Trust	To help recruit and retain experienced professionals to become teachers.
Research and technology	The research and technology fund enables Now Teach to invest in external consultants to help define the capabilities and capacity required to deliver strategy, with focus on tech solutions and support impact evaluation. The funds are used to fund research, technology and evaluation work with external consultants, ImpactBox, InHive and ImpactEd.

Now Teach

Notes to the financial statements

For the year ended 31 August 2025

14. Movements in funds (continued)

Purposes of designated funds

External relations £178k was set aside in response to the DfE announcement for use in building a strategic External Relations function at Now Teach, to be spent by end 24/25.

HPITT £60k was set aside for HPITT delivery.

Organisational objectives £217k was set aside for achieving organisational objectives.

Prior period comparative (restated)	At 1 September 2023		Income £	Expenditure £	Transfers between funds £	At 31 August 2024	
	£	£				£	£
Restricted funds							
Berry Street	-	50,000	-	-	-	-	50,000
Julia Rausing Trust	-	1,000,000	-	-	-	-	1,000,000
Research and technology	78,000	-	(59,000)	(19,000)	-	-	-
Total restricted funds	78,000	1,050,000	(59,000)	(19,000)	(19,000)	-	1,050,000
Unrestricted funds							
<i>Designated funds:</i>							
External relations	-	178,000	-	-	-	-	178,000
<i>Total designated funds</i>	<i>-</i>	<i>178,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>178,000</i>
General funds	978,906	2,642,415	(2,170,512)	19,000	-	-	1,469,809
Total unrestricted funds	978,906	2,820,415	(2,170,512)	19,000	-	-	1,647,809
Total funds	1,056,906	3,870,415	(2,229,512)	-	-	-	2,697,809

15. Related party transactions

C Kirwan-Taylor, a trustee, is also a trustee of the CHK Foundation. During the year the CHK Foundation donated £70,000 to Now Teach (2024: £nil).

S Twiselton, a trustee, is also a trustee of the Teacher Development Trust. The Teacher Development Trust provided £250 of speaker fees in the year (2024: £nil). S Twiselton is also a trustee of Teach First. In 2024 Teach First provided £1,539 of strategy management support.

L Heller, a trustee, is also the CEO of Ark. During the year Ark provided £250 of speaker related services. In 2024 Ark provided HR and IT support of £25,641.

NOW TEACH

England & Wales - Charity number 1189146

Accounts

Now Teach

Annual Report and Financial Statements

31 August 2024

Charity Registration Number 1189146
(England and Wales)

Company Registration Number 11872096
(England and Wales)
Limited by Guarantee

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Reference and administrative details of the charitable company, its trustees and advisers

Trustees	Graham Elton (Chair) Sonya Branch (Chair of Finance & Risk Committee) Graeme Danton James Darley Lucy Heller (Chair of Nominations and Remuneration Committee) Bansi Kara Lucy Kellaway Paterno Odong Carole Twiselton Robert Craig Katharine Waldegrave Charles Kirwan-Taylor (to be formally appointed in April 2025)
Company Secretary	James Riddiford, interim COO
Registered Office	4 Bloomsbury Square London WC1A 2RP
Telephone	020 7430 8878
Website	https://nowteach.org.uk/
Company Registration Number	11872096 (England and Wales)
Charity Registration Number	1189146 (England and Wales)
Auditors	Buzzacott LLP 130 Wood Street London EC2V 6DL
Principal bankers	Lloyds Bank plc 95 George Street Croydon CR9 2NS

Trustees' report Year to 31 August 2024

The trustees present their report together with the financial statements of Now Teach (the 'charitable company') for the year ended 31 August 2024. The report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes a directors' report for the purposes of company legislation.

The financial statements have been prepared in accordance with the accounting policies set out on pages 19 to 21 and comply with the charitable company's memorandum and articles of association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

Objectives and activities

Now Teach is a charity that specialises in attracting experienced professionals - typically with 15–30 years of industry expertise - into teaching and; by providing targeted support ensures they stay in the profession, helping to tackle shortages in high-need subjects and schools.

Now Teach provides a support package of one-to-one guidance; wellbeing, subject and career coaching; and access to a wider network of peers to source solutions. We support Now Teachers, training providers, schools and the wider education system to realise the full potential of career-changers in education. Now Teach measures its success on the number of experienced career changers it attracts and retains as teachers. So far, we have recruited 1,100+ career-change teachers with real-world experience in the subjects they teach. Our recruits are weighted towards the highest-need subjects, with 95% teaching in shortage subjects and over 60% in Science, Technology, Engineering and Maths. Now Teachers are 36% more likely to be teaching for at least two years after qualifying than their age peer group. Our average recruit is 47 years old, compared to a national average of 28.

Public benefit

In determining the objectives and activities of the charitable company, the trustees confirm that they have given due consideration to the Charity Commission's guidance in relation to Public Benefit and are satisfied that the charitable company complies with Section 4 of the Charities Act 2011. Now Teach exists to support the advancement of education for the benefit of the public, and further details of how this has been achieved are set out within the remainder of this annual report.

Achievements and performance

In 2023/24 the need for Now Teach was greater than ever as the teacher recruitment and retention crisis. According to the last figures from the Department for Education, teacher vacancies more than doubled in the last three years. Forty thousand teachers left the profession in 2024, a similar number to 2023. There are multiple issues impacting schools and young people today and a strong and diverse supply of talent into the teaching profession is much needed. We were able to respond to this and exceeded our DfE target by supporting 210 Now Teachers into teacher training from September 2024.

Historically, Now Teach's funding mix had been 80-90% government funded (depending on the year) and 10-20% philanthropically funded. In March 2024 the team came to understand that the previous government contract would not be reproced despite having exceeded targets over the contract lifetime.

Trustees' report Year to 31 August 2024

The DfE will honour our contract for ongoing support to the career changers who are already within our programmes through to December 2026, but this decision meant we would not be funded by the government to recruit new cohorts of teachers from September 2024 onwards. The net effect of this was that the income we received from DfE would reduce by c.£700k in the 2024/25 financial year, representing some 40% of our planned expenditure

As a result, Now Teach raised a serious incident with the Charity Commission. An extensive media campaign ran alongside a fundraising campaign which achieved income of £2.9m primarily phased across a 3-year funding period. These bridging funds provided some headroom to work towards a new, more diversified funding model incorporating increased philanthropic support and testing the potential for modest earned income alongside hoped-for future government contribution. The funds have provided Now Teach with time to pivot the funding model and to plan for the future.

In September 2024 the team concluded a restructure which reduced headcount from 24 to 18 to reduce the cost base whilst still allowing for delivery of the mission, vision and ambition.

The year in numbers

- We continue to buck sector trends with over 70% of Cohort 2024 starting initial teacher training (ITT) to teach a STEM subject with 23% training to teach Maths specifically. By comparison, last year's 2023 cohort was made up of 62% STEM with 23% Maths.
- Supporting diversity in age, gender and ethnicity within staff rooms continues with 54% of the cohort identifying as male (an improvement over Cohort 2023's 44% male cohort) - compared to 39% secondary school 2023 ITT entrants nationally. In addition, 22% of cohort candidates are of ethnic minority status (a reduction from Cohort 2023's 33% ethnic minority status), which is in line with the roughly 28% of total 2024 ITT entrants nationally, and the average age of a Cohort 2024 member is 47 years old compared to an average age of 28 for 2024 ITT entrants.
- We reach audiences others do not reach. Our coverage has a comparable paid for advertising value of circa quarter of a million pounds per annum. We support Training Providers to engage candidates they otherwise would not have been able to.
- Our brand is engaging a significant number of people, demonstrating the effectiveness of our marketing and public relationships work in making Now Teach a champion for career change to teaching. Now Teach's name has been seen 10 million times (early 2024 survey) and an estimated 3.5 million are aware of Now Teach, suggesting an extensive audience reach that we can use to make people aware of the career change message. Annually, we have over 100k impressions on our website.

Retention

"I've been considering teaching ever since I read about Lucy Kellaway and Now Teach, but haven't felt like it was the right time for me. When I read about the recent funding cuts, it spurred me to make the leap now rather than wait and risk not having the support of Now Teach. For me, Now Teach offers experts to help find a place and provide application

Trustees' report Year to 31 August 2024

support, but more importantly they'll provide the advice of experts and support through the network once I start." Cohort 2024

Our research tells us that career changers have specific needs. They appreciate:

- **Support** to translate skills and experience to the new context of schools.
- **Help** navigating the transition from one professional identity to another: from expert to novice.
- A way to help schools understand the **distinct value career** changers can add.
- Connection to a **community of other professionals** navigating the same transition.
- A **'third-space'** outside of schools and training providers to bring these elements together.

We have continued to develop our offer for career changers which included a Programme and Network design sprint in early 2024. One of the key recommendations from this process was the need to develop 'courses and resources' under our existing programmatic strand.

Additionally, our research highlighted that career changers have many skills and experiences, but it can be hard to harness them within a busy school day. To fill this gap, we are creating an impact framework, based on interviews with Now Teachers, their colleagues and students to get an in-depth understanding of their work in schools.

In our 2024 summer survey:

- 88% of respondents reported they were satisfied or very satisfied with the support received from Now Teach, compared to 87% at the same time last year.
- 86% of Now Teachers would recommend Now Teach to friends and former colleagues who were considering a new career, compared to 74% at the same time last year.
- 95% of respondents agreed or strongly agreed that they bring knowledge of other sectors that enriches their students learning, compared to 89% at the same time last year.

At least 91% of our 2023 cohort achieved qualified teacher status and at least 85% of our 2022 cohort remaining in teaching after two years.

Operations and organisational growth

Over the past year we have focussed on building and improving our infrastructure and the efficiency and effectiveness of our operations. We transitioned to a new IT provider, HandsOnIT to give us closer control of our IT systems and ensure we are operating within a structure appropriate for our needs.

We have completed our annual IT Health Check and have enhanced our security further still as a result. We have also moved to new providers for both HR support and finance. Both providers enable us to manage these processes more closely, have supported us in making improvements and offer increased value for money.

Looking ahead, we have a number of priority areas we are working through to enhance our operational capability further. We are enhancing our risk management processes and procedures to ensure they are proportionate, aligned and responsive. We are also creating our first ever technology and data strategy to guide future tech systems development and

Trustees' report Year to 31 August 2024

ensure that these are being undertaken using a shared set of principles. Lastly, we are reviewing and refreshing our values, to ensure that we remain a great place to work in years to come.

Financial review

During the reporting period, the charity earned income of £2,870k (2023 – £2,079k) including £503k of donated services, and incurred expenditure of £2,230k (2023 – £2,165k), including the donated services, resulting in a surplus of £640k (2023 – loss of £86k).

The primary sources of income for the charitable organisation were evenly split between the contract with the Department for Education, accounting for £1,442k (2023 – £1,293k) of total income, alongside donations of £1,429k (2023 – £785k), which includes £503k (2023 - £567k) of pro-bono services provided to the charity. This reflects the significant efforts the charity has made to diversify its sources of income following on from the notification in March 2024 that the Career Change Programme contract would not be reproced. The charity's principal expenditure relates to staff costs which for the reporting period amounted to £1,166k (2023 – £1,035k).

Reserves policy and financial position

The trustees have examined the requirement for free reserves, i.e., those unrestricted funds not invested in tangible fixed assets, designated for specific purposes or otherwise committed. The trustees consider that, given the nature of the charitable company's work, the level of free reserves should be equal to between 3 and 9 months recurring operating expenditure (i.e. between £432k and £1,296k). At year end, the charity held free reserves of £1,470k (£1,648k in unrestricted reserves minus £178k which has been designated by the Trustees for External Relations support (to cover public relations, public affairs, profile raising and fundraising)) in 24/25. This equates to 10.2 months of operating expenditure, outside of policy range.

The trustees have agreed to amend Now Teach's reserves policy to operate outside of our target reserves level for the 23/24 and 24/25 financial years, because of the fact that significant sums of money have been raised and recognised in these years, but which are intended to be spent in future years, to enable Now Teach to continue to support its beneficiaries (Now Teachers, schools and indirectly, children), and review its strategy in light of the cessation of government funding.

The trustees regularly review both the reserves policy and the level of reserves to ensure that it is appropriate for the organisation's priorities and considered in conjunction with identified risks. The trustees are confident that the level of reserves is appropriate. As part of our approach to risk management, the Executive Team carry out scenario planning so that we can proactively assess and mitigate financial risks.

Fundraising

During this year, changes in future funding from the Department for Education Career Change Programme contract meant that Now Teach expedited efforts to fundraise from private sources to sustain and grow our work.

We are enormously grateful to all the funders who responded to media coverage of the DfE's decision and our subsequent requests for interim funding support, including those donors who wish to remain anonymous. In total £986k was donated by trusts, foundations and individual donors (2022/23 £198k). Amongst new supporters giving for the first time to the charity in the year and/or pledging support for future years were: Julia Rausing Trust, CHK Foundation, John Armitage Charitable Trust, Rothermere Foundation and Berry Street Foundation, as well as several generous individual donors. We are also enormously grateful to longstanding supporters including the Garfield Weston Foundation, the Swire Charitable Trust and AKO Foundation.

Approach to Fundraising

Now Teach's fundraising is led by the Chief Executive with support from in-house and contracted staff. We do not outsource fundraising activities to other organisations. Now Teach fundraises from a defined list of individuals, companies and charitable trusts and foundations. Fundraising is based on individual relationships with donors, many of whom are introduced to the organisation by Trustees and other supporters connected to the charity. Fundraising approaches are only made to those we already have a connection to, or where we think there would be an interest in Now Teach's work. We may use fundraising platforms such as JustGiving to promote giving to the charity by those within our network or target.

Now Teach's Executive fundraising efforts are supported by comprehensive and active Board engagement. Now Teach is a paid member of the Fundraising Regulator and complies with the advice and guidance set by the body. During the year we did not receive any complaints about fundraising.

Risk management

The management of risk is an on-going process, and the trustees undertake regular reviews of the principal risks and uncertainties that the charitable company faces. The Finance & Risk Committee regularly review the policies, systems and procedures to ensure that action can be taken as needed to minimise or manage any potential impact on the charitable company should those risks materialise or identify any further mitigating actions that may be required. The trustees have identified the following main risks which will apply to the charity:

- ◆ Challenges in developing a robust and sustainable financial model. Now Teach has successfully diversified its income in this reporting period. Excluding pro bono services, DfE income represented 61% of total income in 23/24, down from 87% in 22/23. The majority of this money was fundraised in a single campaign in response to the funding crisis. While this has enabled Now Teach to develop a strong pipeline for future years, there is still a risk relating to Now Teach's long-term financial model. Now Teach is mitigating this by developing a long-term strategy, appropriate and diversified funding mix and investing in its fundraising capability over the long term.

Trustees' report Year to 31 August 2024

- ◆ Challenges relating to the current political landscape and context. If Now Teach fails to operate with an appropriate awareness and sensitivity to the priorities of the current government, it may lose market position and/or relevance, meaning that we struggle to achieve our mission and vision. Now Teach is mitigating this risk by developing a strategy to offer enhanced value, impact and scale to the DfE, whilst also building and maintaining relationships with key stakeholders at all levels to ensure that they understand the value that Now Teach brings to the sector, particularly to the government's goals of recruiting 6,500 new teachers by the end of this parliament.

Future plans

Now Teach has a target to attract 250 experienced career changers into teaching across England during 2024/25 and in September 2024 began supporting the next cohort of 210 career changers to complete their training. We will also be continuing to support our Network of around 800 career changers previously recruited and supported.

We believe our work has never been more urgent. As a result, and thanks to our bridging funds, we are focused on growth alongside deepening our impact. The government was elected on a very welcome manifesto commitment to recruit 6,500 new expert teachers in the coming years. We believe career changers are a critical part of this.

With the right funding, we can provide 25 percent of the 6,500 new teacher target – at just a fraction of the estimated total policy cost.

Over the next five years we aim to:

Recruit 1,625 new additional teachers each with over 15 years' industry experience; a third from outside London and the South East; a majority in STEM subjects; and an above-average proportion from ethnic minority groups.

Retain our new teachers at above-average rates.

Address disadvantage by increasing our presence in high-need schools from 30 percent (currently defined as schools with greater than average FSM%) to 60 percent (moving to new definition of including schools with greater than average in any two of: FSM %, Persistent Absence % or SEND % categories).

Deepen impact by supporting career changers to translate their experience into classrooms.

Build our Network further so they support one another and raise the status of the profession.

