



The Nurture Group Network Limited  
Company Number 05562426  
Charity registered in England and Wales  
Charity Number: 1115972  
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Annual Report and Financial Statements  
October 2018 to September 2019

## Letter from Chair

Dear Members

It seems almost unreal to think back to the life we knew before COVID-19 put the whole of the UK in a state of lockdown. I think back to last year's summer school and our AGM held in such a positive atmosphere reflecting and celebrating 50 years of Nurture. This certainly wasn't how we expected our celebration to unfold!

This reminds us of the many challenges that the organisation has faced over the years and the sheer determination and conviction of members like yourselves. You have never lost sight of our mission to reach those children and young people most in need. These young people who have so much to contribute to our society when the appropriate support and interventions are put in place, which enable them to fulfil their full potential.

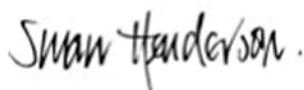
Despite the immediate challenge, we are all determined to emerge from this crisis stronger and better equipped to respond to the new environment and new opportunities. Support for mental health and wellbeing will be at the heart of our recovery.

Who would have imagined that an initiative, piloted 50 years ago in Hackney, East London, would have been so successful that it now operates across the whole of the UK and has a growing international profile? As we celebrate our 50th anniversary it's important to continue to acknowledge the vision and determination of those professionals and supporters who pioneered this development. It's a privilege for all of us to play a small part in their legacy but ultimately our thanks must go to all of our supporters who over the years have continued to challenge existing systems and champion the nurture ethos.

We hope you will find our report informative and an opportunity to gain a perspective on the work of the organisation over the twelve months from October 2018 – September 2019. Clearly, we could never suggest we always get everything right, but I hope this report gives you a sense of our drive for continuous improvement. We celebrate what we have achieved but challenge ourselves on ways in which we can improve.

In conclusion, I would like to thank the trustees, staff and all of our supporters, teachers, support staff and volunteers who never give up! Finally, I need to acknowledge the work and dedication of our CEO, Kevin Kibble. When you read this report Kevin will have retired. Kevin has made such an outstanding contribution over the last eight years. We intend to find an appropriate opportunity when we can all meet up and celebrate with Kevin in person. However, on behalf of the Board I would like to take this opportunity to thank him. His vision and commitment has done so much to shape the organisation and to ensure that we can emerge from this crisis fit for purpose!

Looking ahead, we are delighted to have appointed Arti Sharma as our new CEO. Arti brings a wealth of experience to the role and is committed to leading the organisation as we seek to continue to expand the role and impact of nurtureuk.



Susan Henderson OBE  
Chair of Board of Trustees

## Nurtureuk in a nutshell

Who we are:

Nurtureuk is working tirelessly to promote access to education for all. With increasing numbers of children and young people affected by social, emotional and behavioural difficulties inhibiting their progress and limiting their life chances, nurtureuk has developed a range of interventions and support to give vulnerable children and young people the opportunity to be the best they can be. Whether it is delivering certified training, supporting whole-school or authority-wide nurturing schools approach or promoting evidence-based research, nurtureuk is providing quality support and resources to make nurturing provision a reality for pupils across the UK and beyond.

The Six Principles Of Nurture



What is nurture?

The concept of nurture highlights the importance of social environments – who you're with, and not who you're born to – and its significant influence on social emotional skills, wellbeing and behaviour. Children and young people who have a good start in life are shown to have significant advantages over those who have experienced missing or distorted early attachments. They tend to do better at school, attend regularly, form more meaningful friendships and are significantly less likely to offend or experience physical or mental health problems.

The nurturing approach offers a range of opportunities for children and young people to engage with missing early nurturing experiences, giving them the social and emotional skills to do well at school and with peers, develop their resilience and their capacity to deal more confidently with the trials and tribulations of life, for life.

History

Nurture groups were the brainchild of educational psychologist Marjorie Boxall in 1969. Large numbers of young children were entering primary school in Inner London with severe emotional, behavioural and social difficulties, which led to unmanageable rates of referral for placement in special schools or for child guidance treatment. Boxall understood that the difficulties presented by most of these children were a result of impoverished early nurturing, meaning they were not able to make trusting relationships with adults or to respond appropriately to other children. They were not ready to meet the social and intellectual demands of school life, which further damaged their already fragile self-confidence and self-esteem.

