

The Nurture Group Network Limited

(Limited by Guarantee)

**Report and Financial Statements
for the year ended 30 September 2014**

Charity Commission registration number 1115972

OSCR registration number SC042703

Company registration number 05562426

Trustees Annual Report

For the Year Ended 30 September 2014

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The trustees present their report and the audited financial statements for the year ended 30 September 2014

The financial statements have been prepared in accordance with the accounting policies set out on pages 13 and 14 and comply with the charity's governing document, the Memorandum and Articles of Association, applicable laws and the requirements of the Statement of Recommended Practice on Accounting and Reporting by Charities as revised ("SORP 2005"), the Charities Act 2011 and the Companies Act 2006.

Mission, Purpose and Objectives

Our Mission

To promote nurture groups as an effective way of meeting the needs of vulnerable children and young people and to ensure their continuing quality through the delivery of accredited training, quality monitoring, publications, research and information exchange.

Our Charitable Purpose

We aim for each person who needs it to be able to access nurture provision, to raise the profile of nurture, to make the concept more widely understood and to push the nurture agenda right to the heart of government.

Our Strategic Objectives

- To engage schools and teachers to set up nurture groups to benefit vulnerable children
- To promote nurture culture and nurture groups for all schools
- To develop the Nurture Group Network (NGN)

Public Benefit

The trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in setting the aims and objectives of the charity and its future plans. NGN is fully committed to providing public benefit across its full range of research data, in developing quality publications, providing quality training and in seeking to influence governmental education policy.

A wealth of information from our library, evidence-based research and over 40 years of experience is freely available on our website. The Quality Mark Award for schools endorsing effective practice in nurture groups is widely sought. It is operated at a deficit, funded by surpluses in other activities, but made worthwhile by helping to set, encourage and maintain quality standards within establishments with nurture groups.

The trustees believe that the contents of the Mission, Purpose and Objectives section, in addition to other aspects of this report, demonstrate how the charity meets its public benefit requirements.

Review of the Year

Strategic Objective 1: Engage schools and teachers to set up nurture groups to benefit vulnerable children:

We developed, trialled and evaluated new half day and one day training courses. We have taken conferences to new audiences in new locations, to raise greater awareness of what NGN can offer. There were well-attended conferences in Cardiff, Glasgow, Ashford and Norwich.

The new training team structure is now bedded in. This year saw record numbers in terms of the number of people we were able to train, in addition to record levels of income generated.

Strategic Objective 2: Promote nurture culture and nurture groups for all schools:

Increased work in research; gathering together statistics, research, personal accounts and case studies to build up a mass of information and evidence on the effectiveness of nurture. This important work will frame future research, as well as help support our case when promoting and advocating nurture culture and groups to governments, authorities and others with influence. We now have access to data underwriting the efficacy of our services and the impact that nurture and nurture groups have on the development of vulnerable children and young people. In appointing a full time research post we continue to invest in quality research and data to help drive forward all our key strategic aims.

We started work on forging new partnerships with schools, like-minded charities and with local and national authorities.

Further work has taken place to develop the communication strategy.

Strategic Objective 3: Develop the Nurture Group Network:

The new website went live in September 2014 and has been well received. A large amount of work has gone into this project, which we hope will be of great benefit to us and our supporters in the coming years, helping us to communicate with our members and supporters online and through social media.

There is a greater focus on member services, now delivered by the dedicated Membership Officer. We are now able to better serve their needs and requests through the dedicated and

Trustees Annual Report

For the Year Ended 30 September 2014

trusted point of contact. The Membership Officer also works on increasing the membership through better retention of existing members, as well as recruiting new ones.

We have developed the governance of the organisation through the creation of the sub-committee structure (page 6). The committees have allowed trustees to be more engaged with the strategy of the key areas of the charity, as well as better utilising their strengths and expertise. There was a significant amount of time spent recruiting seven volunteer regional co-ordinators and helping them to establish regional networks across the UK.

The Business Development function appointed towards the end of last year has allowed us to generate better marketing and networking opportunities and improve the promotional activity around membership, training, conferences and publications.