In delivering on year 1 of our plan for 24/25 Now Teach will achieve its charitable objects for the benefit of pupils, schools and the wider system. We are very proud of what Now Teach has achieved in a relatively short time to change the landscape for career changers moving into teaching, and we remain confident in the value that we continue to deliver at a time when recruitment and retention remains a critical priority for the education sector.

Assessment of going concern

The trustees have considered the impact of the above in their assessment of going concern. At present, there is no intention to wind down the charity or its operations and, as noted above, the charity will be working closely with partners and funders to determine the next steps. The trustees recognise that the decision made by the DfE not to reprocure the Career Change Programme contract impacts on the charity's existing financial model. However,

Trustees' report Year to 31 August 2024

based on the initial success with respect to raising additional funds, a strong future funding pipeline, and a clear value proposition to the DfE as a basis for re-engaging with Now Teach, the trustees are of the opinion that it is appropriate that these financial statements should be prepared on a going concern basis. Further details in respect of the trustees' assessment of going concern is provided within the principal accounting policies in the notes accompanying the financial statements.

Structure, governance and management

Now Teach was incorporated on 9 March 2019 and is a company limited by guarantee (Company Registration No. 11872096 (England and Wales)) and a registered charity (Charity Registration No. 1189146). The charitable company is governed by its memorandum and articles of association.

Trustees

The Articles require that the Charity has at least three Trustees. Trustees are appointed by the existing Board of Trustees. The Trustees are also the Directors of Now Teach for the purposes of company law and are also the members of the company limited by guarantee.

As well as the main Board, there are two committees – the Finance & Risk Committee and the Nominations & Remunerations Committee – who have delegated responsibility for specific areas

- ◆ **Finance & Risk Committee:** meets quarterly to review detailed programme progress, relevant stakeholder feedback, finances and risk.
- ◆ **Nominations & Remuneration Committee:** meets twice per year to review trustee appointments, executive pay, staff pay awards and areas related to People / HR.

The recruitment of Trustees is a designated responsibility from the Now Teach Board to the Nominations and Recruitment Committee (NRC). This is reviewed at least twice per year.

The NRC undertakes the following actions on an annual basis:

- ◆ Check the terms of office for trustees and ensure new and existing trustees know how long they are expected to serve. This information informs the recruitment plan for Trustees.
- ◆ Reviews the documentation for the formal process of appointment and induction of new Trustees.
- ◆ Reviews the membership of the Now Teach sub-committees.

A Trustee skills audit is also conducted once every 2 years to identify the skills, qualities, diversity and experiences of the Board. Any gaps/trends are noted and these are taken into account for future recruitment of Trustees.

Recruitment process

If there is a need to recruit a new Trustee the following action takes place:

- ◆ The NRC are made aware of the rules regarding eligibility and automatic disqualification of trustees.

Trustees' report Year to 31 August 2024

Structure, governance and management (continued)

Recruitment process (continued)

The Now Teach procedures for electing or appointing new trustees are set out below:

- ◆ Now Teach shortlists candidates based on a CV and cover letter and the trustee person specification. Interviews with the shortlisted candidates are held as required.
- ◆ A recommendation is made by the NRC and presented to the Board for approval.

If there is a need to recruit an existing Trustee onto a sub-committee the following actions take place:

- ◆ Now Teach advertises any sub-committee vacancy to the existing Board asking for volunteers and then shortlists candidates based on a CV and cover letter and the person specification and then conducts an informal interview with the Chair of the sub-committee.
- ◆ A recommendation is made by NRC and presented to the Board for approval.

Induction

The Trustee induction programme includes:

- ◆ Meetings and introductions to other trustees, Now Teach Executive team, Co-founders and key stakeholders of Now Teach e.g., Now Teachers, Training providers, schools;
- ◆ Invitations to Information evenings, programme events, webinars; and
- ◆ Documents for a Trustee induction pack, which include Business strategy, past Board meeting papers, organisational objectives, financial reports and organogram.

The following trustees served during the period of report and up to the date of approval of the annual report and financial statements:

Trustee	Date of appointment / resignation
Sonya Branch	Chair of Finance & Risk Committee
Graeme Danton	
James Darley	
Graham Elton	Chair
Lucy Heller	Chair of Nominations and Remuneration Committee
Bansi Kara	Appointed 31 October 2023
Lucy Kellaway	
Paterno Odong	Appointed 31 October 2023
Victoria Tillbrook	Resigned 22 January 2024
Carole Twiselton	Appointed 31 October 2023
Robert Craig	Appointed 18 March 2024
Katharine Waldegrave	Appointed 10 July 2024
Charles Kirwan-Taylor	To be formally appointed 17 April 2025

Trustees are appointed by the Board of Trustees, or by an ordinary resolution of the charity, in accordance with the Articles and Board Terms of Reference.

Trustees' report Year to 31 August 2024

Executive Management Team

The trustees consider that they, together with the Now Teach Executive Management Team (EMT) comprise the key management of the charitable company in charge of directing and controlling, running, and operating the charitable company on a day-to-day basis. The members of the EMT during the period of report comprised the following:

EMT Member	Role
Graihagh Crawshaw-Sadler	Chief Executive Officer (appointed October 2023)
Ginnie Maxfield-White	Chief Operating Officer (appointed January 2024)
Sarah Darrall Shaw	Director of Programme and Network
Rob Fryer	Director of Recruitment
Jim Riddiford	Interim Chief Operating Officer (appointed December 2024)

The remuneration of the Executive Management Team is set by the Now Teach Nominations and Remuneration Committee, which reports to the Now Teach Board.

Statement of trustees' responsibilities

The trustees (who are also directors of Now Teach for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period.

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 Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ Make judgements and estimates that are reasonable and prudent;
- ◆ State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper 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. 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.

Each of the trustees confirms that:

Trustees' report Year to 31 August 2024

- ◆ so far as the trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- ◆ the trustee has taken all the steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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.

Approved by the trustees and signed on their behalf by:

Graham Elton

Graham Elton, Director and Chair of the Board of Trustees

Date: 17 / 04 / 2025

Independent auditor's report to the members of Now Teach

Opinion

We have audited the financial statements of Now Teach (the 'charitable company') for the year ended 31 August 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, and the notes to the financial statements, including the principal accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charitable company's affairs as at 31 August 2024 and of its income and expenditure for the period then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

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 related to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law, 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' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures in respect to the remuneration of trustees specified by law are not made; or
- ◆ we have not received all the information and explanations we require for our audit; or
- ◆ the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Trustees' responsibilities

As explained more fully in the statement of trustees' responsibilities contained within the trustees' report, the trustees (who are also the directors 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 has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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 is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ we ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ we obtained an understanding of the legal and regulatory frameworks that are applicable to the charitable company and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice Accounting and Reporting by Charities preparing this accounts in accordance with the Financial reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, and the Companies Act 2006);

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- ◆ considering the internal controls in place to mitigate risks of fraud and non-compliance

Independent auditor's report Year to 31 August 2024

with laws and regulations.

To address the risk of fraud through management bias and override of controls we:

- ◆ performed analytical procedures to identify any unusual / unexpected relationships; and
- ◆ reviewed journal entries to identify unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ reading the minutes of meetings of those charged with governance; and
- ◆ enquiring of management as to actual and potential litigation and claims.

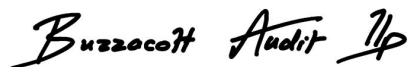
There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of this report

This report is made solely to the charitable company's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters that 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's and the company's trustees as a body, for our audit work, or the opinions we have formed.



Gumayel Miah (Senior Statutory Auditor)
For and on behalf of Buzzacott Audit LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

22 April 2025

Statement of financial activities Year to 31 August 2024

	Note	Unrestricted 2024 £'000	Restricted 2024 £'000	Total 2024 £'000	Unrestricted 2023 £'000	Restricted 2023 £'000	Total 2023 £'000
Income from:							
Donations and legacies	2	1,379	50	1,429	685	100	785
Charitable activities	3	1,441	-	1,441	1,294	-	1,294
Total income		2,820	50	2,870	1,979	100	2,079
Expenditure on:							
Raising funds	4	36	-	36	-	-	-
Charitable activities	5	2,135	59	2,194	2,124	41	2,165
Total expenditure		2,171	59	2,230	2,124	41	2,165
Net income/(expenditure)		649	(9)	640	(145)	59	(86)
Transfer between funds	12	19	(19)	-	-	-	-
Net movement in funds		668	(28)	640	(145)	59	(86)
Funds balances brought forward		980	78	1,058	1,125	19	1,144
Total funds carried forward		1,648	50	1,698	980	78	1,058

All of the charitable company's activities were in relation to continuing operations during the current and prior financial periods.

The charitable company had no recognised gains and losses during the above financial periods and therefore no separate statement of total recognised gains and losses has been presented. The notes on pages 19 to 28 form part of these financial statements

Balance sheet 31 August 2024

	Notes	2024 £'000	2023 £'000
Current assets			
Debtors	10	192	244
Cash at bank and in hand		1,839	990
		<u>2,031</u>	1,234
Creditors: amounts falling due within one year			
	11	<u>(333)</u>	<u>(176)</u>
Net current assets / Net assets		<u>1,698</u>	<u>1,058</u>
Funds			
Unrestricted funds:			
General Funds		1,470	980
Designated funds		178	-
Restricted funds	12	50	78
		<u>1,698</u>	<u>1,058</u>

These financial statements on pages 16 -28 have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and have been approved by the trustees and signed on their behalf by:

Trustee: Graham Elton, Director and Chair of the Board of Trustees

Graham Elton

Date: 17 / 04 / 2025

Company number : 11872096

Statement of cash flows Year to 31 August 2024

	Notes	2024 £'000	2023 £'000
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	13	849	(44)
Net increase/(decrease) in cash and cash equivalents		849	(44)
Cash and cash equivalents at the start of period		990	1,034
Cash and cash equivalents at the end of period		1,839	990
Cash and cash equivalents consists of:			
Cash at the bank in hand		1,839	990

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charitable company and the above cash and cash equivalent.

1 Principal accounting policies Year to 31 August 2024

Basis of preparing financial statements

The charity constitutes a public benefit entity as defined by FRS 102. 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 issued in October 2019 (SORP FRS 102), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, and the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention, unless otherwise stated in the below accounting policies. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Funds

Unrestricted general funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds are those that are unrestricted but earmarked by the trustees for a particular purpose.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each significant restricted fund is set out in the notes to the financial statements.

Income recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received. The following specific policies apply:

Contract Income: The DfE Career Changers Contract income is included in the statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of meeting any performance-related conditions there is no unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met. Where entitlement occurs before income is received, the income is accrued. Where KPIs will not or have not been met, the income penalty will be adjusted for during the financial year in which the KPI was not met – i.e. if the 2023 Cohort Recruitment Target is not met, the 2023/24 income will be adjusted based on the agreed penalty level (up to 5% of contract income).

Notes to the financial statements Year to 31 August 2024

Donations: Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable, and the amount can be reliably measured. The probability of receipt of future funds from multi-year donations and grants has been assessed to arise in line with the payment plans agreed by the donors.

Other income: Other income is recognised in the period it is receivable and to the extent the charity has provided the goods or services.

Donated services: The charity receives pro-bono services which are also referred to in these financial statements as gifts-in-kind. These services are recognised as both income and expenditure within these financial statements at the value to the charity which has been assessed to be the amount that would have been charged by the donor had the transaction been completed on a commercial basis.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing Now Teach to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Support costs (including governance costs) represent indirect charitable expenditure and are included in charitable activities on the basis of their use. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of finance, HR, governance and central overheads.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity.

Offsetting

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the SORP FRS102 or FRS 102.

Pension costs and other post retirement benefits

Contributions by the charity in respect of its employees' personal pension plan and its auto-enrolment scheme are charged to the statement of financial activities in the year in which they are earned by those employees.

The charity is auto enrolment compliant for pension purposes and contributes into a defined contribution pension scheme. This scheme means that once contributions are made the pension funds are at the discretion of the members and are outside the control of the charity.

Tax

The charity is exempt from corporation tax on its charitable activities.

Financial instruments

The charity only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the charity and their measurement basis are as follows:

Financial assets – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 10. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Financial liabilities – trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 11. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

Debtors

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

Cash at bank and in hand

Cash at bank and 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.

Liabilities

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Leased assets

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight-line basis over the lease term.

Critical accounting estimates and judgements

In the application of the charitable company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical evidence and experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods. At this stage there are no critical estimates/ judgments which have been made which apply to these accounts.

Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

Notes to the financial statements Year to 31 August 2024

2. Donations and legacies

	Unrestricted 2024 £'000	Restricted 2024 £'000	Total 2024 £'000	Unrestricted 2023 £'000	Restricted 2023 £'000	Total 2023 £'000
Donations	791	-	791	98	100	198
Pro-bono services and other gifts in kind	503	-	503	587	-	587
Grants	85	50	135	-	-	-
	<u>1,379</u>	<u>50</u>	<u>1,429</u>	<u>685</u>	<u>100</u>	<u>785</u>

3. Income from charitable activities

	Unrestricted 2024 £'000	Total Unrestricted 2024 £'000	Unrestricted 2023 £'000	Total 2023 £'000
Programme fees	1,442	1,442	1,293	1,293
Other fees	(1)	(1)	1	1
	<u>1,441</u>	<u>1,441</u>	<u>1,294</u>	<u>1,294</u>

4. Expenditure on charitable activities

31 August 2024

	Direct Activities £'000	Unrestricted Support Costs (note 6) £'000	Total £'000	Direct Activities £'000	Restricted Support Costs (note 6) £'000	Direct Activities £'000
Programme delivery	2,072	63	2,135	59	-	59
Total Expenditure	<u>2,072</u>	<u>63</u>	<u>2,135</u>	<u>59</u>	<u>-</u>	<u>59</u>

Notes to the financial statements Year to 31 August 2024

Prior year comparison

	31 August 2023					
	Direct Activities £'000	Unrestricted Support Costs (note 6) £'000	Total £'000	Direct Activities £'000	Restricted Support Costs (note 6) £'000	Direct Activities £'000
Programme delivery	2,038	87	2,124	41	-	41
Total Expenditure	2,038	87	2,124	41	-	41

5. Support costs

	Total 2024 £'000	Total 2023 £'000
Finance	6	6
HR	13	14
Governance	17	17
Other overheads and support staff	27	50
	63	87

All support costs were met from unrestricted funds in both the current and prior years.

6. Net income/(expenditure)

Net income/(expenditure) is stated after charging:

	2024 £'000	2023 £'000
Staff costs (note 9)	1,166	1,035
Auditor's remuneration		
. Audit fee	14	11
. Prior year under provision	3	3
. Other services	-	3
Operating lease rentals	10	31

7. Trustees' remuneration and expenses

The trustees neither received nor waived any remuneration during the year (2023: £nil).

The trustees did not have any personal expenses reimbursed during the year (2023: £nil).

The trustees made no donations during the year (2023: £nil).

The trustees have indemnity cover.

8. Staff costs and remuneration of trustees and key management personnel

	2024 £'000	2023 £'000
Wages and salaries	942	852
Social security costs	103	83
Pension costs	105	100
Redundancy payments (including in Lieu of Notice)	16	—
	1,166	1,035

Staff numbers

The average number of persons (including the Executive Management Team) employed by the charitable company during the year ended 31 August 2024 was 23 (2023: 22).

Higher paid staff

The number of employees whose benefits (excluding employer pension costs) fell within the following bands was:

	2024 No.	2023 No.
£60,001 - £70,000	1	1
£70,001 - £80,000	2	—

9. Staff costs and remuneration of trustees and key management personnel (continued)

Key management personnel

The trustees consider that they, together with the Now Teach Executive Management Team will comprise the key management of the charitable company in charge of directing and controlling, running, and operating the charitable company on a day-to-day basis.

The total amount of employee benefits (including employee pension contributions and employer social security costs) payable in respect of key management personnel for their services to the charity was £396,133 (2023: £386,500).