## The year in review

2018/2019 marked the beginning of the nurtureuk's 50th anniversary and the start of a landmark year for the charity. As with all such commemorations it offers an opportunity for both celebration and reflection; to be proud of how far we have come and to recommit ourselves to our future challenging goals.

We saw heightened national focus on mental health and wellbeing that complemented our ethos and raison d'être. We saw an increased concern to ensure that all children and young people benefit more fully from our education system. Policy makers and those in education recognised that children have an entitlement to leave school well prepared to fulfil their potential, where their emotional and mental health needs are no longer a barrier to participating fully in society and the workforce. The focus of our work, together with the national priority to support mental health and wellbeing, placed our organisation in a strong position to make a significant contribution to this agenda.

With this in mind, along with the insights gained in our first year of the strategic plan (2017-2022), and a period of rapid growth and demand, the Board supported the development of a revised strategic plan to meet the needs of the most vulnerable children in our society and to ensure the charity continued to deliver a range of high-quality nurture interventions to support the social, emotional and mental health needs of children and young people. During 2018/19 we ensured we would:

- ❖ Fulfil our potential to influence how nurture is encouraged, funded and measured
- ❖ Make a step change in scale of delivery
- ❖ Increase the range of training we offer and the educational value of our accreditations
- ❖ Invest in BPO and increase its use in schools
- ❖ Continue to safeguard standards of nurture supported by evidence

The below outlines the key activities the charity undertook during 2018/2019 to meet these ambitious goals:

### *1. How nurture is encouraged, funded and measured*

#### CAF Funding

Within the context of the newly revised strategy, the board was aware that with the opportunities being presented for us to make a significant impact, we did not have the workforce or infrastructure to respond. The role social finance could make in helping the charity to grow would be invaluable. Nurtureuk sought to acquire £100k funding from the Charities Aid Foundation (CAF) enabling the charity to embark fully on the Five Year Plan while protecting our reserves position, a strategy that has proved vital. The opportunity for the charity to recruit senior level staff and reorganise the staffing structure to deliver the five year plan was an important factor to achieving our growth plans.

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The charity needed more people in nurtureuk to add the necessary capacity and capability to deliver on this Strategic Plan and the funding allowed nurtureuk to scale at pace; investing in staff now who can help us achieve our objectives and financial growth over the medium and long term. It also enabled the charity to diversify its funding streams in a pragmatic, sustained way and in line with our reserves policy.

The charity was pleased to appoint two new senior roles; Director of Operations and Director of Income Generation and Innovation to support the CEO in delivering the core strategy.

### Now you See Us report

In May 2019 we launched our **Now You See Us** report. A summary of the results of the Boxall Childhood Project, a two-year study, conducted across four terms in 25 primary schools in England. Teachers in the pilot used the Boxall Profile to assess the SEMH needs of more than 6,800 pupils. 10% of children assessed had severe SEMH needs. The overall evaluation of the project concluded that a whole-school approach to assessing children's SEMH was valuable and effective in primary schools.

### Public Affairs

During 2018/2019, we had many opportunities to raise our profile across the UK political sphere. Backed by our research and evidence, it was encouraging to see nations recognise the value in a whole-school approach to nurturing and the impact it has on young children. We will continue to push the policy agenda in this space. Highlights include:

### 2018

- ❖ Nurture groups were mentioned repeatedly in evidence given to the Welsh Assembly's Children, Young People and Education Committee's inquiry into the emotional and mental health of children and young people. Welsh Education Minister Kirsty Williams highlighted that nurture groups can provide in-school support for children with attachment issues, and cited nurture groups as an example of good practice in providing the best possible environment to support children. An Estyn case study article on Cadoxton Primary School cited the benefits of mainstreaming a nurturing approach, with staff *"taking what they had learnt from the nurture groups and applying the same philosophy to all classrooms, where pupils feel safe and secure at all times of the day"*.
- ❖ Education Scotland published the guidance 'Applying Nurture as a Whole School Approach'. It states that *"research clearly demonstrates the impact that Nurture Groups can have on attainment as well as social and emotional competences"*. The guidance also sets out in detail how nurturing approaches are aligned with the Scottish Government's national approach 'Getting it Right for Every Child', that places children and young people's wellbeing at the centre of all assessments and plans.
- ❖ Education Scotland published the policy document 'Nurture, Adverse Childhood Experiences and Trauma informed practice: Making the links between these approaches' that sets out examples of good practice in applying nurturing approaches and cites the benefits of nurturing interventions in supporting young people who have experienced Adverse Childhood Experiences (ACEs).