In last year's report the trustees set out their future plans for the organisation. The table below sets out how NGN has followed through on these plans during the past year:

Developing training offer to include further half and one day courses	Achieved
Increasing the number of awareness raising	Achieved
Investing in our QMA to expand the programme	Not achieved – rolled over to 2014/15
Investing in members & member benefits. Doing more for & with our members and expanding the membership and regional groups	Achieved – the setting up of regional co-ordinators and groups. Member benefits are still under review and this work is rolled forward to next year.
Development of a new website to improve our service delivery to members and customers	Achieved

Financial Review

NGN has had another very good year financially, significantly exceeding our budget expectations by generating an overall surplus of over £90,000 despite operating in an environment of continued budget cuts within local authorities and general public austerity. The balance sheet remains strong with total net assets of £694,000 and a current ratio of almost 6:1.

Total income grew substantially this year by £104,000 to over £810,000. We are pleased to report that a successful year delivering training courses and producing in-demand publications not only mean that we can extend the nurture message and principles to more than ever before, it also means that the contributions to reserves that these two areas have made, allows us to continue to provide important services such as membership services and the Quality Mark Award, as well as ensuring good governance of the charity (which all run at a deficit) and still return a surplus for the year, ensuring our reserves remain solid and within the reserves policy.

Total costs have increased to £719,000 (up by 38% from the previous year). The main driver for this increase is greater staff costs, which have increased by £120,000 from last year as the full year effect of the increase in capacity over the past 18 months flows through. An enlarged staff body has allowed the organisation to grow income to a record level, as well as start building a wider and stronger base for future growth and innovation, making NGN a more effective voice for nurture and nurture groups.

Governance costs have fallen slightly from last year, as have the cost of generating funds; demonstrating the systems that have been put in place are now allowing us to be more

efficient and able to direct more resources to charitable activities, thus having a greater impact with our front line services to members and beneficiaries.

The majority of capital expenditure was on the new website, which went live in September 2014. Net current assets have increased by £75,000 to £657,000; largely due to the £50,000 increase in cash to over £490,000.

Within reserves, trustees have decided not to designate further funds this year to any of the three funds supporting the strategic objectives. This allows free reserves to remain at a similar point within the reserves policy range as was seen last year. Free reserves stand at £324,000, with total designated funds of £369,000.

Reserves policy

Trustees review the reserves level at Board meetings throughout the year, as well as annually as part of the year end process. Previously, NGN has held all reserves as general funds. However, in the previous year, trustees took the decision to designate certain funds, in order to provide adequate resource to enable management to successfully carry out approved plans.

NGN holds all its reserves as unrestricted funds; split between designated funds and general funds (free reserves). It is the policy of the Charity that free reserves should be maintained at a level equivalent to between three and six month's expenditure (£178,000 - £356,000 in 2013/14). The trustees consider that maintaining free reserves at this level will ensure that, in the event of a significant drop in income, they will be able to continue the charity's current activities while consideration is given to ways in which additional funds may be raised. At 30th September 2014 the free reserves are £324,000, or 5.5 months of current annual expenditure.

Last year the trustees designated £350,000 spread across three separate funds to help achieve the objectives set out in the business plan. In addition to this, the Fixed Asset fund, equivalent to the net book value of the tangible fixed assets, has been set up as these funds are not available for working capital. Further details of the designated funds can be found in the notes to the accounts.

Future Plans

Our main focus for 2014/15 will be to continue delivering on the three key strategic objectives set out in our five-year business plan.

The level of reserves now held has allowed us the opportunity to be able to designate significant funds to resource the objectives set out above. The development of the NGN team under our Chief Executive has enabled us to gain greater focus within the organisation and to further build on previous successes.

A selection of the key opportunities that we wish to pursue in the next year are:

- Launching the first Summer School dedicated to nurture
- Further developing the half and one day training courses we offer
- Further building on the success of our awareness raising events
- Trial and evaluate our National Nurturing School Programme
- Develop a consultancy service
- Implement our updated communications strategy to further our aim of greater engagement in policy development in local, regional and national government
- Hold an international research conference on nurture, publish the first nurture research journal and commission new research.