10. Debtors

	2024	2023
	£'000	£'000
Trade debtors	-	3
Prepayments and accrued income	192	241
	192	244

11. Creditors

	2024	2023
	£'000	£'000
Trade creditors	33	36
Accruals and deferred income	25	87
Deferred income	200	-
VAT liability	37	27
Taxation and social security	37	22
Other creditors	1	4
	333	176

Deferred income

	£'000
Balance at 1 September 2023	-
Amount deferred in period	200
Balance at 31 August 2024	200

The amount deferred in the period relates to funding received from the Julia Rausing Trust for the period starting 1 September 2024

Notes to the financial statements Year to 31 August 2024

12. Movement in funds

	Balance at 1 September 2023 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2024 £'000
Restricted funds					
Research and technology	78	-	(59)	(19)	-
Berry Street	-	50	-	-	50
Total restricted funds	78	50	(59)	(19)	50
Unrestricted funds					
General funds	980	2,642	(2,171)	19	1,470
Designated funds	-	178	-	-	178
Total unrestricted funds	980	2,820	(2,171)	19	1,648
Total funds	1,058	2,870	(2,230)	-	1,698

Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total Funds £'000
<i>Debtors</i>	167	25	192
Cash at bank and in hand	1,814	25	1,839
Creditors: amounts falling due within a year	(333)	-	(333)
Total net assets	1,648	50	1,698

Previous reporting period

	Balance at 1 September 2022 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2023 £'000
Restricted funds					
Research and technology	19	100	(41)	-	78
Total restricted funds	19	100	(41)	-	78
Unrestricted funds					
General funds	1,125	1,979	(2,124)	-	980
Total unrestricted funds	1,125	1,979	(2,124)	-	980
Total funds	1,144	2,079	(2,165)	-	1,058

Movement in funds (continued)

Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total Funds £'000
Debtors	244	-	244
Cash at bank and in hand	912	78	990
Creditors: amounts falling due within a year	(176)	-	(176)
Total net assets	980	78	1,058

The specific purposes for which the funds are to be applied are as follows:

Restricted funds

Research and technology

The research and technology fund enables Now Teach to invest in external consultants to help define the capabilities and capacity required to deliver strategy, with focus on tech solutions and support impact evaluation. The funds are used to fund research, technology and evaluation work with external consultants, ImpactBox, InHive and ImpactEd. Within the year, £19k has been transferred from restricted to unrestricted funds as it has been identified that expenditure for this project had been full spent in previous reporting periods but that invoicing had been delayed, and consequently a balancing transfer between funds was required.

Berry Street

For the wellbeing and post-recruitment of Career changers supported by Now Teach.

Designated fund

£178k was set aside in response to the DfE announcement for use in building a strategic External Relations function at Now Teach, to be spent by end 24/25.

13. Net cash provided by (used in) operating activities

	2024 £'000	2023 £'000
Net income/(expenditure) for the year	640	(86)
Decrease in debtors	52	129
Increase/(decrease) in creditors	157	(87)
	<u>849</u>	<u>(44)</u>

14. Pension and other post retirement benefits

Defined contribution pension plans

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £105,241 (2023: £99,575).

The pension liability and expense are allocated to unrestricted or restricted based upon the role of the employee that the contribution is for.

The outstanding pension contributions at the year end amounted to £8,143 (2023: £7,418).

15. Related parties

In the year ended 31 August 2024, Now Teach received support from Ark for HR and IT support. These services were provided at cost with Service Agreements in place and one of the Now Teach trustees, Lucy Heller, is the CEO of Ark. The agreement for HR support ended in March 2024, with the agreement for IT supporting ending in June 2024.

During the year ended 31 August 2024, the total included within the expenditure as amounts paid to Ark was £25,641 (2023: £38,068) with no amounts payable at 31 August 2024.

During the year an amount of £1,539 was paid to Teach First for strategy management support. Prof C Twisleton is a Trustee of both Teach First and Now Teach.

16. Ultimate controlling party

The charity is controlled by the trustees.

NOW TEACH

England & Wales - Charity number 1189146

Accounts

Now Teach

Annual Report and Financial Statements

31 August 2023

Charity Registration Number 1189146
(England and Wales)

Company Registration Number 11872096
(England and Wales)
Limited by Guarantee

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Reference and administrative details of the charitable company, its trustees and advisers

Trustees	Graham Elton (Chair) Sonya Branch Graeme Danton James Darley Lucy Heller Bansi Kara Lucy Kellaway Paterno Odong Carole Twiselton
Company Secretary	Craig Healy
Registered Office	4 Bloomsbury Square London WC1A 2RP
Telephone	020 7430 8878
Website	https://nowteach.org.uk/
Company Registration Number	11872096 (England and Wales)
Charity Registration Number	1189146 (England and Wales)
Auditors	Buzzacott LLP 130 Wood Street London EC2V 6DL
Principal bankers	Lloyds Bank plc 95 George Street Croydon CR9 2NS
Solicitors	Hogan Lovells Atlantic House Holborn Viaduct London EC1A 2FG

Trustees' report Year to 31 August 2023

The trustees present their report together with the financial statements of Now Teach (the 'charitable company') for the year ended 31 August 2023. The report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes a directors' report for the purposes of company legislation.

The financial statements have been prepared in accordance with the accounting policies set out on pages 20 to 23 and comply with the charitable company's memorandum and articles of association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

Objectives and activities

Now Teach is a charity that helps experienced, successful professionals change career to become secondary school teachers in England and then thrive in their new career so they stay for the long term. It guides people through the teacher training application process and then the rest of their career – providing a support package of 1-2-1 guidance, wellbeing, subject and career coaching and access to a wider network of peers to soundboard issues and source solutions. The charitable company supports Now Teachers, training providers, schools and the wider education system to realise the full potential of career-changers in education. Now Teach measures its success on the number of experienced career changers it attracts and retains as teachers. The average 'Now Teacher' is aged 47 and has over 25 years of professional experience before entering the classroom.

Founded in 2016, Now Teach was originally incubated as part of Ark UK Programmes between 2016 and 2020. Ark UK Programmes incubates, launches and scales initiatives that address some of the most intractable issues in education and society. Ark UK Programmes is a registered charity in England and Wales, registration number 1137932, and company limited by guarantee, company number 05932797. Its registered address is 4 Bloomsbury Square, London, WC1A 2RP

Now Teach registered as a legally independent entity in 2019 and began operating independently from 1 September 2020.

Public benefit

In determining the objectives and activities of the charitable company, the trustees confirm that they have given due consideration to the Charity Commission's guidance in relation to Public Benefit and are satisfied that the charitable company complies with Section 4 of the Charities Act 2011. Now Teach exists to support the advancement of education for the benefit of the public, and further details of how this has been achieved are set out within the remainder of this annual report.

Achievements and performance

In 2022/23 the need for Now Teach was greater than ever as the teacher recruitment and retention crisis continues. We were able to respond to this and recruited our largest ever cohort of Now Teachers (265), training from September 2023.

Retention remains strong with 92% of our 2022 cohort achieving qualified teacher status and at least 87% of our 2021 cohort remaining in teaching after two years.

Achievements and performance (continued)

We continued to develop and improve our programme with an 86% satisfaction score and our Net Promoter score remaining 'Excellent' across all cohort years.

We have also continued to develop our Network, introducing a new platform specifically for our Network of 800 Now Teachers and introducing a new Senior Network Manager role to drive Network activity and impact.

Building on the work completed by ImpactEd, we have developed an evaluation framework that underpins our Theory of Change and has created a solid foundation on which to build our impact work. We have continued to invest in our infrastructure to improve the efficiency and effectiveness of our operations, including introducing new cyber security testing and measures as well as more capacity to develop and continue to support our growing network of career changers. We are also proud to be a Disability Confident Committed employer, to support us to better recruit, support and develop disabled people. We have ambitions to further develop this work over 2023/24 as part of wider equity, diversity and inclusion work both for employees and within our programme.

We continue to work with external specialists to examine, review and advise us on our organisational operation and strategy.

The year in numbers

- ◆ Reach & Quality: Our expressions of interest (EOI) in training to teach have grown by 18% year on year, to 3867 in 2023. The conversion of website user to EOI rate has improved, more than doubling from 1.54% last year to 3.94% this.
- ◆ Recruitment has seen growth of 84% on 2022, leading to the largest ever national cohort of Now Teachers (265) training from September 2023. An incredible 164 of our recruits are in a STEM subject, with Maths making up 22% of the total cohort.
- ◆ Partnership growth: We increased training provider partnerships by 17% from 123 in September 2022 to 144 in September 2023.
- ◆ Value add: 100% of training partners agreed or strongly agreed that Now Teachers' previous career and life experience gives them skills that are useful for their role as a teacher. 95% of Now Teachers reported leveraging their prior experience to enhance educational outcomes.
- ◆ Brand awareness: A recent YouGov estimated that 3.5 million people in England have heard of Now Teach.

Achievements and performance (continued)

Diversity

Our cohort continues to be more diverse against most metrics when compared to national Postgraduate Initial Teacher Training data as outlined below.

Although we are still under-represented when it comes to Now Teachers with disabilities, we have increased the number who now declare a disability. We are looking at ways that we can further encourage people to both recognise and declare any disabilities they may face so that we can develop and improve the inclusivity of our programme and ensure all Now Teachers are supported to successfully change career to teaching.

Our average age and gender split are both above the national figures. We have hired even more men to the profession this year.

	National Teacher Postgraduate training average	Now Teach
Male	30%	44%
Over 25	53%	100%
Minority ethnic	25%	29%
Declared disability	14%	3%

Retention

"Every career-changer should have Now Teach in their corner", cohort 2022

As the only organisation dedicated to attracting, recruiting and retaining career-changers into teaching we have developed a dedicated and specialist support offer. The needs of our career changers have developed over time, but our Now Teachers continue to value being able to access our independent and non-judgemental advice to navigate their experiences in schools and teaching. Our two-year Career Change Programme provides opportunities for development and channels of support.

In May 2023, we appointed a dedicated Senior Network Manager to develop our offer for our member-led community of Now Teachers, who have completed our two-year support programme. The Network's aim is to bring their collective skills and experiences from a diverse range of sectors into schools and classrooms enriching young people's experience of and exposure to the real world.

We are pleased that in our summer 2023 survey 95% of respondents reported they had used their previous experience to make a difference in their schools.

We are also thrilled to report that 92% of Now Teachers in Cohort 2022 have achieved or are on track to achieve Qualified Teacher Status by July 2023.

Achievements and performance (continued)

Operations and organisational growth

Over the past year we have focussed on building and improving our infrastructure and the efficiency and effectiveness of our operations. We have taken steps to improve our level of cyber security, appointing external experts to test and evaluate our entire IT solution, allowing us to identify and mitigate potential risks to our data and systems. To ensure organisational efficiency and value for money, we began a review of third-party suppliers in key areas of IT support and HR, with both services due to transfer to new suppliers by June 2024.

We are proud to report that Now Teach continues to be recognised as a caring place to work with a dedicated staff team: 95% of staff agree that the charity cares about their wellbeing and that colleagues are committed to doing high quality work. We continue to embrace hybrid working to offer greater flexibility to our employees and recruit a wider pool of talent to our team. This is core to the development of our people strategy and we continue to ensure our culture and working practices create an inclusive culture.

We are excited to have appointed a new CEO in late October 2023 to drive the future strategy and success of Now Teach.

Financial review

During the reporting period, the charity earned income of £2,079k including £587k of donated services (2022 – £1,943k) and incurred expenditure of £2,165k, including the aforementioned donated services (2022 – £1,685k) resulting in a net expenditure of £86k (2022 – net income of £258k).

The primary source of income for the charitable organisation remained the contract with the Department for Education, accounting for £1,293k (2022 – £1,488k) of total income, alongside donations of £785k (2022 – £454k), which includes £587k of pro-bono services provided to the charity. The charitable company's principal expenditure relates to staff costs which for the reporting period amounted to £1,035k (2022 – £966k).

Reserves policy and financial position

The trustees have examined the requirement for free reserves, i.e., those unrestricted funds not invested in tangible fixed assets, designated for specific purposes or otherwise committed. The trustees consider that, given the nature of the charitable company's work, the level of free reserves should be equal to between 3 and 9 months recurring operating expenditure (i.e. between £395k and £1,183k). At the reporting date, the charity holds reserves of £980k which is within this range. The trustees are of the opinion that this level of reserves should provide sufficient flexibility to cover temporary shortfalls in income or provide sufficient operating expenditure to be able to raise future funds.

The trustees regularly review both the reserves policy and the level of reserves to ensure that it is appropriate for the organisation's priorities and considered in conjunction with identified risks. The trustees are confident that the level of reserves is appropriate. As part of our approach to risk management the Executive Team carry out scenario planning so that we can proactively assess and mitigate financial risks.

Financial review (continued)

Fundraising

Due to the significant percentage of income secured through the Department for Education Career Changers contract, the charitable company has limited fundraising activities (by way of appeals, collections, or otherwise seeking donations). Where fundraising does take place, it constitutes a small proportion of the CEO and/or Co-Founder's time. As such, the trustees do not make any further disclosures in relation to the charitable company's approach to fundraising as required by the Charities (Protection and Social Investment) Act 2016.

Risk management

The management of risk is an on-going process, and the trustees undertake regular reviews of the principal risks and uncertainties that the charitable company faces. The Finance & Risk Committee regularly review the policies, systems and procedures to ensure that action can be taken as needed to minimise or manage any potential impact on the charitable company should those risks materialise or identify any further mitigating actions that may be required. The trustees have identified the following main risks which will apply to the charitable company:

- ◆ Underperformance against DfE contractual KPIs for recruitment and retention of new teachers. This risk is mitigated by strong marketing, recruitment, and programme operations being in place.. We also review progress against pipeline in monthly meetings with the DfE to ensure early visibility and an opportunity to discuss mitigating actions.
- ◆ Challenges in securing required income. The DfE contract provided nearly 87% of income in 2022/23; however, remaining income will be raised through philanthropic and voluntary donations. Fundraising performance is monitored and reported to our Finance and Risk Committee regularly. For 2023/24 we are investing in outsourced fundraising support to develop our ongoing fundraising strategy. This support is even more crucial as we work closely with our funders and partners to find the right steps to secure the future sustainability of the organisation without a new DfE contract.

Future plans

Now Teach has a target to attract 200 experienced career changers into teaching across England during 2023/24 and in September 2023 began supporting the next cohort of 265 career changers to complete their training. We will also be continuing to support our Network of over 800 career changers previously recruited and supported.

Now Teach intends to continue to support experienced professionals to change career to teaching, recognising the unique contribution this group can make to the sector. Our programme of support helps career changers make the change from their previous career, achieve Qualified Teacher Status (QTS) and remain in the profession. In doing so Now Teach will achieve its charitable objects and continue to normalise career change into teaching; making it attractive and straightforward for great candidates, for the benefit of pupils, schools and the wider system.

Since the end of our 2022/23 financial year we have been notified by the Department of Education (DFE) that the Career Changer contract will not be re-procured. The DfE recognises both that we exceeded our targets last year and that they would like, in due course, to invest more in career changers; they intend to involve Now Teach in planning what this might look like.

Future plans (continued)

The DfE will honour our contract for ongoing support to the career changers who are already within our programmes through to December 2026, but this decision means we will not be supported to recruit new cohorts of teachers from September 2024 onwards. The net effect of this is that the income we receive from DfE will reduce by c.£700k in the 2024/25 financial year, representing some 40% of our planned expenditure next year.

We are very proud of what Now Teach has achieved in a relatively short time to change the landscape for career changers moving into teaching, and we remain confident in the value that we continue to deliver at a time when recruitment and retention remains the number one priority for the education sector.

We will be working closely with our partners, funders and trustees to find the right next steps. We believe that the system needs an organisation with deep expertise in bringing in career changers into the sector and supporting them to thrive and that this should be supported by government.

We will continue to recruit our 2024 cohort and provide them with support through their first two years, support our 2022s and our 2023s and mobilise our wider Now Teach Network. Alongside this we will look to develop alternative delivery models and raise funds to maintain momentum, safeguarding future sustainability to ensure that more children have the education that they deserve.

Assessment of going concern

The trustees have considered the impact of the above in their assessment of going concern. At present, there is no intention to wind down the charity or its operations and, as noted above, the charity will be working closely with partners and funders to determine the next steps. As such, whilst the trustees recognise that the decision made by the DfE not to reprocure the Career Changer contract impacts on the charity's existing financial model, and thus presents a material uncertainty with respect to going concern, based on initial plans with respect to raising additional funds and managing organisational costs in light of the reduced activity level, the trustees are of the opinion that it is appropriate that these financial statements should be prepared on a going concern basis. Further details in respect of the trustees' assessment of going concern is provided within the principal accounting policies accompanying the financial statements.

Trustees' report Year to 31 August 2023

Structure, governance and management

Now Teach was incorporated on 9 March 2019 and is a company limited by guarantee (Company Registration No. 11872096 (England and Wales)) and a registered charity (Charity Registration No. 1189146). The charitable company is governed by its memorandum and articles of association.