2019

- ❖ The Timpson Review on school exclusions in England is published. It says that nurture groups *“can be an effective approach in reducing children’s social, emotional and behavioural difficulties while strengthening their academic performance.”* It also calls for the government to establish a Practice Improvement Fund to support local authorities, mainstream, special and alternative provisions schools to deliver interventions such as nurture groups to support children at risk of exclusion.
- ❖ Estyn’s June 2019 report, ‘Happy and Healthy: School impact on pupils’ health and wellbeing’ says that *“when led well, nurture groups build positive relationships between adults and pupils as well as among the pupils, help pupils to develop their personal and social skills and increase pupils’ emotional resilience.”*
- ❖ We launched our manifesto for nurture as part of our 50th anniversary. Highlighting our commitment for an inclusive education system, our manifesto called for the next government to:
  - Enable universal access to Boxall Profile assessment
  - Ensure there is a whole-school approach to nurture in every school
  - Invest in evidence-based provisions to improve mental health and wellbeing in schools and intervene early to tackle difficult behaviour and reduce exclusions

50th Anniversary

This year marked the start of nurtureuk’s 50th anniversary and the start of a landmark year for the charity. As with all such commemorations it offers an opportunity for both celebration and reflection; to be proud of how far we have come and to recommit ourselves to our future challenging goals.

For 50 years, nurturers have been helping to promote and support the mental health and wellbeing of children and young people. The brainchild of educational psychologist Marjorie Boxall, nurture groups were first established in Hackney, and soon spread to other parts of London and beyond by word of mouth.

In the fifty years that have followed there have been setbacks. Nurturers have faced opposition. Yet despite sometimes acting without full support from the government, or so often being made to stretch scarce resources, thousands of children’s lives have been transformed by nurture.

Over the course of the year nurtureuk will celebrate nurture and all the nurturers that have fought for children’s mental health and wellbeing for half a century. We celebrate their achievements and landmark changes throughout the 50 years with a range of activities, events and a range of branded merchandise for our practitioners that include pin badges, reusable coffee mugs, notebooks and pens. Throughout the year we raised the profile of our pioneering individuals, unrivalled research and products and services that brought the ethos of nurture to the education system. Our work is supported by extensive marketing communications activities off and online.

With more schools than ever applying for [Marjorie Boxall Quality Mark Awards](#) and more joining our [National Nurturing Schools Programme](#), nurture has returned to the educational agenda in a big way – with our [#AspireNotToExclude](#) campaign and [Now You See Us](#) report into whole-school Boxall-Profiling making national news.

After 50 years of fighting for the mental health and wellbeing of children with social, emotional, and mental health issues, nurtureuk celebrated a half-century of nurture by asking our members and

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supporters to #pledge50. From donating £50, volunteering 50 minutes of their time, or inviting 50 friends to like nurtureuk's social media accounts, we sought support to build an inclusive education system would be appreciated.

*2. Step change in the scale of delivery*

The impact of the pressure on school budgets has resulted in significant reduction in take up of training and consultancy services during the period 2018/2019. The Board therefore supported the strategic decision to diversify our income. As part of the charity's commitment to increase the scale of delivery to our beneficiaries we sought new ways of extending our impact by establishing partnerships that helped meet our goals, this included:

Scarborough Opportunity Area

Over two years, nurtureuk will be working with several schools in the Opportunity Area to provide a range of training and consultancy opportunities ensuring a whole-school ethos and approach is embedded across the region. The direct partnerships with local authorities allows the charity to expand its reach and impact on its beneficiaries on a much wider scale than before – ensuring children are at the centre of all we do. The internal teams are looking to replicate these models across the UK, ensuring nurtureuk continues to deliver on its core mission to improve the mental health and wellbeing of children and young people and remove barriers to learning by promoting nurture in education.

We have also started to explore opportunities to work with Local Education Authorities across the UK whereby we can reach more of our beneficiaries via a focused partnership. As these came into fruition after September 2019, we look forward to sharing the progress and outcomes of our new partnerships in next year's report.