- Develop and expand the Quality Mark Award programme
- Further work on governance by updating the Articles of Association and completing a skills audit for the Board of Trustees
- Close our office in Wigan
- Further develop the new website, including online payments and direct debits for membership subscriptions

Risk Management

Trustees fully recognise their responsibility for the management of risk. The Finance & Fundraising Committee was charged with identifying, assessing and minimising the major risks (based on likelihood of occurrence and potential impact) to which the charity is exposed. This group consists of a minimum of two trustees, the Chief Executive and the Executive Assistant. The risk policy and risk register is reviewed annually. The policy will undergo a thorough review next year, to better reflect the current and future risks facing NGN, as well as creating a strong link between it and the reserves policy, as NGN moves towards a risk-based reserves policy. Major risks in the following areas have been identified, assessed and monitored:

- Strategic
- Financial
- Operational
- Reputational
- Security
- Regulatory

The Board considers the system of internal controls that govern its operations to be well-established, and provides reasonable assurance against these major risks. The major risk identified during the year was the significant shift in the budget set at the start of the year. In recent years NGN has made significant surpluses as a result of the tremendous work of a small staff body. We have significantly increased our headcount over the past 18 months and during this period of change we budgeted to break even in 2013/14, as we shifted a certain amount of focus away from training activity and towards building up the organisation in order to be more effective in promoting nurture and nurture groups and building up a grassroots network. The margin of error against a break even budget and the risk of making a loss in the year, and the message this might send to our supporters, was mitigated by some exceptional sales figures at the start of the year, which created some financial breathing space for the later months - which in the end resulted in the £93,000 surplus.

Structure, Governance and Management

Structure

The Nurture Group Network is a registered charity and a company limited by guarantee, governed by its Memorandum and Articles of Association.

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

The Board of Trustees meets as a whole body four times a year. The names of the trustees at the date at which the accounts were approved, or who served during the year are given below, along with the names of the committees they served on.

Trustees Annual Report

For the Year Ended 30 September 2014

Sub-committees of the Board have been established this year. The sub-committees help support the overall governance of the organisation by both allowing trustees to better use their skills and experience in more targeted ways, as well as allowing more time at meetings of the full Board to discuss the overall strategy and direction of the charity.

Mark Turner (Chair)	Remuneration
Susan Henderson (Vice Chair)	Membership, Policy & Publications
Jacqueline Brooks (Hon. Secretary)	Remuneration
Jonathan Waterfield (Hon. Treasurer)	Finance & Fundraising; Remuneration
Leo Barasi	Communications & Marketing
Kathryn Bevan	Research, Evidence & Ethics
Louise Boothby	Finance & Fundraising
Marianne Coleman	Research, Evidence & Ethics
Marian Evans	Finance & Fundraising; Membership, Policy & Publications
Kelly Freeman	Communications & Marketing
Caroline Hawkes	-
Peter Lewis	-
Charlotte Quince	Communications & Marketing
Tina Rae	Research, Evidence & Ethics

We welcome the inclusion of volunteers (other than trustees) to add their expertise to the committees, although at the date these accounts were approved we are yet to include such volunteers within these groups.

Employees of the charity are based in offices in London, Paisley and Wigan (closed December 2014).

Governance and Management

New trustees are recruited and co-opted by the existing trustees, in accordance with the governing documents. Co-opted trustee vacancies are advertised externally, with the desired areas of expertise explicitly stated. Applications are reviewed by trustees and suitable candidates are provided with information about the role and invited to meet with the current Board of Trustees to discuss how they could contribute to the charity. New trustees are co-opted by majority decision of the full Board and their appointment is formally approved by the membership at the following Annual General Meeting.

Under the requirements of the Memorandum and Articles of Association, trustees are able to be re-elected for a period of three years by the Board, with ratification at the next Annual General Meeting following re-election. All trustees are permitted to serve on the Board for a maximum of three terms.

Upon appointment, new trustees receive copies of NGN's governing documents and good governance policy along with copies of the NGN's strategy document and minutes of recent meetings. Trustees are required to register their interests with the Chief Executive Officer. Any new interest and interests relevant to agenda items must be declared at the start of every Board meeting.