Trustees

The Articles require that the Charity has at least three Trustees. Trustees are appointed by the existing Board of Trustees. The Trustees are also the Directors of Now Teach for the purposes of company law and are also the members of the company limited by guarantee.

As well as the main Board, there are two committees – the Finance & Risk Committee and the Nominations & Remunerations Committee – who have delegated responsibility for specific areas

- ◆ **Finance & Risk Committee:** meets quarterly to review detailed programme progress, relevant stakeholder feedback, finances and risk.
- ◆ **Nominations & Remuneration Committee:** meets three times per year to review trustee appointments, executive pay, staff pay awards and areas related to People / HR.

The recruitment of Trustees is a designated responsibility from the Now Teach Board to the Nominations and Recruitment Committee (NRC). This is reviewed at least three times per year.

The NRC undertakes the following actions on an annual basis:

- ◆ Check the terms of office for trustees and ensure new and existing trustees know how long they are expected to serve. This information informs the recruitment plan for Trustees.
- ◆ Reviews the documentation for the formal process of appointment and induction of new Trustees.
- ◆ Reviews the membership of the Now Teach sub-committees.

A Trustee skills audit is also conducted once every 2 years to identify the skills, qualities, diversity and experiences of the Board. Any gaps/trends are noted and these are taken into account for future recruitment of Trustees.

Recruitment process

If there is a need to recruit a new Trustee the following action takes place:

- ◆ The NRC are made aware of the rules regarding eligibility and automatic disqualification of trustees.

Structure, governance and management (continued)

Recruitment process (continued)

The Now Teach procedures for electing or appointing new trustees are set out below:

- ◆ Now Teach advertises any Board vacancy and then shortlists candidates based on a CV and cover letter and the person specification, and then conducts a formal interview with a panel of Trustees, including the Chair of Trustees.
- ◆ A recommendation is made by the NRC and presented to the Board for approval.

If there is a need to recruit an existing Trustee onto a sub-committee the following actions take place:

- ◆ Now Teach advertises any sub-committee vacancy to the existing Board asking for volunteers and then shortlists candidates based on a CV and cover letter and the person specification, and then conducts an informal interview with the Chair of the sub-committee.
- ◆ A recommendation is made by NRC and presented to the Board for approval.

Induction

The Trustee induction programme includes:

- ◆ Meetings and introductions to other trustees, Now Teach Executive team, Co-founders and key stakeholders of Now Teach e.g., Now Teachers, Training providers, schools;
- ◆ Invitations to Information evenings, programme events, webinars; and
- ◆ Documents for a Trustee induction pack, which include Business strategy, past Board meeting papers, organisational objectives, financial reports and organogram.

The following trustees served during the period of report and up to the date of approval of the annual report and financial statements:

Trustee	Date of appointment / resignation
Sonya Branch	
Christine Counsell	Resigned 21 January 2023
Graeme Danton	Resigned as Chair 22 February 2023
James Darley	
Graham Elton	Chair – nominated 22 February 2023
Lucy Heller	
Charlotte Hogg	Resigned 24 November 2022
Margaret Johnson	Resigned 24 November 2022
Bansi Kara	Appointed 31 October 2023
Lucy Kellaway	
Paterno Odong	Appointed 31 October 2023
Victoria Tillbrook	Resigned 22 January 2024
Carole Twiselton	Appointed 31 October 2023
Robert Craig	Appointed 18 March 2024

Structure, governance and management (continued)

Induction (continued)

Trustees are appointed by the Board of Trustees, or by an ordinary resolution of the charity, in accordance with the Articles and Board Terms of Reference.

Executive Management Team

The trustees consider that they, together with the Now Teach Executive Management Team (EMT) comprise the key management of the charitable company in charge of directing and controlling, running, and operating the charitable company on a day-to-day basis. The members of the EMT during the period of report comprised the following:

EMT Member	Role
Deborah Mills	Chief Executive Officer (3 January 2023 - 31 July 2023)
Katie Waldegrave	Co-Founder
Sarah Darrall Shaw	Director of Programme and Network
Meera Moynihan	Director of Operations
Nicholas Cater	Interim Director of Operations (from 1 January 2023)
Maria Floud	Director of Recruitment and Marketing (to 8 December 2022)
Rob Fryer	Director of Recruitment (From 23 January 2023)

The remuneration of the Executive Management Team is set by the Now Teach Nominations and Remuneration Committee, which reports to the Now Teach Board.

Statement of trustees' responsibilities

The trustees (who are also directors of Now Teach for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period.

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 Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ Make judgements and estimates that are reasonable and prudent;
- ◆ State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

Trustees' report Year to 31 August 2023

Statement of trustees' responsibilities (continued)

The trustees are responsible for keeping proper 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. 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.

Each of the trustees confirms that:

- ◆ so far as the trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- ◆ the trustee has taken all the steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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.

Approved by the trustees and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'Graham Elton', followed by a long horizontal line extending to the right.

Graham Elton, Director and Chair of the Board of Trustees

Date: 07.05.24

Independent auditor's report to the members of Now Teach

Opinion

We have audited the financial statements of Now Teach (the 'charitable company') for the year ended 31 August 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

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. 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.

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charitable company's affairs as at 31 August 2023 and of its income and expenditure for the period then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

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.

Material uncertainty related to going concern

We draw attention to the trustees' assessment of going concern as included within the principal accounting policies at page 19 to the financial statements, and the post balance sheet event disclosure provided at note 13 to the financial statements (at page 28). These highlight that the Department for Education (DfE) have notified the charity that the Career Changer contract (which represents circa 60% of the charity's recurring income) will not be reprocurd, albeit that the existing contract will be honored for ongoing support to the career changers who are already within the charity's programmes through to December 2026.

Material uncertainty related to going concern (continued)

As noted by the trustees', the decision made by the DfE not to reprocure the contract impacts on the charity's existing financial model which will now require careful review and adjustment. Based on a review of initial revised financial projections, at the time of approving these financial statements, the trustees are of the opinion that Now Teach will have sufficient resources to meet its liabilities as they fall due for a period of at least 12 months from the date of approval, and therefore continue to adopt the going concern basis for the preparation of these financial statements.

As noted by the trustees, at present, there is no intention to wind down the charity or its operations. However, the trustees acknowledge that if alternative delivery models and income sources cannot be sourced as anticipated, a safe, phased close down of the charity may be required. Therefore, whilst the pipeline of funding is firmed up and costs reviewed, a material uncertainty exists in relation to the going concern assumption.

Our opinion is not modified in respect of this matter.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law, 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' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures in respect of the remuneration of trustees specified by law are not made; or
- ◆ we have not received all the information and explanations we require for our audit; or
- ◆ the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Trustees' responsibilities

As explained more fully in the statement of trustees' responsibilities, the trustees (who are also the directors 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 has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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 is detailed below.

Independent auditor's report Year to 31 August 2023

Auditor's responsibilities for the audit of the financial statements (continued)

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ we ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ we obtained an understanding of the legal and regulatory frameworks that are applicable to the charitable company and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice Accounting and Reporting by Charities preparing this accounts in accordance with the Financial reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, and the Companies Act 2006), those that relate to data protection (General Data Protection Regulation) and those in relation to the Charitable Company's key contracts with the Department for Education;

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- ◆ considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls we:

- ◆ performed analytical procedures to identify any unusual / unexpected relationships; and
- ◆ reviewed journal entries to identify unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ reading the minutes of meetings of those charged with governance; and
- ◆ enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Independent auditor's report Year to 31 August 2023

Use of this report

This report is made solely to the charitable company's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters that 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's and the company's trustees as a body, for our audit work, or the opinions we have formed.

A handwritten signature in black ink that reads "Buzzacott LLP". The signature is written in a cursive, stylized font. The letters "B", "L", and "P" are significantly larger and more prominent than the other letters. The signature is contained within a thin black rectangular border.

Gumayel Miah (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

08 May 2024

Statement of financial activities Year to 31 August 2023

	Notes	Unrestricted funds £'000	Restricted funds £'000	Total 2023 £'000	Total 2022 £'000
Income from:					
Donations and legacies	1	685	100	785	454
Charitable activities	2	1,294	—	1,294	1,489
Total income		1,979	100	2,079	1,943
Expenditure on:					
Charitable activities	3	2,124	41	2,165	1,685
Total expenditure		2,124	41	2,165	1,685
Net (expenditure) income and net movement in funds					
		(145)	59	(86)	258
Reconciliation of funds:					
Total funds brought forward at 1 September 2022		1,125	19	1,144	886
Total funds carried forward at 31 August 2023		980	78	1,058	1,144

All of the charitable company's activities were in relation to continuing operations during the current financial period. The charitable company was dormant in the comparative period.

The charitable company had no recognised gains and losses during the above financial period and therefore no separate statement of total recognised gains and losses has been presented.

Balance sheet 31 August 2023

	Notes	2023 £'000	2022 £'000
Current assets			
Debtors	9	244	373
Cash at bank and in hand		990	1,034
		<u>1,234</u>	<u>1,407</u>
Creditors: amounts falling due within one year			
	10	(176)	(263)
Net current assets / net assets		<u>1,058</u>	<u>1,144</u>
The funds of the charity			
Unrestricted funds			
. General funds	11	980	1,125
Restricted funds	11	78	19
		<u>1,058</u>	<u>1,144</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and have been approved by the trustees and signed on their behalf by:



Trustee: Graham Elton, Director and Chair of the Board of Trustees

Date: 17.05.24

Company Registration Number 11872096 (England and Wales)
Limited by Guarantee

Statement of cash flows Year to 31 August 2023

	Notes	2023 £'000	2022 £'000
Cash flows from operating activities:			
Net cash (used in) operating activities	A	(44)	(166)
Change in cash and cash equivalents in the year		(44)	(166)
Cash and cash equivalents at 1 September 2022	B	1,034	1,200
Cash and cash equivalents at 31 August 2023	B	990	1,034

Notes to the statement of cash flows for the period to 31 August 2023

A Reconciliation of net movement in funds to net cash (used in) provided by operating activities

	2023 £'000	2022 £'000
Net movement in funds (as per the statement of financial activities)	(86)	258
Adjustments for:		
Decrease (increase) in debtors	129	(240)
(Decrease) in creditors	(87)	(184)
Net cash (used in) provided by operating activities	(44)	(166)

B Analysis of cash and cash equivalents

	2023 £	2022 £
Cash at bank and in hand	990	1,034

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charitable company and the above cash and cash equivalents.

Principal accounting policies Year to 31 August 2023

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements of Now Teach are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 August 2023 with comparative information for the year ended 31 August 2022.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

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

The financial statements are presented in sterling and are rounded to the nearest thousand pound.

Public benefit entity

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

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the trustees to make significant judgements and estimates. The items in the accounts where these judgements and estimates have been made include:

- ◆ the judgements made in determining whether any part of the funding receivable may be subject to clawback; and
- ◆ the estimates and assumptions made in forecasting the future income and expenditure flows for the purposes of assessing going concern (see below).

Assessment of going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of at least one year from the date of approval of these financial statements.

In forming their assessment, the trustees have acknowledged that the Career Changer contract (which accounts for circa 60% of the charity's recurring annual income based on the 2022/23 results) is not being reprocured by the Department of Education (DfE) - a decision that was communicated to the charity by the DfE in April 2024. The DfE have, however, confirmed that they will honour the existing DfE contract for ongoing support to the career changers who are already within our programmes through to December 2026.

The trustees recognise that the decision made by the DfE not to reprocure the contract impacts on the charity's existing financial model which will now require careful review and adjustment, and this decision creates a material uncertainty to the charity's ability to operate as a going concern.

Principal accounting policies Year to 31 August 2023

Assessment of going concern (continued)

At present, there is no intention to wind down the charity or its operations. Measures are being taken by the trustees to secure alternative means of funding, and to assess the future structure of the organisation in order to manage costs, thus enabling the charity to continue its vital work. Based on a review of initial revised financial projections, at the time of approving these financial statements, the trustees are of the opinion that Now Teach will have sufficient resources to meet its liabilities as they fall due for a period of at least 12 months from the date of approval, and therefore continue to adopt the going concern basis for the preparation of these financial statements. However, the trustees acknowledge that if alternative delivery models and income sources cannot be sourced as anticipated, a safe, phased close down of the charity may be required. Therefore, whilst the pipeline of funding is firmed up and costs reviewed, as noted above, a material uncertainty exists in relation to the going concern assumption at the time of approving these financial statements.

Income recognition

Income is recognised in the period in which the charitable company has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Contract Income

The DfE Career Changers Contract income is included in the statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of meeting any performance-related conditions there is no unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met. Where entitlement occurs before income is received, the income is accrued. Where KPIs will not or have not been met, the income penalty will be adjusted for during the financial year in which the KPI was not met – i.e. if the 2023 Cohort Recruitment Target is not met, the 2022/23 income will be adjusted based on the agreed penalty level (up to 5% of contract income).

Donations

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

Other income

Other income is recognised in the period it is receivable and to the extent the charity has provided the goods or services.

Donated services

The charity receives pro-bono services which are also referred to in these financial statements as gifts-in-kind. These services are recognised as both income and expenditure within these financial statements at the value which would have been charged by the donor had the transaction been completed on a commercial basis.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing Now Teach to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Principal accounting policies Year to 31 August 2023

Expenditure recognition (continued)

Support costs (including governance costs) represent indirect charitable expenditure and are included in charitable activities on the basis of their use. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of finance, HR, governance and central overheads.

Governance costs comprise the costs involving the public accountability of the charity. These include audit costs and costs in respect to compliance with regulation and good practice.

All expenditure is stated net of recoverable VAT.

Financial instruments

The charity only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the charity and their measurement basis are as follows:

Financial assets – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 10. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Financial liabilities – trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 11. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

Debtors

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

Cash at bank and in hand

Cash at bank and 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.

Liabilities

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Leased assets

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight-line basis over the lease term.

Principal accounting policies Year to 31 August 2023

Pension costs

Contributions by the charity in respect of its employees' personal pension plan and its auto-enrolment scheme are charged to the statement of financial activities in the year in which they are earned by those employees.

The charity is auto enrolment compliant for pension purposes and contributes into a defined contribution pension scheme. This scheme means that once contributions are made the pension funds are at the discretion of the members and are outside the control of the charity.

Fund accounting

The general unrestricted fund represents those monies which are freely available for application towards achieving any charitable purpose that falls within the charity's objects.

Restricted funds comprise monies raised for, or their use restricted to, a specific purpose, or contributions subject to donor imposed conditions

Designated funds are those that are unrestricted but earmarked by the trustees for a particular purpose.

Notes to the financial statements Year to 31 August 2023

1. Income from: Donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	2023 £'000	2022 £'000
Donations	98	100	198	454
Pro-bono services and other gifts in kind	587	—	587	—
	685	100	785	454

In the comparative period (i.e. the year ended 31 August 2022) £50k of donations was restricted.

2. Income from: Charitable activities

	Unrestricted funds	
	2023 £'000	2022 £'000
Programme fees	1,293	1,488
Other fees	1	1
	1,294	1,489

3. Expenditure

	Activities undertaken directly £'000	Support costs (note 4) £'000	2023 £'000	2022 £'000
Programme delivery	2,079	87	2,165	1,685
	2,079	87	2,165	1,685

4. Support costs

	2023 £'000	2022 £'000
Finance	6	36
HR	14	9
Governance	17	9
Other overheads and support staff	50	32
	87	86

All support costs were met from unrestricted funds in both the current and prior years.

Notes to the financial statements Year to 31 August 2023

5. Net movement in funds

This is stated after charging:

	2023	2022
	£'000	£'000
Staff costs (note 6)	1,035	966
Auditor's remuneration		
. Audit fee	11	7
. Prior year under provision	3	—
. Other services	3	2
Operating lease rentals	31	8

6.

6. Staff costs and remuneration of trustees and key management personnel

	2023	2022
	£'000	£'000
Wages and salaries	852	795
Social security costs	83	83
Pension costs	100	88
	1,035	966

Staff numbers

The average number of persons (including the Executive Management Team) employed by the charitable company during the year ended 31 August 2023 was 22 (2022 – 21).

Higher paid staff

The number of employees whose benefits (excluding employer pension costs) fell within the following bands was:

	2023	2022
	No.	No.
£60,001 - £70,000	1	2

Key management personnel

The trustees consider that they, together with the Now Teach Executive Management Team will comprise the key management of the charitable company in charge of directing and controlling, running, and operating the charitable company on a day-to-day basis.