*3. Increase the range of training and quality we offer*

In 2018/2019, nurtureuk delivered over one hundred training courses to over 1,000 educational professionals/teachers across the UK. The training ranged from The Theory and Practice for Nurture Groups, The Boxall Profile, National Nurturing Schools Programme, Nurture ABC and Wellbeing Toolkits for Professionals and Teens.

During this time, 107 bereavement boxes were bought by educational practitioners, reaching 42,800 children and young people (estimate based on an average of 400 children per school).

- ❖ We were pleased that last year we successfully acquired SQA accreditation for our Three Day Theory and Practice of Nurture Groups course.
- ❖ The Quality Mark Award for schools endorsing effective practice in nurture groups is widely sought. It is operated at a deficit, funded by surpluses in other activities, but made worthwhile by helping to set, encourage and maintain quality standards within establishments with nurture groups. Volunteer Regional Co-ordinators are based in many regions throughout the UK and they provide a fantastic local resource and are bringing together nurture practitioners to allow them to share experiences and best practice. Publications such as our International Journal of Nurture, newsletters and leaflets are freely available to read online.

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- ❖ Demand for face-to-face training fell in FY2018/19 resulting in reduced income; (£488k total, 25% lower than FY2017/18). Decreased school budgets and high demands on teachers, meant we needed to adapt and refine our product range to better meet market needs. We focused on scheduling and marketing more Theory and Practice of Nurture Groups sessions and more Boxall Profile Online training in schools. We intend to test demand for more local in-school training adapted from our current product range and look at how we can develop more of an online package to meet the needs of our practitioners. The partnerships we have developed at local authority level and government Opportunity Areas enable us to test and replicate this approach quickly.
- ❖ During the year 2017/18 the charity initiated the Norfolk Nurture Hub. This pilot hub intended to provide nurture services to a range of schools in the opportunity area. Unfortunately, the review of the pilot highlighted that income fell short of projections and coupled with challenging market conditions, the decision was made to close the hub but continue to offer consultancy services from other premises at a far reduced cost.

#### *4. Investment of Boxall Profile Online*

*"Understanding the SEMH needs of pupils is absolutely essential in developing a whole school approach to improving mental health and behaviour in schools"* (from Mental health and behavior in schools, where Boxall Profile is also cited). Boxall Profile Online provides such an overview as well as suggested strategies, targets and resources for effective support. Since its launch, Boxall Profile Online (BPO) has consistently delivered above annual targets. It has reached 192,000 children and young people, and 29,500 users, and generated £312,000 in sales in FY18/19.

As part of the charity's strategic pillar, the Board agreed that the continued investment in BPO was paramount for the long-term success and sustainability of nurtureuk. Ultimately we want all schools in the UK to be using BPO for the benefit of our beneficiaries. During 2018/2019 BPO team undertook a review and the Board agreed the following:

- ❖ The need to develop a new platform to support the growth of BPO across the UK. The improvement would include upgrading of current and new functionality, improved user support and investment in Zendesk, a customer support platform, to improve customer services. We also set out to develop online training for the new platform.
- ❖ With new partnerships in place we ensured that access to BPO and training was included as part of the package offered. The added value BPO and its complementary resources brings to practitioners enabled the charity to make a small incremental price increase to its annual subscriptions.
- ❖ Driven by the mission of the charity to access more children as efficiently and safely as possible we are investing in continuous research of our current subscribers and usage of BPO as well as external research to the impact of the whole-school nurturing approach to ensure we develop BPO to meet the needs of our practitioners and deliver the highest quality the assessment of children and young people's social, emotional and behavioural development in all educational settings.

The Boxall Profile Online is a popular measurement tool used in schools to identify children and young people's particular mental health needs and has been cited by the Department for Education, as well as highlighted in the Department for Education's 2018 Mental health and behaviour in schools advice. The ongoing development of the Boxall Profile Online is our charity's commitment to support professionals in understanding the underlying needs of children and young people and to improve access to education for all.