New trustees are encouraged to visit the offices, meet the staff and wherever possible, visit a nurture group in their area, so as to gain an in-depth appreciation of the work that the charity supports and promotes.

Thanks

This has been another successful year for NGN and the trustees wish to express their thanks to the staff for their continued hard work and commitment. The trustees also wish to extend their gratitude to all of our members and supporters for their continued loyalty to NGN.

Auditors

Kingston Smith LLP were reappointed in the year and have indicated their willingness to continue in office. They are deemed to be reappointed in accordance with section 487(2) of the Companies Act 2006.

Statement of Trustees Responsibilities

The trustees (who are also directors of The Nurture Group Network Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the 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 the affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period, and under company law they must not approve the financial statements unless they are satisfied to do so. In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, Charities and Trustee Investment (Scotland) Act 2005 and Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

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

Trustees Annual Report
For the Year Ended 30 September 2014

These financial statements have been prepared in accordance with the special provisions available to small companies under Part 15 of the Companies Act 2006 and the Financial Reporting Standard for Smaller Entities (effective April 2008).

These accounts were approved by the trustees on..... and signed on their behalf by:

.....
Mark Turner
Chair

Independent Auditors' Report to the members of The Nurture Group Network Limited

(Limited by Guarantee)
for the year ended 30 September 2014

We have audited the financial statements of Nurture Group Network for the year ended 30 September 2014 which comprise the Statement of Financial Activities (including the Summary Income and Expenditure Account), the Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on pages 7 & 8 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.

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, the Companies Act 2006 and Section 151 of the Charities Act 2011 and report to you in accordance with regulations made under those Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

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

Opinion on the financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 September 2014 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011.

Independent Auditors' Report to the members of The Nurture Group Network Limited

(Limited by Guarantee)

for the year ended 30 September 2014

Opinion on other matter prescribed by the Companies Act 2006

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

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011 require us to report to you if, in our opinion:

- the company has not kept proper, adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

Date:

.....
James Cross (Senior Statutory Auditor)
for and on behalf of Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London
EC1M 7AD

Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

The Nurture Group Network Limited
(Limited by Guarantee)
Statement of Financial Activities
Including an Income and Expenditure Account
for the year ended 30 September 2014

	Notes	Unrestricted funds		2014 Total £	2013 Total £
		General fund £	Designated funds £		
Incoming resources					
<i>Incoming resources from generated funds</i>					
Voluntary Income					
Donations		10,042	-	10,042	8,310
Subscriptions		53,091	-	53,091	52,311
Grants receivable		-	-	-	3,000
Investment income		1,330	-	1,330	105
<i>Incoming resources from charitable activities</i>					
Publications		181,820	-	181,820	149,984
Training, courses and conferences		556,462	-	556,462	487,429
Quality mark accreditation scheme		9,217	-	9,217	7,000
Total incoming resources		811,962	-	811,962	708,139
Resources expended					
<i>Costs of generating funds</i>					
Costs of generating voluntary income		31,432	93	31,525	49,319
Subscriptions		42,192	232	42,424	53,267
<i>Charitable activities</i>					
Publications		101,705	697	102,402	65,173
Training, courses and conferences		454,090	20,993	475,083	277,798
Quality mark accreditation scheme		27,152	139	27,291	28,034
Direct Support		-	-	-	3,000
<i>Governance costs</i>		40,128	232	40,360	45,881
Total resources expended	2	696,699	22,386	719,085	522,472
Net incoming resources for the year before transfers		115,263	(22,386)	92,877	185,667
Transfers between funds	9	(22,199)	22,199	-	-
Net incoming resources for the year	3	93,064	(187)	92,877	185,667
Fund balances brought forward at 1 October 2013		231,229	369,440	600,669	415,002
Fund balances carried forward at 30 September 2014	9	324,293	369,253	693,546	600,669

The notes on pages 14 to 19 form a part of these financial statements.