The total amount of employee benefits (including employee pension contributions and employer social security costs) payable in respect of key management personnel for their services to the charity was £386,500 (2022 – £289,477).

7. Related party transactions

The trustees received no remuneration or reimbursement of expenses in connection with their duties in the current or comparative periods. During the year, no trustee made any donations to the charity (2022 – no trustee made any donations to the charity)

Notes to the financial statements Year to 31 August 2023

7. Related party transactions (continued)

In the year ended 31 August 2023, Bain and Co (who work with a number of social enterprises in London) provided pro-bono services to Now Teach to the value of £567,000. No such services were provided for the year ended 31 August 2022. One of Now Teach's trustees, Graham Elton, is also a director of Bain and Co.

In the year ended 31 August 2023, Now Teach received support from Ark for HR and IT support. These services were provided at cost with Service Agreements in place and one of the Now Teach trustees, Lucy Heller, is the Managing Director of Ark.

During the year ended 31 August 2023, the total included within expenditure as amounts paid to Ark was £38,068 (2022 – £66,641) with no amounts payable at 31 August 2023 (2022 – £7,458).

Lucy Heller is also the Managing Director of Ark Schools, an independent Multi-Academy Trust (registered company number of 05112090 with its registered address being the same as Ark's). In the prior year, Now Teach incurred costs of £23,400 to Ark Schools for IT and HR support of which £22,000 remained payable at the balance sheet date. No such transactions took place in 2023.

8. Taxation

The company is a charity under the Finance Act 2010 (schedule 6, paragraph 1) definition. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains within categories covered by the Corporation Tax Act 2010 (part 11, chapter 3) or the Taxation of Chargeable Gains Act 1992 (section 256), to the extent that such income or gains are applied exclusively to charitable purposes.

No tax charge arose in the period.

9. Debtors

	2023 £'000	2022 £'000
Trade debtors	3	148
Prepayments and accrued income	241	225
	244	373

10. Creditors

	2023 £'000	2022 £'000
Trade creditors	36	30
Accruals and deferred income	87	79
VAT liability	27	64
Taxation and social security	22	28
Other creditors	4	62
	176	263

11. Funds

	Balance at 1 September 2022 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2023 £'000
Restricted funds					
. Research and technology	19	100	(41)	—	78
Total restricted funds	19	100	(41)	—	78
Unrestricted funds					
. General funds	1,125	1,979	(2,124)	—	980
Total unrestricted funds	1,125	1,979	(2,124)	—	980
Total funds	1,144	2,079	(2,165)	—	1,058

The specific purposes for which the funds are to be applied are as follows:

Restricted funds

The research and technology fund enables Now Teach to invest in external consultants to help define the capabilities and capacity required to deliver strategy, with focus on tech solutions and support impact evaluation. The funds are used to fund research, technology and evaluation work with external consultants, ImpactBox, InHive and ImpactEd.

The prior year movement in funds is depicted as follows:

	Balance at 1 September 2021 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2022 £'000
Restricted funds					
. Research and technology	19	50	(50)	—	19
Total restricted funds	19	50	(50)	—	19
Unrestricted funds					
. General funds	867	1,893	(1,635)	—	1,125
Total unrestricted funds	867	1,893	(1,635)	—	1,125
Total funds	886	1,943	(1,685)	—	1,144

12. Analysis of net liabilities between funds

	Unrestricted funds £'000	Restricted funds £'000	Total 2023 £'000
Fund balances at 31 August 2023 are represented by:			
Debtors	244	—	244
Cash at bank and in hand	912	78	990
Creditors: amounts falling due within a year	(176)	—	(176)
Total net assets	980	78	1,058

	Unrestricted funds £'000	Restricted funds £'000	Total 2023 £'000
Fund balances at 31 August 2022 are represented by:			
Debtors	373	—	373
Cash at bank and in hand	1,015	19	1,034
Creditors: amounts falling due within a year	(263)	—	(263)
Total net assets	1,125	19	1,144

13. Post balance sheet event

Since the preparation of these financial statements, Now Teach has been notified that the Department of Education will not be reprocurring the Career Changer contract. This represents a 40% loss to our expected total 2024/25 income. The Trustees and Executive team will be seeking to raise bridging funds, to consider alternative delivery models and income sources and pivot to a more sustainable future state. In the event that this is not possible the Trustees and Executive team would oversee a safe, phased close down of the charity.

NOW TEACH

England & Wales - Charity number 1189146

Accounts

Now Teach

Annual Report and Financial Statements

31 August 2022

Charity Registration Number 1189146
(England and Wales)

Company Registration Number 11872096
(England and Wales)
Limited by Guarantee

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Reference and administrative details of the charitable company, its trustees and advisers

Trustees	Graham Elton (Chair) Sonya Branch Graeme Danton James Darley Lucy Heller Lucy Kellaway Victoria Tillbrook
Company Secretary	Craig Healy
Registered Office	4 Bloomsbury Square London WC1A 2RP
Telephone	020 7430 8878
Website	https://nowteach.org.uk/
Company Registration Number	11872096 (England and Wales)
Charity Registration Number	1189146 (England and Wales)
Auditors	Buzzacott LLP 130 Wood Street London EC2V 6DL
Principal bankers	Lloyds Bank plc 95 George Street Croydon CR9 2NS
Solicitors	Hogan Lovells Atlantic House Holborn Viaduct London EC1A 2FG

Trustees' report Year to 31 August 2022

The trustees present their report together with the financial statements of Now Teach (the 'charitable company') for the year ended 31 August 2022. The report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes a directors' report for the purposes of company legislation.

The financial statements have been prepared in accordance with the accounting policies set out on pages 19 to 22 and comply with the charitable company's memorandum and articles of association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

Objectives and activities

Now Teach attracts and recruits experienced professionals into teaching. Now Teach helps candidates find the right Initial Teacher Training place for them and offers a complementary support programme which works to smooth their career change and long-term retention within the profession. Now Teach measures its success with reference to the number of experienced career changers it attracts and retains as new teachers.

Founded in 2016, Now Teach was originally incubated as part of Ark UK Programmes between 2016 and 2020. Ark UK Programmes incubates, launches and scales initiatives that address some of the most intractable issues in education and society. Ark UK Programmes is a registered charity in England and Wales, registration number 1137932, and company limited by guarantee, company number 05932797. Its registered address is 4 Bloomsbury Square, London, WC1A 2RP

Now Teach registered as a legally independent entity in 2019 and began operating independently from 1 September 2020.

Public benefit

In determining the objectives and activities of the charitable company, the trustees confirm that they have given due consideration to the Charity Commission's guidance in relation to Public Benefit and are satisfied that the charitable company complies with Section 4 of the Charities Act 2011. Now Teach exists to support the advancement of education for the benefit of the public, and further details of how this has been achieved is set out within the remainder of this annual report.

Achievements and performance

2021-22 has been a challenging year for the teacher recruitment profession in general and Now Teach has been affected by the same factors. Despite a backdrop of rising inflation, industrial action and a cost-of-living crisis, we were successful in recruiting one of our largest ever cohorts. These 144 new trainees formed part of our first ever national cohort, with recruitment taking place in all areas of England. Though we outperformed the national picture, these external factors led to us falling short of our Department for Education target of 200 trainees.

We have also invested in and improved our processes and systems, in particular our finance function (including service provider); continued to add experience and expertise to our team.

Achievements and performance (continued)

We continue to work with external specialists to examine, review and advise us on our organisational operation and strategy.

The year in numbers

- ◆ 194,000+ website users, an organisational record, generating 3,521 expressions of interest in teaching.
- ◆ The charity continues to receive extensive media coverage which helps generate positive PR activity;
- ◆ 144 Now Teach career changers started Initial Teacher Training in September 2022, against a target of 200.
- ◆ Partnerships with training providers grew to 123, with a net promoter score (NPS) of 65 from our partners.
- ◆ Combined 2020 and 2021 cohort NPS of 74.
- ◆ 86% of our 2021 Now Teachers have gained Qualified Teacher Status.

Diversity

Our 2022 Cohort continues to be more diverse against most metrics when compared to national Initial Teacher Training data as outlined below. We continue to make great progress in helping to diversify the teaching profession, as our gender, age, and ethnicity splits are all above the national averages.

	National Teacher training average	Now Teach
Male	28%	44%
Over 25	47%	100%
Minority ethnic	22%	27%
Disclosed disability	Unknown (DfE data not available at time of writing)	6%

Now Teachers continue to bring diversity of thought and experience into schools. Our 2022 cohort has an average age of 48 (with a maximum of 67) and will bring an average of 23 years of prior professional experience from 23 different industries. The top five previous industries – as a percentage of the overall cohort – are: 1. Financial Services, 2. Engineering & Manufacturing, 3. Business, Consulting & Management, 4. Media, and 5. Science & Pharmaceuticals.

In addition, Now Teachers are also helping to fill the gap in the subjects of highest need in secondary schools. 61% of our cohort are training in a STEM subject (science, technology, engineering, and mathematics), and we are especially putting the 'M' in STEM as 26% of our 2022 Cohort are training to be maths teachers.

Achievements and performance (continued)

Retention

"I wouldn't be teaching now if it wasn't for Now Teach. My initial attempt ended in failure but I learnt so much that I was able to go again the next year and succeed. If it had not been for that little, but very personal, support from Now Teach I would not have had the courage to do that".

As the only organisation dedicated to attracting and recruiting career-changers into teaching and retaining them, we have developed a dedicated and specialist support offer.

We know that the greatest value we can bring to career-changers is to ensure they're sharing their experiences and insight with each other, so our focus for this year was providing more in-person opportunities for Now Teachers to meet others as restrictions around Covid lifted. August 2022 saw us host our Annual Conference in London joined by our first ever national cohort.

As we begin to define the movement of our Now Teach Network, we are proud that 92% of respondents to our end of year survey understand what the Network is trying to achieve and what it is for.

We are also delighted to report that 86% of Now Teachers in Cohort 2021 achieved Qualified Teacher Status with more (training part-time) on track to qualify in July 2023.

Operations and organisational growth

This past year saw us add a variety of roles to the charity, to help us manage the increased workload from larger cohorts, as well as carry our more specific work on areas such as data impact, and communications. In addition to this, we significantly overhauled our finance systems, including a change in outsourced provider, resulting in much improved control over our day-to-day financial processes, as well as improvements to payment processing times and reporting.

Fostering an environment where team members feel an affinity with our work is an important factor – 100% of staff state that they are proud to work at Now Teach and 100% would recommend Now Teach as a place to work (People Survey 2022).

Our people strategy continues to focus on ensuring our people processes are diverse, equitable and inclusive and that our culture encourages and supports diversity and inclusion. We are proud that 100% of team members report that the charity is considerate of their wellbeing.

Financial review

During the reporting period, the charity generated income of £1,943k (2021 – £1,492k) and incurred expenditure of £1,685k (2021 – £1,312k) resulting in a net income of £258k (2021 – £180k) (before accounting for the net assets of £706k transferred from Ark UK Programmes on 1 September 2020, following Now Teach's establishment as an independent legal entity).

Achievements and performance (continued)

Financial review (continued)

The primary source of income for the charitable organisation remained the contract with the Department for Education, accounting for £1,488k (2021 – £1,329k) of total income, alongside donations of £454k (2021 – £163k). The charitable company's principal expenditure relates to staff costs which for the reporting period amounted to £966k (2021 – £793k).

Reserves policy and financial position

The trustees have examined the requirement for free reserves, i.e., those unrestricted funds not invested in tangible fixed assets, designated for specific purposes or otherwise committed. The trustees consider that, given the nature of the charitable company's work, the level of free reserves should be equal to between 3 and 9 months recurring operating expenditure (i.e. between £421k and £1,264k). The trustees are of the opinion that this level of reserves should provide sufficient flexibility to cover temporary shortfalls in income or provide sufficient operating expenditure to be able to raise future funds.

The reserves level in 2022/23 is forecast to be approximately 7 months' expenditure. The trustees regularly review both the reserves policy and the level of reserves to ensure that it is appropriate for the organisation's priorities and considered in conjunction with identified risks. The trustees are confident that the level of reserves is appropriate, particularly given the financial security from the DfE Career Changers contract.

Fundraising

Due to the significant percentage of income secured through the Department for Education Career Changers contract, the charitable company has limited fundraising activities (by way of appeals, collections, or otherwise seeking donations). Where fundraising does take place, it constitutes a small proportion of senior leadership time. As such, the trustees do not make any further disclosures in relation to the charitable company's approach to fundraising as required by the Charities (Protection and Social Investment) Act 2016.

Risk management

The management of risk is an on-going process and the trustees undertake regular reviews of the principal risks and uncertainties that the charitable company faces. The Finance & Risk Committee regularly review the policies, systems and procedures to ensure that action can be taken as needed to minimise or manage any potential impact on the charitable company should those risks materialise, or identify any further mitigating actions that may be required.

The trustees have identified the following main risks which will apply to the charitable company:

- ◆ Underperformance against DfE contractual KPIs for recruitment and retention of new teachers. This risk is mitigated by strong marketing, recruitment, and programme operations being in place, with Now Teach significantly exceeding contract KPIs in previous years. We also review progress against pipeline in monthly meetings with the DfE to ensure early visibility and an opportunity to discuss mitigating circumstances.

Achievements and performance (continued)

Risk management (continued)

- ◆ Challenges in securing required income. The DfE contract provided over 90% of required income in 2021/22; with remaining income raised through philanthropic and voluntary donations. Though funding is secured to support the 2022 and 2023 cohorts through the programme up to August 2025, securing an extension to the current contract for the recruitment and support of a 2024 cohort remains a key priority. Based on initial discussions, we are confident that a contract extension is likely; further, we have a strong fundraising pipeline in place for 2022/23 with over 75% of the required fundraising target for 2022/23 already secured, with further funding commitments already in place for 2023/24. The fundraised income is targeted towards discretionary, but value-add activities, which can be scaled up/down dependent on income, therefore the risk has several mitigations in place.

Future plans

Now Teach has a target to attract 250 experienced career changers into teaching across England during 2022/23. We will also be continuing to support our network of over 500 career changers previously recruited.

Now Teach intends to grow the number of experienced professionals it attracts and recruits to Initial Teacher Training via its complementary support programme. In doing so Now Teach will achieve its charitable objects and normalise later-stage career change into teaching; making it attractive and straightforward for great candidates, to the benefit of pupils, schools, the education sector and society.

We are currently in negotiations to secure an extension year to the existing contract, to support an additional 200 career changers to join the teaching profession in 2024. Our proposed target and financial modelling aim to reflect efficiencies and savings that we have been able to secure to date, as well as allowances for the challenging economic picture.

Alongside DfE funding, we have a fundraising target of approximately £350k in 2022/23 to enable investment in our systems and processes to support efficient scaling, including:

- ◆ Additional marketing spend beyond that allowed under our contract with the Department for Education
- ◆ Data, insight and evaluation reports to improve programme quality and efficiency
- ◆ Small proportions of staff salaries, including our Co-Founder

Structure, governance and management

Now Teach was incorporated on 9 March 2019 and is a company limited by guarantee (Company Registration No. 11872096 (England and Wales)) and a registered charity (Charity Registration No. 1189146). The charitable company is governed by its memorandum and articles of association.

Structure, governance and management (continued)

Trustees

The Articles require that the Charity has at least three Trustees. Trustees are appointed by the existing Board of Trustees. The Trustees are also the Directors of Now Teach for the purposes of company law and are also the members of the company limited by guarantee.

As well as the main Board, there are two committees – the Finance & Risk Committee and the Nominations & Remunerations Committee – who have delegated responsibility for specific areas

- ◆ **Finance & Risk Committee:** meets quarterly to review detailed programme progress, relevant stakeholder feedback, finances and risk.
- ◆ **Nominations & Remuneration Committee:** meets three times per year to review trustee appointments, executive pay, staff pay awards and areas related to People / HR.

The recruitment of Trustees is a designated responsibility from the Now Teach Board to the Nominations and Recruitment Committee (NRC). This is reviewed at least three times per year.

The NRC undertakes the following actions on an annual basis:

- ◆ Check the terms of office for trustees and ensure new and existing trustees know how long they are expected to serve. This information informs the recruitment plan for Trustees.
- ◆ Reviews the documentation for the formal process of appointment and induction of new Trustees.
- ◆ Reviews the membership of the Now Teach sub-committees.

A Trustee skills audit is also conducted once every 2 years to identify the skills, qualities, diversity and experiences of the Board. Any gaps/trends are noted and these are taken into account for future recruitment of Trustees.