### *5. Research and evidence of the nurturing approach*

The International Journal of Nurture in Education

2019 saw the publication of volume five of our prestigious journal, the only journal solely dedicated to research on the nurturing approach. We are proud of the contributions made by our authors who provide an in-depth examination of different themes dear to nurture practitioners. This edition included:

- ❖ Sylvia Lucas, one of the first nurture practitioners who started running nurture groups in the 1970s, shares her insights into how nurture theory and practice were first developed.
- ❖ A countrywide perspective and map the development of nurturing approaches across Scotland.
- ❖ The use of psychodynamic and attachment theories to map the journey to establish a close relationship between nurture child and practitioner.
- ❖ Research into the wellbeing of nurture group practitioners and interventions to support it.
- ❖ Exploration of the importance of positive language and communication for nurturing and restorative approaches.
- ❖ An overview of the programme Babywatching, a whole-class nurturing intervention to develop children's social and emotional skills.

#### Nurture Portrait

Every year, we compile anonymised data from Boxall Profiles completed by teachers and schools in the UK using the Boxall Profile Online. During 2018, more than 29,000 children and young people were assessed, a sixfold increase compared to last year's numbers. Many schools adopt a targeted approach (measuring only pupils with clear difficulties) rather than measuring all pupils and this tendency is reflected in the way the Boxall Profile Online is currently used.

To have a better understanding of the social emotional wellbeing of the UK pupil population, in February 2017 we launched the Boxall Childhood Project. 40 schools across Barking & Dagenham, Halton and Wigan were trained to use the Boxall Profile, and started assessing all their children's wellbeing during summer term 2017.

The 2018 Nurture Portrait focused on the findings obtained from the Boxall Childhood Project and are based on data from more than 5,400 children. *We found that 1 in 6 children had high levels of social and emotional difficulties (17%), and 1 in 5 children had high levels of behavioural difficulties (21%, see Figure 1).*

Many teachers who assessed their whole-class reported that the exercise was very beneficial for both their children and for themselves. It allowed them to highlight all children requiring support, even those nobody had picked up before. It also helped them identify whole-class dynamics that were impacting on the performance and wellbeing of all children.

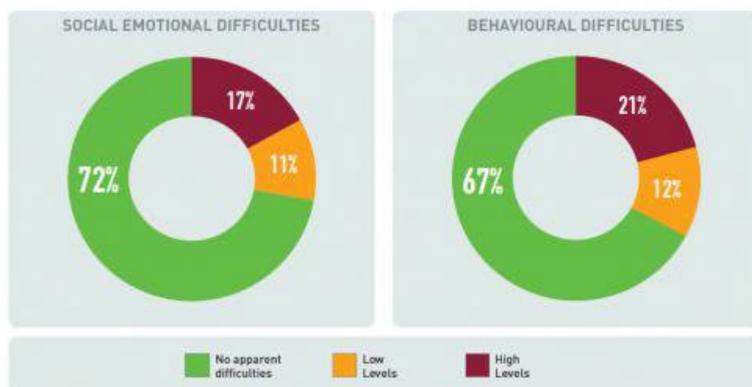


Figure 1. Findings from the Boxall Childhood Project show that 1 in 6 children experience high levels of social emotional difficulties, and 1 in 5 experience high levels of behavioural difficulties. These results were obtained from 5,414 children assessed using the Boxall Profile during summer term 2017.

### Boxall Childhood Project

In spring 2017, we launched the *Boxall Childhood Project*, a two-year project that allowed nurtureuk to gather evidence about the importance and the impact measuring all pupils' SEMH can have.

Conducted across four terms in 25 primary schools in England, teachers in the pilot used the Boxall Profile to assess the SEMH needs of more than 6,800 pupils. 10% of children assessed had severe SEMH needs. The results of the Boxall Childhood Project, involving 25 primary schools, were published in May 2019 in our [Now You See Us](#) report. The overall evaluation of the project concluded that a whole-school approach to assessing children's SEMH was valuable and effective in primary schools. The evaluation indicated that:

- ❖ A whole-school approach to assessing children's SEMH was feasible in mainstream primary schools settings. More than 60% of schools were able to train all their teaching staff and assess all their pupils, at least once over the course of the project.
- ❖ Although the initial plan was for BCP schools to assess all pupils once per term, the majority of settings struggled to follow this schedule (only 23% of primary schools assessed all their pupils four times). However, schools found it valuable to assess all children at least twice per academic year: once during the autumn term and six months later before the Easter break.
- ❖ Data collected eight months following the end of the project also provided preliminary findings that the approach was sustainable to some extent, but that perhaps schools needed further external support to carry the approach forward.
- ❖ The data gathered over the course of the project provided strong evidence that the approach was effective and could trigger a large number of positive outcomes for children, teaching staff and across the whole school, if the school leadership was committed to identifying and supporting the needs of children. Importantly, we observed that the SEMH needs and wellbeing of children significantly improved over the course of the academic year, as a result of schools identifying and responding to the needs.
- ❖ The majority of schools found the approach very valuable, with 92% of primary schools that successfully assessed all their pupils saying they would recommend other settings to implement the approach.