The Nurture Group Network Limited

(Limited by Guarantee)

Balance Sheet

As at 30 September 2014

	Notes	2014 £	£	2013 £
Fixed assets				
Tangible fixed assets	6		36,994	19,440
Current assets				
Stock		32,664		38,243
Debtors	7	269,398		275,413
Cash at bank and in hand		491,676		442,115
		793,738		755,771
Creditors: amounts falling due within one year	8	137,186		174,542
Net current assets			656,552	581,229
Net assets			693,546	600,669
Funds	9			
General Fund			324,293	231,229
Designated Funds			369,253	369,440
Total funds			693,546	600,669

The notes on pages 14 to 19 form a part of these financial statements.

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved by the Board and authorised for distribution on
and signed on its behalf by:

.....
Mark Turner
Chair
The Nurture Group Network Limited
Company registration number 05562426

The Nurture Group Network Limited

(Limited by Guarantee)

Notes to the financial statements for the year ended 30 September 2014

1. Accounting policies

a) Basis of accounting

These financial statements have been prepared under the historical cost convention, and in accordance with the provision of the Charities Act 2011, the revised Statement of Recommended Practice (SORP 2005) "Accounting and Reporting by Charities", the Financial Reporting Standard for Smaller Entities (effective April 2008) and the charity's governing document. The following principal accounting policies have been consistently applied in preparing the financial statements.

b) Incoming resources

Voluntary income relating to donations and gifts is included in full in the statement of financial activities when receivable. Volunteer time is not accounted for in the financial statements.

Membership subscriptions are recognised over the period of the membership. The membership year runs 1 October - 30 September. Subscription income received in advance of the membership year to which it relates is shown as deferred income.

Grants are recognised in full in the statement of financial activities in the year in which they are receivable.

Income generated from the supply of goods or services is included in the statement of financial activities in the period in which the supply is made, net of output VAT.

c) Expenditure

Expenditure is recognised in the period in which it is incurred and allocated to the particular activity, where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

	2014	2013
Voluntary income excl subscriptions	2%	5%
Subscriptions	5%	5%
Publications	15%	14%
Training, courses and conferences	70%	65%
Quality mark accreditation	3%	4%
Governance	5%	7%

d) Stock

The charity recognises stock in its financial statements at the lower of cost or net realisable value.

e) Governance

Governance costs represent expenditure incurred for external audit and other costs associated with constitutional and statutory requirements.

f) Tangible fixed assets

All assets with a useful life of more than one year and a cost or value of at least £50 are capitalised.

Leasehold improvements	Over the lease term
Fixtures and equipment	20% Reducing balance
Website	20% Straight line (once in use)

Assets under £50 are not capitalised.

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Notes to the financial statements for the year ended 30 September 2014

g) Fund accounting

The charity maintains various types of funds as follows:

Restricted funds

These are funds which are to be used in accordance with specific restrictions imposed by donors, or which have been fundraised for by the charity for a particular purpose.

Unrestricted funds

Unrestricted General funds

These are funds which are freely available for use by the trustees in furtherance of our charitable objects.

Designated funds

These are unrestricted funds that have been set aside by the trustees for specific purposes. The aim of each of these funds is set out in the notes to the accounts, along with estimated timescales as to when the funds will be spent.

h) Pensions

The charity operates a defined contribution pension scheme whereby it offers all staff a contribution towards pensions, equivalent to 5% of gross salary. Payments are made direct into individually held pension schemes nominated by staff. Pension contributions are charged to the statement of financial activities as the liability arises.

i) Leases

Payments made under operating leases are charged to the statement of financial activities as incurred.

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Notes to the financial statements

for the year ended 30 September 2014

2. Total resources expended

	Training, courses and conferences £	Publication of educational literature £	Subscriptions £	Quality mark award £	Governance £	Cost of generating funds £	2014 £	2013 Total £
Direct costs	107,982	22,882	7,627	4,576	7,627	3,051	153,745	135,398
Staff costs (See Note 4)	232,681	54,260	26,378	17,664	24,314	25,106	380,403	260,289
IT and website	4,555	976	325	195	325	130	6,506	5,767
Marketing, publicity & exhibition	20,877	2,545	848	509	848	339	25,966	931
Other operating charges	105,736	21,042	7,014	4,208	7,014	2,806	147,820	116,247
Depreciation	3,252	697	232	139	232	93	4,645	3,840
Total resources expended	475,083	102,402	42,424	27,291	40,360	31,525	719,085	522,472