Recruitment process

If there is a need to recruit a new Trustee the following action takes place:

- ◆ The NRC are made aware of the rules regarding eligibility and automatic disqualification of trustees.

The Now Teach procedures for electing or appointing new trustees are set out below:

- ◆ Now Teach advertises any Board vacancy and then shortlists candidates based on a CV and cover letter and the person specification, and then conducts a formal interview with a panel of Trustees, including the Chair of Trustees.
- ◆ A recommendation is made by the NRC and presented to the Board for approval.

Structure, governance and management (continued)

Recruitment process (continued)

If there is a need to recruit an existing Trustee onto a sub-committee the following actions take place:

- ◆ Now Teach advertises any sub-committee vacancy to the existing Board asking for volunteers and then shortlists candidates based on a CV and cover letter and the person specification, and then conducts an informal interview with the Chair of the sub-committee.
- ◆ A recommendation is made by NRC and presented to the Board for approval.

Induction

The Trustee induction programme includes:

- ◆ Meetings and introductions to other trustees, Now Teach Executive team, Co-founders and key stakeholders of Now Teach e.g., Now Teachers, Training providers, schools
- ◆ Invitations to Information evenings, programme events, webinars
- ◆ Documents for a Trustee induction pack, which include Business strategy, past Board meeting papers, organisational objectives, financial reports and organogram.

The following trustees served during the period of report and up to the date of approval of the annual report and financial statements:

Trustee	Date of appointment / resignation
Sonya Branch	
Christine Counsell	Resigned 22 February 2023
Graeme Danton	Resigned as Chair 22 February 2023
James Darley	
Graham Elton	Chair – nominated 22 February 2023
Lucy Heller	
Charlotte Hogg	Resigned 24 November 2022
Margaret Johnson	Resigned 24 November 2022
Lucy Kellaway	
Victoria Tillbrook	

Trustees are appointed by the Board of Trustees, or by an ordinary resolution of the charity, in accordance with the Articles and Board Terms of Reference.

Structure, governance and management (continued)

Executive Management Team

The trustees consider that they, together with the Now Teach Executive Management Team (EMT) comprise the key management of the charitable company in charge of directing and controlling, running, and operating the charitable company on a day-to-day basis. The members of the EMT during the period of report comprised the following:

EMT Member	Role
Clare Geldard	Executive Director
Katie Waldegrave	Co-Founder
Meera Moynihan	Director of Operations
Maria Floud	Director of Recruitment and Marketing

The remuneration of the Executive Management Team is set by the Now Teach Nominations and Remuneration Committee, which reports to the Now Teach Board.

Statement of trustees' responsibilities

The trustees (who are also directors of Now Teach for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period.

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 Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ Make judgements and estimates that are reasonable and prudent;
- ◆ State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper 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. 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.

Statement of trustees' responsibilities (continued)

Each of the trustees confirms that:

- ◆ so far as the trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- ◆ the trustee has taken all the steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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.

Approved by the trustees and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'Victoria Tillbrook', followed by a period.

Victoria Tillbrook, Director and Chair, Finance and Risk Committee

Date of approval: 22 May 2023

Independent auditor's report to the trustees of Now Teach

Opinion

We have audited the financial statements of Now Teach (the 'charitable company') for the year ended 31 August 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

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. 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.

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charitable company's affairs as at 31 August 2022 and of its income and expenditure for the period then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

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 charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Conclusions relating to going concern (continued)

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law, 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' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Matters on which we are required to report by exception (continued)

- ◆ the trustees 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' report and from the requirement to prepare a strategic report.

Trustees' responsibilities

As explained more fully in the statement of trustees' responsibilities, the trustees (who are also the directors 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 has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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 is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ we ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ we obtained an understanding of the legal and regulatory frameworks that are applicable to the charitable company and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice Accounting and Reporting by Charities preparing this accounts in accordance with the Financial reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, and the Companies Act 2006), those that relate to data protection (General Data Protection Regulation) and those in relation to the Charitable Company's key contracts with the Department for Education;

Auditor's responsibilities for the audit of the financial statements (continued)

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- ◆ considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls we:

- ◆ performed analytical procedures to identify any unusual or unexpected relationships; and
- ◆ tested journal entries to identify unusual transactions; and
- ◆ assessed whether the judgements and the assumptions made in determining accounting estimates for the value of gifts in kind recognized and the provision of any clawback of DfE funds were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ reading the minutes of meetings of those charged with governance; and
- ◆ enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Independent auditor's report Year to 31 August 2022

Use of this report

This report is made solely to the charitable company's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters that 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's and the company's trustees as a body, for our audit work, or the opinions we have formed.

A handwritten signature in black ink that reads "Buzzacott LLP". The signature is written in a cursive, stylized font.

24 May 2023

Gumayel Miah (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Statement of financial activities Year to 31 August 2022

	Notes	Unrestricted funds £'000	Restricted funds £'000	Total 2022 £'000	Total 2021 £'000
Income from:					
Donations and legacies	1	404	50	454	163
Charitable activities	2	1,489	—	1,489	1,329
		1,893	50	1,943	1,492
Transfer from Absolute Return for Kids (Ark UK Programmes)	13	—	—	—	706
Total income		1,893	50	1,943	2,198
Expenditure on:					
Charitable activities	3	1,635	50	1,685	1,312
Total expenditure		1,635	50	1,685	1,312
Net income and net movement in funds		258	—	258	886
Reconciliation of funds:					
Total funds brought forward at 1 September 2021		867	19	886	—
Total funds carried forward at 31 August 2022		1,125	19	1,144	886

All of the charitable company's activities were in relation to continuing operations during the current financial period. The charitable company was dormant in the comparative period.

The charitable company had no recognised gains and losses during the above financial period and therefore no separate statement of total recognised gains and losses has been presented.

Balance sheet 31 August 2022

	Notes	2022 £'000	2021 £'000
Current assets			
Debtors	9	373	133
Cash at bank and in hand		1,034	1,200
		1,407	1,333
Creditors: amounts falling due within one year			
	10	(263)	(447)
Net current assets / net assets		1,144	886
The funds of the charity			
Unrestricted funds			
. General funds	11	1,125	867
Restricted funds	11	19	19
		1,144	886

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and have been approved by the trustees and signed on their behalf by:



Trustee: Victoria Tillbrook, Director and Chair, Finance and Risk Committee

Date of approval: 22 May 2023

Company Registration Number 11872096 (England and Wales)
Limited by Guarantee

Statement of cash flows Year to 31 August 2022

	Notes	2022 £'000	2021 £'000
Cash flows from operating activities:			
Net cash (used in) provided by operating activities	A	(166)	494
Change in cash and cash equivalents in the year		(166)	494
Cash transferred from Absolute Return for Kids (Ark UK Programmes)	13	—	706
Cash and cash equivalents at 1 September 2021	B	1,200	—
Cash and cash equivalents at 31 August 2022	B	1,034	1,200

Notes to the statement of cash flows for the period to 31 August 2022

A Reconciliation of net movement in funds to net cash (used in) provided by operating activities

	2022 £'000	2021 £'000
Net movement in funds (as per the statement of financial activities)	258	886
Adjustments for:		
Transfer from Absolute Return for Kids (Ark)	—	(706)
(Increase) in debtors	(240)	(133)
(Decrease) increase in creditors	(184)	447
Net cash (used in) provided by operating activities	(166)	494

B Analysis of cash and cash equivalents

	2022 £	2021 £
Cash at bank and in hand	1,034	1,200

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charitable company and the above cash and cash equivalents.

Principal accounting policies Year to 31 August 2022

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements of Now Teach are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 August 2022 with comparative information for the period from 1 April 2020 to 31 August 2021.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

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

The financial statements are presented in sterling and are rounded to the nearest thousand pound.

Public benefit entity

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

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the trustees to make significant judgements and estimates. The items in the accounts where these judgements and estimates have been made include:

- ◆ the judgements made in determining whether any part of the funding receivable may be subject to clawback; and
- ◆ the estimates and assumptions made in forecasting the future income and expenditure flows for the purposes of assessing going concern (see below).

Assessment of going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of at least one year from the date of approval of these financial statements.

The trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of Now Teach to continue as a going concern. The trustees are of the opinion that Now Teach will have sufficient resources to meet its liabilities as they fall due.

Income recognition

Income is recognised in the period in which the charitable company has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Principal accounting policies Year to 31 August 2022

Income recognition (continued)

Contract Income

The DfE Career Changers Contract income is included in the statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of meeting any performance-related conditions there is no unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met. Where entitlement occurs before income is received, the income is accrued. Where KPIs will not or have not been met, the income penalty will be adjusted for during the financial year in which the KPI was not met – i.e. if the 2022 Cohort Recruitment Target is not met, the 2021/22 income will be adjusted based on the agreed penalty level (up to 5% of contract income).

Donations

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

Other income

Other income is recognised in the period it is receivable and to the extent the charity has provided the goods or services.

Donated services

The charity receives pro-bono services which are also referred to in these financial statements as gifts-in-kind. These services are recognised as both income and expenditure within these financial statements at the value which would have been charged by the donor had the transaction been completed on a commercial basis.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing Now Teach to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Support costs (including governance costs) represent indirect charitable expenditure and are included in charitable activities on the basis of their use. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of finance, HR, governance and central overheads.

Governance costs comprise the costs involving the public accountability of the charity. These include audit costs and costs in respect to compliance with regulation and good practice.

All expenditure is stated net of recoverable VAT.

Principal accounting policies Year to 31 August 2022

Financial instruments

The charity only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the charity and their measurement basis are as follows:

Financial assets – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 10. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Financial liabilities – trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 11. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

Debtors

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

Cash at bank and in hand

Cash at bank and 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.

Liabilities

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Fund accounting

The general unrestricted fund represents those monies which are freely available for application towards achieving any charitable purpose that falls within the charity's objects.

Restricted funds comprise monies raised for, or their use restricted to, a specific purpose, or contributions subject to donor imposed conditions

Designated funds are those that are unrestricted but earmarked by the trustees for a particular purpose.

Leased assets

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight-line basis over the lease term.

Principal accounting policies Year to 31 August 2022

Pension costs

Contributions by the charity in respect of its employees' personal pension plan and its auto-enrolment scheme are charged to the statement of financial activities in the year in which they are earned by those employees.

The charity is auto enrolment compliant for pension purposes and contributes into a defined contribution pension scheme. This scheme means that once contributions are made the pension funds are at the discretion of the members and are outside the control of the charity.

Notes to the financial statements Year to 31 August 2022

1. Income from: Donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	2022 £'000	2021 £'000
Donations	404	50	454	113
Pro-bono services and other gifts in kind	—	—	—	50
	404	50	454	163

2. Income from: Charitable activities

	Unrestricted funds £'000	Restricted funds £'000	2022 £'000	2021 £'000
Programme fees	1,488	—	1,488	1,329
Other fees	1	—	1	—
	1,489	—	1,489	1,329

3. Expenditure

	Activities undertaken directly £'000	Support costs (note 4) £'000	2022 £'000	2021 £'000
Programme delivery	1,599	86	1,685	1,312
	1,599	86	1,685	1,312

4. Support costs

	Unrestricted funds £'000	Restricted funds £'000	2022 £'000	2021 £'000
Finance	36	—	36	31
HR	9	—	9	8
Governance	9	—	9	9
Other overheads and support staff	32	—	32	21
	86	—	86	69

5. Net movement in funds

This is stated after charging:

	2022 £'000	2021 £'000
Staff costs (note 6)	966	793
Auditor's remuneration		
· Audit fee	7	7
· Other services	2	2
Operating lease rentals	8	9

6. Staff costs and remuneration of trustees and key management personnel

	2022 £'000	2021 £'000
Wages and salaries	795	658
Social security costs	83	60
Pension costs	88	75
	966	793

Staff numbers

The average number of persons (including the Executive Management Team) employed by the charitable company during the year ended 31 August 2022 was 21 (2021 – 18).

Higher paid staff

The number of employees whose benefits (excluding employer pension costs) fell within the following bands was:

	2022 No.	2021 No.
£60,001 - £70,000	2	1
£70,001 - £80,000	—	1

Key management personnel

The trustees consider that they, together with the Now Teach Executive Management Team will comprise the key management of the charitable company in charge of directing and controlling, running, and operating the charitable company on a day-to-day basis.

The total amount of employee benefits (including employee pension contributions) received by key management personnel for their services to the charity was £289,477 (2021 – £262,472).

7. Related party transactions

The trustees received no remuneration or reimbursement of expenses in connection with their duties in the current or comparative periods. During the year, no trustee made any donations to the charity (2021 – one trustee donated an amount of £1,000, which was matched by Visa).

In the period ended 31 August 2021, Bain and Co (who work with a number of social enterprises in London) provided pro-bono services to Now Teach to the value of £31,310. No such services were provided for the year ended 31 August 2022. One of Now Teach's trustees, Graham Elton, is also a director of Bain and Co.

In the period ending 31 August 2022, Now Teach continued to receive support from Ark for HR, IT support and Finance, despite now acting as a separate legal entity. These services were provided at cost with Service Agreements in place and one of the Now Teach trustees, Lucy Heller, is the Managing Director of Ark.

During the period ended 31 August 2022, the total included within expenditure as amounts paid to Ark was £66,641 (2021 - £115,704) with an amount of £7,458 payable at 31 August 2022 (2021 - £6,642).

In the prior year, on 1 September 2021, an amount of £706,000 was transferred from Ark to Now Teach, as disclosed in note 13. For the period ended 31 August 2021, a balance of £166,171 was payable to Ark in respect of services provided whilst Now Teach was part of Ark. An amount of £54,194 remains payable at 31 August 2021 to Ark UK Programmes for direct debits paid from the Ark UK Programmes bank account relating to Now Teach transactions.

As of 1 September 2022, finance support is provided by Cottons Chartered Accountants, a third party accountancy firm providing finance services. Ark now only provide HR and IT support to Now Teach.

Lucy Heller is also the Managing Director of Ark Schools, an independent Multi-Academy Trust (registered company number of 05112090 with its registered address being the same as Ark's). Now Teach engages with Ark Schools to receive IT support and during the period an amount of £23,400 (2021 – £20,922) was Included within expenditure as amounts paid to Ark Schools with the amount of £22,000 (2021 – £20,922) remaining payable at 31 August 2022.

For the period ended 31 August 2021, a balance of £35,605 was payable to Ark Schools in respect of services provided whilst Now Teach was part of Ark. This balance is now nil at 31 August 2022.

8. Taxation

The company is a charity under the Finance Act 2010 (schedule 6, paragraph 1) definition. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains within categories covered by the Corporation Tax Act 2010 (part 11, chapter 3) or the Taxation of Chargeable Gains Act 1992 (section 256), to the extent that such income or gains are applied exclusively to charitable purposes.

No tax charge arose in the period.

Notes to the financial statements Year to 31 August 2022

9. Debtors

	2021	2020
	£'000	£'000
Trade debtors	148	121
Prepayments and accrued income	225	12
	373	133

10. Creditors

	2021	2020
	£'000	£'000
Trade creditors	30	35
Accruals and deferred income	79	44
VAT liability	64	63
Taxation and social security	28	22
Other creditors	62	283
	263	447

11. Funds

	Balance at 1 September 2021 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2022 £'000
Restricted funds					
. Research and technology	19	50	(50)	–	19
Total restricted funds	19	50	(50)	–	19
Unrestricted funds					
. General funds	867	1,893	(1,635)	–	1,125
Total unrestricted funds	867	1,893	(1,635)	–	1,125
Total funds	886	1,943	(1,685)	–	1,144

The specific purposes for which the funds are to be applied are as follows:

Restricted funds

The research and technology fund enables Now Teach to invest in external consultants to help define the capabilities and capacity required to deliver strategy, with focus on tech solutions and support impact evaluation. The funds are used to fund research, technology and evaluation work with external consultants, ImpactBox, InHive and ImpactEd.

12. Analysis of net liabilities between funds

	Unrestricted funds £'000	Restricted funds £'000	Total 2022 £'000
Fund balances at 31 August 2022 are represented by:			
Debtors	373	—	373
Cash at bank and in hand	1,015	19	1,034
Creditors: amounts falling due within a year	(263)	—	(263)
Total net assets	1,125	19	1,144

13. Transfer from Absolute Return for Kids (Ark UK Programmes)

Now Teach was originally incubated as an Ark Venture (also known as Ark UK Programmes, a registered charity in England and Wales, registration number 1137932, and company limited by guarantee, company number 05932797. Registered address: The Yellow Building, 1, Nicholas Road, London, W11 4AN) between 2016 and 2020, prior to Now Teach achieving legal independence.