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Our continued commitment to research and evidence in nurturing practice is at the heart of everything we do and throughout 2018/2019 we shared our findings and resources widely amongst practitioners, better equipping them to understand and support beneficiaries across the UK.

#### **Financial Review**

While there were undoubtedly milestone achievements in our impact in 2018/19 it was a challenging year financially, the most challenging for the Charity in a number of years, the year finished with a deficit outturn of £287k, requiring a significant contribution from our reserves. Whilst the organisation budgeted for a deficit, as planned investment in 2018/19 was placed to drive growth in future years, the scale of the deficit after a downturn in trading income was unexpected. Increased expenditure, primarily investment in staffing, which was £1.6m (increased 16%) was not matched by our income within the year of £1.3m (down 5% year-on-year).

The face-to-face education training market saw a difficult year; Nurtureuk's training trading was hit (down 20% year on year) by the austere circumstances within which schools were operating, particularly following school settlements in the back end of the academic year and wider rhetoric leading teachers precious CPD to be spent on more traditional offers. A financial recovery plan was quickly scoped and actioned when the downturn began, increasing marketing, focussing on the delivery and full utilisation of our most popular courses and further gripping our cost base. A more granular approach to monitoring our performance and market signals has been adopted giving further forewarning of market changes, alongside a sustained focus on cashflow. This challenging period led to decisive, difficult decisions for trustees in order to protect our long-term survival including closing the Norfolk Nurture Hub, which whilst providing an excellent pilot for the Charity on localised impact, could not be operated sustainably. These actions have stabilised financial performance and the green shoots of financial recovery across the first quarter of 2019/20 have given Trustees and staff confidence in the resilience of our organisation, even during this difficult period for trading our overall income sustained at £1.3m further demonstrating our strength.

The deficit is driven by an increased fixed cost base in 2018-19 (up 16% year on year), as the Charity invested in the staff who we are confident will drive our growth plans and impact in the long-term. While, as we have experienced, this does give us less flexibility to absorb significant downturns within our markets, it offers strength in the diversity of our product range and capability to source different revenue streams, grants and fundraise.

While training numbers were lower than previous years (down 20% year-on-year), Boxall Profile Online (up 20% year-on-year) continues to grow steadily with year-end revenue significantly above forecast. This remains an important solution for our growth plan, and central to the whole-school approach, we will continue to improve and build on BPO as a product and leverage the growing user base this provides access to.

Publications sales have fallen significantly in 2018/19; we are viewing how we can operate more creatively through bundling these into our wider product range, and expect to research, develop and market a wider and updated product range in 2019/20.

#### **Reserves Policy**

The Trustees review the reserves level at Board meetings throughout the year, as well as annually as part of the year end process. Reserves are also discussed at Finance, Audit & Risk (FAR) Committee meetings. In light of the weak trading year our total funds have been reduced heavily by our trading deficit, reducing total funds from £574k to £274k (50%).

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Nurtureuk holds all its reserves as unrestricted funds, split between designated funds and general funds (free reserves). It is the policy of the Charity that free reserves should be maintained at a level equivalent to between three and six months' expenditure, which for 2018/19 would be £392k and has not been achieved. This has been a long-standing policy intended to protect the Charity against a significant drop in income, a risk that materialised in 2018/19. As at 30 September 2019 the Charity's reserves total £274k, a difference of £118k or nearly a month's expenditure cover. Trustees are monitoring reserves, the appropriateness of the reserve policy and cashflow carefully, particularly in light of Covid-19 and will seek to rebuild reserves to protect the Charity when the macroenvironment stabilises.

#### **Risk management**

Trustees fully recognise their responsibility for the management of risk and determine this duty at two levels, FAR Committee and at Board level.