3. Net income for the year

This is stated after charging:

	2014 £	2013 £
Depreciation	4,645	3,840
Operating lease commitments	8,000	8,500
Reimbursement of expenses incurred by members of the Board	1,435	2,973
Auditors' remuneration:		
Current year audit	5,000	5,000
In respect of previous year	201	263
Fees for other services	308	970

Expenses were paid to trustees for their travel and other meeting costs. The number of trustees who claimed expenses in the year was 5 (2013: 9). Two trustees were compensated for their time in undertaking training or QMA's on behalf of the charity. These services were supplied separately from their duties as trustees, with the amount of compensation determined on an arm's length basis. A payment of £225 (2013: £225) was made to Caroline Hawkes for a QMA visit during her time as a trustee. Payments totalling £1,744 (2013: £0) were made to Tina Rae for the delivery of keynote speeches at conferences. These payments are allowed by the governing documents of the charity and have been approved by the Board of Trustees in line with the relevant clauses.

4. Staff costs and numbers

Staff costs were as follows:

	2014 £	2013 £
Salaries and wages	339,024	224,562
Social security costs	33,700	24,179
Pension contributions	5,392	8,791
	378,116	257,532
Temporary and other staff costs	2,287	2,757
	380,404	260,289

In 2014 the charity employed 1 (2013: 0) person who earned between £60,000 - £70,000, and paid pension contributions on their behalf of £3,032 (2013: £2,000)

The average monthly number of employees analysed by activity was as follows:

	2014 No.	2013 No.
Voluntary income	1	0.5
Subscriptions	1	0.5
Publications	1.5	1.5
Training, courses and conferences	6.5	6
Governance	1	0.5
	11	9

The Nurture Group Network Limited

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Notes to the financial statements for the year ended 30 September 2014

5. Taxation

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

6. Tangible fixed assets

	Short Leasehold £	Fixtures & Equipment £	Website £	Total £
COST				
At 1 October 2013	12,889	42,533	-	55,422
Additions in the year	-	7,702	14,513	22,215
Disposals in the year	-	(150)	-	(150)
	<hr/>	<hr/>	<hr/>	<hr/>
At 30 September 2014	12,889	50,085	14,513	77,487
DEPRECIATION				
At 1 October 2013	8,666	27,316	-	35,982
Charge for the year	844	3,801	-	4,645
On disposals	-	(134)	-	(134)
	<hr/>	<hr/>	<hr/>	<hr/>
At 30 September 2014	9,510	30,983	-	40,493
NET BOOK VALUE				
At 30 September 2014	<u>3,379</u>	<u>19,102</u>	<u>14,513</u>	<u>36,994</u>
At 30 September 2013	<u>4,223</u>	<u>15,217</u>	<u>-</u>	<u>19,440</u>

7. Debtors

	2014 £	2013 £
Trade debtors	250,081	257,384
Prepayments	19,067	16,696
Accrued income	-	1,333
Other debtors	250	-
	<hr/>	<hr/>
	<u>269,398</u>	<u>275,413</u>

The Nurture Group Network Limited

(Limited by Guarantee)

Notes to the financial statements for the year ended 30 September 2014

8. Creditors : amounts falling due within one year

	2014 £	2013 £
Trade creditors	23,075	35,069
Other creditors	24,475	49,180
Accruals	14,631	5,197
Deferred income	75,005	85,095
	<u>137,186</u>	<u>174,542</u>

Included within Other creditors are outstanding pension liabilities amounting to £4,914 (2013: £11,876).