With effect from 1 September 2020, the activities, assets and liabilities relating to Now Teach held within Ark UK Programmes were transferred to Now Teach as part of a commercial transfer agreement. On this date, the following assets and liabilities were transferred which, in effect, have been donated to Now Teach following its legal independence:

	£'000
Debtors	405
Cash at bank and in hand	652
Creditors: amounts falling due within one year	(351)
Total net assets receivable from Ark UK Programmes	706

Of the above net assets, £83k were restricted in nature.

NOW TEACH

England & Wales - Charity number 1189146

Accounts

Now Teach

Annual Report and Financial Statements

17 month period ended 31 August 2021

Charity Registration Number 1189146
(England and Wales)

Company Registration Number 11872096
(England and Wales)
Limited by Guarantee

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Reference and administrative details of the charitable company, its trustees and advisers

Trustees	Sonya Branch Christine Counsell Graeme Danton James Darley Graham Elton Lucy Heller Charlotte Hogg Margaret Johnson Lucy Kellaway Victoria Tillbrook
Company Secretary	Craig Healy
Registered Office	4 Bloomsbury Square London WC1A 2RP
Telephone	020 7430 8878
Website	https://nowteach.org.uk/
Company Registration Number	11872096 (England and Wales)
Charity Registration Number	1189146 (England and Wales)
Auditors	Buzzacott LLP 130 Wood Street London EC2V 6DL
Principal bankers	Lloyds Bank plc 95 George Street Croydon CR9 2NS
Solicitors	Hogan Lovells Atlantic House Holborn Viaduct London EC1A 2FG

Trustees' report Period to 31 August 2021

The trustees present their report together with the financial statements of Now Teach (the 'charitable company') for the period from 1 April 2020 to 31 August 2021. The report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes a directors' report for the purposes of company legislation.

The financial statements have been prepared in accordance with the accounting policies set out on pages 20 to 23 and comply with the charitable company's memorandum and articles of association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

Objectives and activities

Now Teach attracts and recruits experienced professionals into teaching. Now Teach helps candidates find the right Initial Teacher Training place for them and offers a complementary support programme which works to smooth their career change and long-term retention within the profession. Now Teach measures its success with reference to the number of experienced career changers it attracts and retains as new teachers.

Founded in 2016, Now Teach was originally incubated as part of Ark UK Programmes between 2016 and 2020. Ark UK Programmes incubates, launches and scales initiatives that address some of the most intractable issues in education and society. Ark UK Programmes is a registered charity in England and Wales, registration number 1137932, and company limited by guarantee, company number 05932797. Its registered address is The Yellow Building, 1, Nicholas Road, London, W11 4AN.

Now Teach registered as a legally independent entity in 2019 and began operating independently from 1 September 2020 with the charity remaining dormant for first five months of the period of report. Its financial activities in the period April to August 2020 were included as part of Ark UK Programmes.

Public benefit

In determining the objectives and activities of the charitable company, the trustees confirm that they have given due consideration to the Charity Commission's guidance in relation to Public Benefit and are satisfied that the charitable company complies with Section 4 of the Charities Act 2011. Now Teach exists to support the advancement of education for the benefit of the public, and further details of how this has been achieved is set out within the remainder of this annual report.

Achievements and performance

2020-21 has been another year of significant growth for Now Teach: we have exceeded our growth targets for the second year running and have secured funding from the Department for Education to recruit 450 career changers across England in 2022 and 2023, and to support them in their first two years of teaching. This funding covers Now Teach activity from September 2021 until September 2025.

Achievements and performance (continued)

We have also developed good brand awareness outside of London and the South East; invested in and improved our processes and systems; and grown the size and experience of the team, providing a strong base to grow and support more career changers into teaching. We have partnered with ImpactEd, an impact evaluation consultancy specialising in education, and inHive, network development specialists, to support us to both understand our impact and how we can expand our offer.

The year in numbers

- ◆ **117,000+** website users, generating **2,400** expressions of interest in teaching. We continue to receive extensive media coverage.
- ◆ **168** Now Teach career changers started Initial Teacher Training in September 2021, against a target of 100.
- ◆ Partnerships with training providers grown to **79**.
- ◆ Now Teachers are training and working in **180** schools.
- ◆ **94%** of Now Teachers rated our online annual conference as highly valuable.
- ◆ **87%** of our 2020 Now Teachers have gained their Qualified Teacher Status.
- ◆ Our cohort of Now Teachers rated us at **NPS +82** (Net Promoter Scores of 80+ are deemed as exceptionally high with many companies receiving negative scores)

Diversity

Our cohort continues to be more diverse against most metrics when compared to national Initial Teacher Training data as outlined below.

Although we are still under-represented when it comes to Now Teachers with disabilities, we have increased the number who now declare a disability. We are looking at ways that we can further encourage people to both recognise and declare any disabilities they may face.

Our average age and gender split are both above the national figures. We have hired even more men to the profession this year.

	National Teacher training average	Now Teach
Male	30%	51%
Age over 25	50%	100%
Minority Ethnic	19%	29%
Declared Disability	12%	4%

Now Teachers also bring diversity of thought and experience into schools. Our 2021 cohort will bring over 4,400 years of experience from a variety of industries with financial services, management and media being the most represented.

Achievements and performance (continued)

Retention

It is important that we attract career changers into teaching, and more important that we help retain them too. We will only achieve our vision and mission if our Now Teachers stay in teaching, using their previous skills and experience to the betterment of schools, the classroom, children and families.

Our retention is significantly above national average for 40-65 year olds (ImpactEd evaluation, June 2021). 48% of Now Teachers tell us they would not or might not still be teaching without Now Teach.

We are really proud of the Now Teachers who trained and qualified amid lockdowns, school closures and the ongoing disruption caused by COVID-19. An impressive 87% of those eligible in Cohort 2020 have achieved Qualified Teacher Status despite these challenges.

The Impact of COVID-19 on our delivery model

As with many organisations, we had to quickly and effectively shift our delivery model due to COVID-19. We used the opportunity to review and enhance our offer, moving most of our support and events online. This increased engagement, as it has enabled Now Teachers to access support when and how they need it, offering them greater flexibility as they juggle their new careers and existing responsibilities.

We continued with our 'virtual first' approach for all of our events during 2020-21. Whilst we had hoped to return to more in-person events during 2021, this proved to be unachievable and we have proceeded with caution, listening to our staff and cohort on the best course of action.

This required us to be innovative and proactive in creating engaging networking opportunities online, which we achieved by investment in systems and resources, for example by:

- ◆ Offering increased networking opportunities online and through social channels such as WhatsApp to stay connected;
- ◆ Using Zoom for virtual delivery of events, including a highly professional, effective and well attended online conference; and
- ◆ Creating a number of information hubs on our website including an online Staff Room, Candidate Hub, School Insight Pages on our website.

Overall, participation and attendance increased, and feedback has shown that Now Teachers have found content engaging and useful.

Achievements and performance (continued)

Operations and organisational growth

Now Teach became an independent charity in September 2020, having been incubated by Ark UK Programmes since its inception. This transition was smooth, and we still maintain positive and productive relationships with Ark UK Programmes and its parent charity, Ark.

We are delighted that 100% of our staff feel proud to work at Now Teach (People Survey 2021). We are further strengthening the team by recruiting new roles to support us in the areas of data and insight, partnerships, programme events and network communications. These are areas that we need to develop further as we expand on a national basis.

We have developed a strong people strategy within the organisation, focusing on:

- ◆ Ensuring our People processes are diverse, equitable and inclusive (DEI) and that our culture encourages and supports diversity and inclusion;
- ◆ Supporting our Line Managers to ensure consistency and better performance;
- ◆ Implementing a new Performance Review process; and
- ◆ Increase our reporting of People metrics including DEI metrics.

Financial review

As noted above, Now Teach began operating independently following the transfer of the charitable activity, assets and liabilities from Ark UK Programmes with effect from 1 September 2020. Prior to this transfer, i.e. for the first five months of the period of report, the charitable company effectively remained dormant. In addition, the charitable company was dormant for the duration of the comparative period, i.e. the period from incorporation on 9 March 2019 to 31 March 2020. The income and expenditure reported below, therefore essentially relates to the 12 month period ended 31 August 2021.

Since 1 September 2020, the charity has earned income of £1,492k (2020: £nil) and incurred expenditure of £1,312k (2020: £nil) resulting in a net income of £180k (2020: £nil) (before accounting for the net assets transferred from Ark UK Programmes on 1 September 2020). Income is primarily generated from Now Teach's contract with the Department for Education of £1,329k and donations of £163k. The charitable company's principal expenditure relates to staff costs which for the period ended 31 August 2021 amounted to £793k.

In addition to the operational income noted above, the transfer of assets and liabilities from Ark UK Programmes on 1 September 2020 of £706k has been reflected as part of the overall income for the year. Therefore, the overall net increase in reserves for the period amounted to £886k (2020: £nil). Further information is provided at note 13 to the financial statements.

Financial review (continued)

Reserves policy and financial position

The trustees have examined the requirement for free reserves, i.e., those unrestricted funds not invested in tangible fixed assets, designated for specific purposes or otherwise committed. The trustees consider that, given the nature of the charitable company's work, the level of free reserves should be equal to between 3 and 9 months' recurring operating expenditure (i.e. between £495k and £1,481k). The trustees are of the opinion that this level of reserves should provide sufficient flexibility to cover temporary shortfalls in income, or provide sufficient operating expenditure to be able to raise future funds.

The reserves level in 2021/22 is forecast to be approximately 6 months' expenditure. The trustees regularly review both the reserves policy and the level of reserves to ensure that it is appropriate for the organisation's priorities and considered in conjunction with identified risks. The trustees are confident that the level of reserves is appropriate, particularly given the financial security from the DfE Career Changers contract.

Fundraising

Due to the significant percentage of income secured through the Department for Education Career Changers contract, the charitable company has limited fundraising activities (by way of appeals, collections, or otherwise seeking donations). Where fundraising does take place, it constitutes a small proportion of the Executive Director and/or Co-Founder's time. As such, the trustees do not make any further disclosures in relation to the charitable company's approach to fundraising as required by the Charities (Protection and Social Investment) Act 2016.

Risk management

The management of risk is an on-going process and the trustees undertake regular reviews of the principal risks and uncertainties that the charitable company faces. The Finance & Risk Committee regularly review the policies, systems and procedures to ensure that action can be taken as needed to minimise or manage any potential impact on the charitable company should those risks materialise, or identify any further mitigating actions that may be required.

The trustees have identified the following main risks which will apply to the charitable company:

- ◆ Underperformance against DfE contractual KPIs for recruitment and retention of new teachers. This risk is mitigated by strong marketing, recruitment, and programme operations being in place, with Now Teach significantly exceeding contract KPIs since 2020. We also review progress against pipeline in monthly meetings with the DfE to ensure early visibility and an opportunity to discuss mitigating circumstances.

Financial review (continued)

Risk management (continued)

- ◆ Covid-19 making delivery of the charity's objects more difficult because candidates are unable to obtain relevant school experience before joining Initial Teacher Training, or retention of cohort members being impacted by additional challenges. Now Teach has developed additional school experience resources and events for candidates and is delivering additional support to cohort members across a programme of events with industry experts and access to one-on-one wellbeing coaching, to mitigate the risk.
- ◆ Challenges in securing required income. The DfE contract provides nearly 85% of required income in 2021/22; however, remaining income will be raised through philanthropic and voluntary donations. We have a strong pipeline in place with over 70% of the required fundraising target for 2021/22 already secured with funding commitments already in place for 2022/23 and 2023/24. The fundraised income is targeted towards discretionary, but value-add activities, which can be scaled up/down dependent on income, therefore the risk has several mitigations in place.

Risks associated with independence from Ark UK Programmes have been mitigated by continuing to receive operational support from Ark UK Programmes across finance, IT, HR and governance for as long as both Now Teach and Ark UK Programmes agree this is beneficial to Now Teach. In September 2020, Now Teach established a Finance and Risk Committee to assess and consider the risks facing the charity on an ongoing basis and this will continue.

Future plans

Now Teach intends to grow the number of experienced professionals it attracts and recruits to Initial Teacher Training with its complementary support programme. In doing so Now Teach will achieve its charitable objects and normalise later-stage career change into teaching; making it attractive and straightforward for great candidates, to the benefit of pupils, schools, the education sector and society.

We have secured funding from the Department for Education (DfE) to recruit and support 450 career changers nationally across two cohorts (September 2022 and 2023 start dates). Given the current financial situation, the DfE is seeking economies of scale with the new contract, with similar funding available as our previous contract which had a much more limited scope (recruit and support 100 career changers p.a. in four regions). There will be an option (DfE funding dependant) to extend this to recruit an additional cohort for 2024, pending successful completion of milestones and KPIs.

For the period 2021/22, Now Teach has a target to attract 200 experienced career changers into teaching across its newly expanded reach of England wide (from four regions in 2020/21). We will also be continuing to support our network of over 500 career changers previously recruited and supported.

Future plans (continued)

Alongside DfE funding, we have a fundraising target of approximately £275k in 2021/22 to enable investment in our systems and processes to support efficient scaling, including:

- ◆ **Investment in an Applicant Tracking System:** to ensure a smooth applicant journey and to increase efficiency in how we manage our pipeline.
- ◆ **Hire of a dedicated Data & Insight Manager:** to provide a clear view of the impact of our work and ensure robust data and monitoring processes.
- ◆ **Development of a Network Hub:** to create an effective, engaged alumni community that can connect with each other to support greater impact in classrooms and support teacher retention.
- ◆ **Redesign of our Website and development of Online Resources:** to provide a hub of resources for our Now Teachers and partners to help their practice in the classroom.
- ◆ **Design and investment in Evaluation Tools:** following the final report and outline of our ongoing evaluation framework from ImpactEd, we will be seeking further investment in our research, data capture and insight capabilities to support ongoing evaluation of our impact.

Structure, governance and management

Now Teach was incorporated on 9 March 2019 and began trading on 1 September 2020 following the transfer of activities, assets and liabilities from Ark UK Programmes where the charity had been incubated prior to its legal independence. Now Teach is a company limited by guarantee (Company Registration No. 11872096 (England and Wales)) and a registered charity (Charity Registration No. 1189146). The charitable company is governed by its memorandum and articles of association.

Trustees

The Articles require that the Charity has at least three Trustees. Trustees are appointed by the existing Board of Trustees. The Trustees are also the Directors of Now Teach for the purposes of company law and are also the members of the company limited by guarantee.

As well as the main Board, there are two committees – the Finance & Risk Committee and the Nominations & Remunerations Committee – who have delegated responsibility for specific areas

- ◆ **Finance & Risk Committee:** meets quarterly to review detailed programme progress, feedback, finances and risk.
- ◆ **Nominations & Remuneration Committee:** meets three times per year to review trustee appointments, executive pay, staff pay awards and areas related to People / HR.

The recruitment of Trustees is a designated responsibility from the Now Teach Board to the Nominations and Recruitment Committee (NRC). This is reviewed at least three times per year.

Structure, governance and management (continued)

Trustees (continued)

The NRC undertakes the following actions on an annual basis:

- ◆ Check the terms of office for trustees and ensure new and existing trustees know how long they are expected to serve. This information informs the recruitment plan for Trustees.
- ◆ Reviews the documentation for the formal process of appointment and induction of new Trustees.
- ◆ Reviews the membership of the Now Teach sub-committees.

A Trustee skills audit is also conducted once every 2 years to identify the skills, qualities, diversity and experiences of the Board. Any gaps/trends are noted and these are taken into account for future recruitment of Trustees.

Recruitment process

If there is a need to recruit a new Trustee the following action takes place:

- ◆ The NRC are made aware of the rules regarding eligibility and automatic disqualification of trustees.

The Now Teach procedures for electing or appointing new trustees are set out below:

- ◆ Now Teach advertises any Board vacancy and then shortlists candidates based on a CV and cover letter and the person specification, and then conducts a formal interview with the Chair of Trustees.
- ◆ A recommendation is made by the NRC and presented to the Board for approval.

If there is a need to recruit an existing Trustee onto a sub-committee the following actions take place:

- ◆ Now Teach advertises any sub-committee vacancy to the existing Board asking for volunteers and then shortlists candidates based on a CV and cover letter and the person specification, and then conducts an informal interview with the Chair of the sub-committee.
- ◆ A recommendation is made by NRC and presented to the Board for approval.