The FAR Committee is charged with identifying, assessing and minimising the major risks (based on likelihood of occurrence and potential impact) to which the Charity is exposed. This group consists of a minimum of two trustees and the Chief Executive. The risk policy is also reviewed by this group annually. In line with the existing risk policy, the FAR Committee review the full Risk Register at each meeting with a short discussion held on each risk and evaluation of the existing risk score. Timeframes for mitigating actions are discussed and recorded to provide a residual risk score. Through this process new and emerging risks are also considered for addition to the risk register.

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

The Board considers the system of internal controls that govern its finances and operations to be well-established and provide reasonable assurance against the major risks that were identified as at September year-end including:

- ❖ Risk of not meeting financial targets; mitigated by a significant push toward year-end on the trading income, and the unplanned but necessary utilisation of some of the free reserves to fund the financial deficit.
- ❖ Risk of not integrating performance information in a clear and consistent manner; this will be reviewed in the 2019-20 year to identify how the Charity can track performance and quickly identify operating opportunities and variances.
- ❖ An important risk in relation to the Office lease which existed at year-end was mitigated shortly after with the confirmation of lease renewal.

#### **Structure, governance and management**

##### **Structure**

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

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

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

- ❖ Remuneration Committee
- ❖ Finance, Audit & Risk
- ❖ Fundraising, Marketing & Public Affairs
- ❖ Research, Evidence & Ethics

These committees facilitate the overall governance of the organisation by both allowing Trustees to better use their skills and experience in more targeted ways, as well as allowing more time at meetings of the full Board to discuss the overall strategy and direction of the charity. The Board will establish a 'task and finish group' when a specific project requires one, at present there is one such group - Membership Review. The names of the Trustees and the subcommittees they sit on as at the end of the year are shown below.

Susan Henderson - Chair	Remuneration; Research, Evidence and Ethics
Nicola Hannam - Vice Chair	Remuneration; Finance, Audit & Risk
Jacqueline Brooks - Hon. Secretary	Remuneration
Michael Clifford - Hon. Treasurer	Finance, Audit & Risk; Remuneration
Alison Betts	Safeguarding; Marketing & Public Affairs
Marianne Coleman	Research, Evidence & Ethics
Caley Eldred - Resigned April 2019	Fundraising, Marketing & Public Affairs
Alan Leaman	Membership Review; Fundraising, Marketing & Public Affairs
Kate Fallon	Finance, Audit and Risk; Safeguarding
Bridget Robson	Research, Evidence and Ethics
Arti Sharma	Marketing and Communications

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

**Governance and management**

Under the requirements of the Memorandum and Articles of Association, trustees are elected initially for a three-year term and are able to be re-elected for up to two further periods of three years by the Board, with ratification at the next Annual General Meeting following re-election. As such, nine years is the maximum a Trustee can serve on the Board. Trustees are required to register their interests with the Chief Executive Officer. Any new interest and interests relevant to agenda items must be declared at the start of every Board meeting. An annual declaration of interests is completed in order to keep the register up to date.

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#### Trustee recruitment and training

New Trustees are recruited and co-opted by the existing trustees, in accordance with the governing documents. Trustee vacancies are usually advertised externally, including directly to members, with the desired areas of expertise explicitly stated. Applications are reviewed and interviews are conducted by a panel of Board members along with the CEO, the make-up of which is dependent upon the expertise being sought. In 2019, the Vice-Chair led a skills audit and the results of this have been used to guide trustee recruitment and succession planning.

An induction programme has been implemented, alongside a Trustee Handbook. New trustees are given a 'buddy' in the first few months to assist with integrating into the Board and the organisation. Relevant papers and guidance are provided in order that Trustees are able to fulfil their duties.

As part of the induction programme, newly appointed trustees are encouraged to visit the head office, meet the staff and wherever possible, visit a nurture group in their area to gain an in-depth appreciation of the work that the Charity supports and promotes.

#### Trustee training

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

#### Key Management Personnel

The key management personnel are the Trustees, who are not paid for their work, the CEO and the senior management team (SMT). The SMT consists of the Director of Operations and the Director of Income Generation and Innovation. The trustees delegate responsibility for the day to day running of the Charity to the CEO.