	2014 £	2013 £
Deferred income brought forward	85,095	23,496
Released to income	(85,095)	(23,496)
Additional in year	75,005	85,095
	<u>75,005</u>	<u>85,095</u>

9. Movements in funds

	At 1 October 2013 £	Incoming resources £	Resources expended (including losses) £	Transfers in/(out) £	At 30 September 2014 £
Designated funds					
Setting up nurture groups fund	200,000	-	(5,025)	-	194,975
Promoting nurture fund	75,000	-	(7,463)	-	67,537
NGN development fund	75,000	-	(5,253)	-	69,747
Fixed Asset Fund	19,440	-	(4,645)	22,199	36,994
Total designated funds	<u>369,440</u>	<u>-</u>	<u>(22,386)</u>	<u>22,199</u>	<u>369,253</u>
General fund	<u>231,229</u>	<u>811,962</u>	<u>(696,699)</u>	<u>(22,199)</u>	<u>324,293</u>
Total unrestricted funds	<u>600,669</u>	<u>811,962</u>	<u>(719,085)</u>	<u>-</u>	<u>693,546</u>

Each designated fund apart from the fixed asset fund has been created in order to resource the three core aims of the five year business plan approved by trustees during this current year. As such, the timescale for the spending of these funds is between one and five years, with work continuing on these projects during 2014/15 and beyond.

The Nurture Group Network Limited

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Notes to the financial statements for the year ended 30 September 2014

Setting up nurture groups fund:

This fund has been created to underwrite the work of engaging schools and teachers to set up nurture groups through creating greater awareness of nurture principles and providing resources or support to nurture groups. The fund aims to provide this at no or a subsidised cost to those wishing to set up a nurture group.

Promoting nurture fund:

This fund has been created to set aside funds in order to promote nurture culture and nurture groups for all schools. This will be done through increased advocacy with governments and other relevant authorities, through targeted media work and by demonstrating nurture principles' impact and successes.

NGN development fund:

This fund has been created to underwrite the development of NGN; by funding research, improving the infrastructure of the organisation and by resourcing evaluation and quality monitoring of nurture groups and principles.

Fixed asset fund:

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

10. Analysis of total net assets between funds

	General fund	Fixed asset fund	Other designated funds	Total funds
	£	£	£	£
Tangible fixed assets	-	36,994	-	36,994
Current assets	461,481	-	332,259	793,740
Current liabilities	(137,188)	-	-	(137,188)
Total net assets	324,293	36,994	332,259	693,546

11. Operating leases

The charity has the following annual commitments, under operating leases:

	2014 £	2013 £
Office premises: leases expiring within the next twelve months	11,753	17,342

The above figure includes 2 leases which are on rolling contracts and as such may not be undertaken for 12 months. However, as these leases are expected to be renewed the commitment has been calculated on an annual basis. If disclosure was made on a rolling basis the commitment would be £10,170.

12. Related Party Transactions

During the year the charity paid £1,799 (2013: £0) to Penny Stephens, the wife of the CEO, for proof reading work. The principle of using Penny was approved by the Board of Trustees, and her invoices are approved for payment by the Treasurer.

The Nurture Group Network Limited

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Reference and Administrative Information

Charity Registrations:

The Nurture Group Network ("NGN")

Company Registration No. (England & Wales): 05562426

Registered Charity No. (England & Wales): 1115972

Registered Charity No. (Scotland): SC042703

Registered Office:

Insight House

Riverside Business Park

Stansted Mountfitchet

CM24 8PL

Principal Office:

18a Victoria Park Square

Bethnal Green

London

E2 9PF

Board of Trustees:

Mark Turner (Chair)

Susan Henderson (Vice Chair)

Leo Barasi (resigned 25th January 2015)

Kathryn Bevan

Louise Boothby

Jacqueline Brooks (Hon. Secretary)

Marianne Coleman (appointed 5th October 2013)

Marian Evans

Kelly Freeman

Caroline Hawkes (resigned 5th October 2013)

Peter Lewis (resigned 24th February 2014)

Charlotte Quince

Tina Rae (appointed 5th October 2013)

Jonathan Waterfield (Hon. Treasurer)

Life President:

Marion Bennathan OBE

Chief Executive Officer:

Kevin Kibble

The Nurture Group Network Limited

(Limited by Guarantee)

Reference and Administrative Information

Auditors:

Kingston Smith LLP

Devonshire House

60 Goswell Road

London

EC1M 7AD

Principal Bankers:

Barclays Bank Plc

128 Moorgate

London

EC2M 6SX