Induction

The Trustee induction programme includes:

- ◆ Meetings and introductions to other trustees, Now Teach Executive team, Co-founders and key stakeholders of Now Teach e.g., Now Teachers, Training providers, schools
- ◆ Invitations to Information evenings, programme events, webinars

Structure, governance and management (continued)

Induction (continued)

- ◆ Documents for a Trustee induction pack, which include Business strategy, past Board meeting papers, organisational objectives, financial reports and organogram.

The following trustees served during the period of report and up to the date of approval of the annual report and financial statements, except where shown:

Trustee	Appointed / Resigned
Sonya Branch	Appointed 4 February 2021
Michael Clark	Resigned 22 June 2021
Christine Counsell	
Graeme Danton	
James Darley	
Graham Elton	
Lucy Heller	Appointed 22 June 2021
Charlotte Hogg	
Margaret Johnson	
Lucy Kellaway	
Victoria Tillbrook	

Trustees are appointed by the Board of Trustees, or by an ordinary resolution of the charity, in accordance with the Articles and Board Terms of Reference.

Executive Management Team

The trustees consider that they, together with the Now Teach Executive Management Team (EMT) comprise the key management of the charitable company in charge of directing and controlling, running, and operating the charitable company on a day-to-day basis. The members of the EMT during the period of report comprised the following:

EMT Member	Role
Clare Geldard	Executive Director
Katie Waldegrave	Co-Founder
Meera Moynihan	Director of Operations
Maria Floud	Director of Recruitment and Marketing

The remuneration of the Executive Management Team is set by the Now Teach Nominations and Remuneration Committee, which reports to the Now Teach Board. The Nominations and Remuneration Committee was formed in September 2020. All members were in post throughout the period of account.

Statement of trustees' responsibilities

The trustees (who are also directors of Now Teach for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Statement of trustees' responsibilities (continued)

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period.

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 Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ Make judgements and estimates that are reasonable and prudent;
- ◆ State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper 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. 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.

Each of the trustees confirms that:

- ◆ so far as the trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- ◆ the trustee has taken all the steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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.

Approved by the trustees and signed on their behalf by:

Graeme Danton

Graeme Danton, Chair of Trustees

Date of approval: 13 / 04 / 2022

Independent auditor's report to the trustees of Now Teach

Opinion

We have audited the financial statements of Now Teach (the 'charitable company') for the period ended 31 August 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

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. 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.

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charitable company's affairs as at 31 August 2021 and of its income and expenditure for the period then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

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 charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Independent auditor's report Period to 31 August 2021

Conclusions relating to going concern (continued)

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law, 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' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Matters on which we are required to report by exception (continued)

- ◆ the trustees 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' report and from the requirement to prepare a strategic report.

Trustees' responsibilities

As explained more fully in the statement of trustees' responsibilities, the trustees (who are also the directors 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 has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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 is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ we ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ we obtained an understanding of the legal and regulatory frameworks that are applicable to the charitable company and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice Accounting and Reporting by Charities preparing this accounts in accordance with the Financial reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, and the Companies Act 2006), those that relate to data protection (General Data Protection Regulation) and those in relation to the Charitable Company's key contracts with the Department for Education;

Auditor's responsibilities for the audit of the financial statements (continued)

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- ◆ considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls we:

- ◆ performed analytical procedures to identify any unusual or unexpected relationships; and
- ◆ tested journal entries to identify unusual transactions; and
- ◆ assessed whether the judgements and the assumptions made in determining accounting estimates for the value of gifts in kind recognized and the provision of any clawback of DfE funds were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ reading the minutes of meetings of those charged with governance; and
- ◆ enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Independent auditor's report Period to 31 August 2021

Use of this report

This report is made solely to the charitable company's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters that 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's and the company's trustees as a body, for our audit work, or the opinions we have formed.

A handwritten signature in black ink that reads "Buzzacott LLP". The signature is written in a cursive style with a long horizontal stroke at the end.

Date: 14 April 2021

Gumayel Miah (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Statement of financial activities Period ended 31 August 2021

	Notes	Unrestricted funds £'000	Restricted funds £'000	Total 31 August 2021 £'000	Total 9 March 2019 to 31 March 2020 £'000
Income from:					
Donations and legacies	1	163	—	163	—
Charitable activities	2	1,329	—	1,329	—
		1,492	—	1,492	—
Transfer from Absolute Return for Kids (Ark UK Programmes)	13	623	83	706	—
Total income		2,115	83	2,198	—
Expenditure on:					
Charitable activities	3	1,248	64	1,312	—
Total expenditure		1,248	64	1,312	—
Net income and net movement in funds		867	19	886	—
Reconciliation of funds:					
Total funds brought forward at 1 April 2020		—	—	—	—
Total funds carried forward at 31 August 2021		867	19	886	—

All of the charitable company's activities were in relation to continuing operations during the current financial period. The charitable company was dormant in the comparative period.

The charitable company had no recognised gains and losses during the above financial period and therefore no separate statement of total recognised gains and losses has been presented.

Balance sheet 31 August 2021

	Notes	31 August 2021 £'000	31 March 2020 £'000
Current assets			
Debtors	9	133	—
Cash at bank and in hand		1,200	—
		1,333	—
Creditors: amounts falling due within one year			
	10	(447)	—
Net current assets / net assets			
		886	—
The funds of the charity			
Unrestricted funds			
. General funds	11	867	—
Restricted funds	11	19	—
		886	—

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and have been approved by the trustees and signed on their behalf by:

Graeme Danton

Trustee: Graeme Danton, Chair of Trustees

Date of approval: 13 / 04 / 2022

Now Teach
Company Registration Number 11872096 (England and Wales)
Limited by Guarantee

Statement of cash flows Period ended 31 August 2021

	Notes	1 April 2020 31 August 2021 £'000	9 March 2019 to 31 March 2020 £'000
Cash flows from operating activities:			
Net cash used in operating activities	A	494	—
Change in cash and cash equivalents in the year		494	—
Cash transferred from Absolute Return for Kids (Ark UK Programmes)	13	706	
Cash and cash equivalents at 1 April 2020	B	—	—
Cash and cash equivalents at 31 August 2021	B	1,200	—

Notes to the statement of cash flows for the period to 31 August 2021.

A Reconciliation of net movement in funds to net cash used in operating activities

	1 April 2020 31 August 2021 £'000	9 March 2019 to 31 March 2020 £'000
Net movement in funds (as per the statement of financial activities)	886	—
Adjustments for:		
Transfer from Absolute Return for Kids (Ark)	(706)	—
(Increase) in debtors	(133)	—
Increase in creditors	447	—
Net cash used in operating activities	494	—

B Analysis of cash and cash equivalents

	2021 £
Cash at bank and in hand	1,200

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charitable company and the above cash and cash equivalents.

Principal accounting policies Period ended 31 August 2021

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements of Now Teach are laid out below.

Basis of preparation

These financial statements have been prepared for the period from 1 April 2020 to 31 August 2021 with comparative information for the period 9 March 2019 to 31 March 2020.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

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

The financial statements are presented in sterling and are rounded to the nearest thousand pound.

Public benefit entity

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

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the trustees to make significant judgements and estimates. The items in the accounts where these judgements and estimates have been made include:

- ◆ the judgements made in determining whether any part of the funding receivable may be subject to clawback; and
- ◆ the estimates and assumptions made in forecasting the future income and expenditure flows for the purposes of assessing going concern (see below).

Assessment of going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of at least one year from the date of approval of these financial statements.

The trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of Now Teach to continue as a going concern. The trustees are of the opinion that Now Teach will have sufficient resources to meet its liabilities as they fall due.

Income recognition

Income is recognised in the period in which the charitable company has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received.

Income recognition (continued)

Contract Income

The DfE Career Changers Contract income is included in the statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of meeting any performance-related conditions there is no unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met. Where entitlement occurs before income is received, the income is accrued. Where KPIs will not or have not been met, the income penalty will be adjusted for during the financial year in which the KPI was not met – i.e. if the 2022 Cohort Recruitment Target is not met, the 2021/22 income will be adjusted based on the agreed penalty level (up to 5% of contract income).

Donations

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

Other income

Other income is recognised in the period it is receivable and to the extent the charity has provided the goods or services.

Donated services

The charity receives pro-bono services which are also referred to in these financial statements as gifts-in-kind. These services are recognised as both income and expenditure within these financial statements at the value which would have been charged by the donor had the transaction been completed on a commercial basis.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing Now Teach to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Support costs (including governance costs) represent indirect charitable expenditure and are included in charitable activities on the basis of their use. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of finance, HR, governance and central overheads.

Governance costs comprise the costs involving the public accountability of the charity. These include audit costs and costs in respect to compliance with regulation and good practice.

All expenditure is stated net of recoverable VAT.

Principal accounting policies Period ended 31 August 2021

Financial instruments

The charity only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the charity and their measurement basis are as follows:

Financial assets – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 10. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Financial liabilities – trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 11. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

Debtors

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

Cash at bank and in hand

Cash at bank and 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.

Liabilities

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Fund accounting

The general unrestricted fund represents those monies which are freely available for application towards achieving any charitable purpose that falls within the charity's objects.

Restricted funds comprise monies raised for, or their use restricted to, a specific purpose, or contributions subject to donor imposed conditions

Designated funds are those that are unrestricted but earmarked by the trustees for a particular purpose.

Leased assets

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight-line basis over the lease term.

Principal accounting policies Period ended 31 August 2021

Pension costs

Contributions by the charity in respect of its employees' personal pension plan and its auto-enrolment scheme are charged to the statement of financial activities in the year in which they are earned by those employees.

The charity is auto enrolment compliant for pension purposes and contributes into a defined contribution pension scheme. This scheme means that once contributions are made the pension funds are at the discretion of the members and are outside the control of the charity.

Notes to the financial statements Period ended 31 August 2021

1. Income from: Donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	Total 31 August 2021 £'000	Total 9 March 2019 to 31 March 2020 £'000
Donations	113	—	113	—
Pro-bono services and other gifts in kind	50	—	50	—
	<u>163</u>	<u>—</u>	<u>163</u>	<u>—</u>

2. Income from: Charitable activities

	Unrestricted funds £'000	Restricted funds £'000	Total 31 August 2021 £'000	Total 9 March 2019 to 31 March 2020 £'000
Programme fees	1,329	—	1,329	—
	<u>1,329</u>	<u>—</u>	<u>1,329</u>	<u>—</u>

3. Expenditure

	Activities undertaken directly £'000	Support costs (note 4) £'000	1 April 2020 31 August 2021 £'000	9 March 2019 to 31 March 2020 £'000
Programme delivery	1,243	69	1,312	—
2021 Total funds	<u>1,243</u>	<u>69</u>	<u>1,312</u>	<u>—</u>

4. Support costs

	Unrestricted funds £'000	Restricted funds £'000	Total 31 August 2021 £'000	Total 9 March 2019 to 31 March 2020 £'000
Finance	31	—	31	—
HR	8	—	8	—
Governance	9	—	9	—
Other overheads and support staff	21	—	21	—
	<u>69</u>	<u>—</u>	<u>69</u>	<u>—</u>

Notes to the financial statements Period ended 31 August 2021

5. Net movement in funds

This is stated after charging:

	1 April 2020 31 August 2021 £'000	9 March 2019 to 31 March 2020 £'000
Staff costs (note 6)	793	—
Auditor's remuneration		
· Audit fee	7	—
· Other services	2	—
Operating lease rentals	9	—

6. Staff costs and remuneration of trustees and key management personnel

	1 April 2020 31 August 2021 £'000	9 March 2019 to 31 March 2020 £'000
Wages and salaries	658	—
Social security costs	60	—
Pension costs	75	—
	793	—

Staff numbers

The average number of persons (including the Executive Management Team) employed by the charitable company during the period ended 31 August 2021 was 18 (period ended 31 March 2020 – none).

Higher paid staff

The number of employees whose benefits (excluding employer pension costs) fell within the following bands was:

	2021 No.	2020 No.
£70,001 - £80,000	1	—

Key management personnel

The trustees consider that they, together with the Now Teach Executive Management Team will comprise the key management of the charitable company in charge of directing and controlling, running, and operating the charitable company on a day-to-day basis.

The total amount of employee benefits (including employee pension contributions) received by key management personnel for their services to the charity was £262,472 (2020 – £nil).

7. Related party transactions

The trustees received no remuneration or reimbursement of expenses in connection with their duties in the current or comparative periods. During the period, one trustee donated an amount of £1,000, which was matched by Visa.

Bain and Co (who work with a number of social enterprises in London) provide pro-bono services to Now Teach to the value of £31,310 for the period ended 31 August 2021. One of Now Teach's trustees, Graham Elton, is also a director of Bain and Co. In the prior period, the services were provided whilst Now Teach remained an Ark Venture, and during which time Bain and Co were working pro bono for other Ark Ventures. It was therefore not possible to separately identify the value of these services to Now Teach and therefore has not been recognised as a gift-in-kind donation during the previous period.

Now Teach continues to receive support from Ark for HR and Finance, despite now acting as a separate legal entity. These services are provided at cost with Service Agreements in place and one of the Now Teach trustees, Lucy Heller, is the Managing Director of Ark. During the period ended 31 August 2021, the total included within expenditure as amounts paid to Ark for these services was £115,704 with an amount of £6,642 payable at 31 August 2021. In addition, an amount of £166,171 remains payable at 31 August 2021 to Ark in respect of services provided whilst Now Teach was part of Ark. Further, an amount of £706,000 was transferred from Ark to Now Teach on 1 September 2021 as disclosed in note 13.

Lucy Heller is also the Managing Director of Ark Schools, an independent Multi-Academy Trust (registered company number of 05112090 with its registered address being the same as Ark's). Now Teach engages with Ark Schools to provide IT support and during the period an amount of £20,922 was included within expenditure as amounts paid to Ark Schools with the full amount remaining payable at 31 August 2021. In addition, an amount of £35,605 remains payable at 31 August 2021 to Ark Schools in respect of services provided whilst Now Teach was part of Ark.

8. Taxation

The company is a charity under the Finance Act 2010 (schedule 6, paragraph 1) definition. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains within categories covered by the Corporation Tax Act 2010 (part 11, chapter 3) or the Taxation of Chargeable Gains Act 1992 (section 256), to the extent that such income or gains are applied exclusively to charitable purposes.

No tax charge arose in the period.

9. Debtors

	31 August 2021 £'000	31 March 2020 £'000
Trade debtors	121	—
Prepayments and accrued income	12	—
	133	—

Notes to the financial statements Period ended 31 August 2021

10. Creditors

	31 August 2021 £'000	31 March 2020 £'000
Trade creditors	35	—
Accruals and deferred income	44	—
VAT liability	63	—
Taxation and social security	22	—
Other creditors	283	—
	447	—

11. Funds

	Balance at 1 April 2020 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2021 £'000
Restricted funds					
. Research and technology	—	83	(64)	—	19
Total restricted funds	—	83	(64)	—	19
Unrestricted funds					
. General funds	—	2,115	(1,248)	—	867
Total unrestricted funds	—	2,115	(1,248)	—	867
Total funds	—	2,198	(1,312)	—	886

The specific purposes for which the funds are to be applied are as follows:

Restricted funds

The research and technology fund enables Now Teach to invest in external consultants to help define the capabilities and capacity required to deliver strategy, with focus on tech solutions and support impact evaluation. The funds are used to fund research, technology and evaluation work with external consultants, ImpactBox, InHive and ImpactEd.

12. Analysis of net liabilities between funds

	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000
Fund balances at 31 August 2021 are represented by:			
Debtors	133	—	133
Cash at bank and in hand	1,181	19	1,200
Creditors: amounts falling due within a year	(447)	—	(447)
Total net liabilities	867	19	886

13. Transfer from Absolute Return for Kids (Ark UK Programmes)

Now Teach was originally incubated as an Ark Venture (also known as Ark UK Programmes, a registered charity in England and Wales, registration number 1137932, and company limited by guarantee, company number 05932797. Registered address: The Yellow Building, 1, Nicholas Road, London, W11 4AN) between 2016 and 2020, prior to Now Teach achieving legal independence.

With effect from 1 September 2020, the activities, assets and liabilities relating to Now Teach held within Ark UK Programmes were transferred to Now Teach as part of a commercial transfer agreement. On this date, the following assets and liabilities were transferred which, in effect, have been donated to Now Teach following its legal independence:

	£'000
Debtors	405
Cash at bank and in hand	652
Creditors: amounts falling due within one year	(351)
Total net assets receivable from Ark UK Programmes	706

Of the above net assets, £83k were restricted in nature as indicated in note 11 above.