#### Remuneration policy

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

#### Public benefit

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

## **The Nurture Group Network Limited**

### **Trustees Annual Report for the year ended 30 September 2019**

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

#### **Thanks**

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

#### **Auditors**

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

#### **Statement of trustees responsibilities**

The Trustees (who are also directors of The Nurture Group Network Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with the Companies Act 2006 and United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and applicable law (UK Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. Under Company Law the trustees must not approve the financial statements unless they are satisfied that the requirement is met. In preparing these financial statements, the trustees are required to:

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

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

## **The Nurture Group Network Limited**

### **Trustees Annual Report for the year ended 30 September 2019**

In so far as the trustees are aware;

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

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

### **Response of The Nurture Group Network (nurtureuk) to the COVID-19 outbreak**

The nurtureuk Senior Leadership Team met in early March to begin planning for a response to what was evidently a worsening situation. When looking at what was happening in Italy we had to plan for how we would cope in the eventuality of schools closing and our primary income source ceasing. With the majority of our income coming from face-to-face training and consultancy services for schools, this was clearly a major threat to the future of the charity. We built our response around two key priorities:

#### Priorities

Boxall Profile Online needed to be kept running and the ongoing development of the new platform completed. We anticipated that Boxall would continue to deliver some income but that this would be at a significantly lower level. Our training programmes needed to be available online. It was clear that teachers would still be working if not in schools so we needed a way to deliver some of our training content online.

#### Short-term actions

We took immediate actions to protect and refocus the team, to postpone training sessions, to rapidly convert some of our activities to online delivery, and to reduce our costs wherever possible. We worked to reduce or defer any liabilities we could, to generate new sales, and explored options for emergency financing. However, given the scale of the likely financial hit, we had little alternative other than to consider the options that would quickly and significantly reduce our overhead.

#### Options proposed by the SLT

SLT discussions identified options for consideration by the trustees to protect the future of the charity. In all cases, the need to protect the cash position was of vital importance. We considered asking staff for pay cuts, redundancies, and the mothballing of the charity with the exception of Boxall Profile Online.

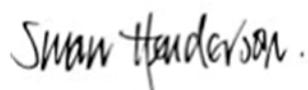
The situation regarding Government advice and support was changing daily, and then the Coronavirus Job Retention Scheme was announced. After taking HR and legal advice we furloughed 75% of our staff, leaving a core team of five to deliver on our priorities.

The outcome has been a rapid move to more online content both free resources for beneficiaries and chargeable webinars for professionals. Continued development of the new platform for Boxall Profile Online that is also maintaining some level of subscriptions. We've managed to secure a few small grants

**The Nurture Group Network Limited**  
**Trustees Annual Report for the year ended 30 September 2019**

to deliver some of our bereavement support to schools, and our new business opportunities that had been put in train before the pandemic with local authorities began to pick up again – to the extent that we brought another member of staff back from furlough to manage the new business pipeline.

These measures, together with a rent holiday on our London office has secured the organisation's future as far as we are able to see in the current climate. When schools do return, the work of nurtureuk will be needed more than ever before.



.....  
Sue Henderson  
Chair

**The Nurture Group Network Limited**  
**Trustees Annual Report for the year ended 30 September 2019**

**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 trustee's responsibilities**

The trustees (who are also directors of The Nurture Group Network Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with the Companies Act 2006 and United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and applicable law (UK Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. Under Company Law the trustees must not approve the financial statements unless they are satisfied that the requirement is met. In preparing these financial statements, the trustees are required to:

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

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

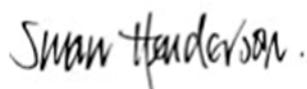
In so far as the trustees are aware:

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

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

This report and financial statements have been prepared in accordance with the special provisions available to small companies under Part 15 of the Companies Act 2006.

These accounts were approved by the trustees on 4<sup>th</sup> June 2020 and signed on their behalf by:



.....  
Sue Henderson  
Chair

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF NURTURE GROUP NETWORK LIMITED**

### **Opinion**

We have audited the financial statements of Nurture Group Network Limited for the year ended 30 September 2019 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland'.

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 2019 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 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011.

### **Basis for opinion**

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

### **Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### **Other information**

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

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

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

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

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

### **Matters on which we are required to report by exception**

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

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

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

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on pages 14 and 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## **Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, the Companies Act 2006 and Section 151<sup>[1]</sup> of the Charities Act 2011 and report to you in accordance with regulations made under those Acts.

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

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding a internal control relevant to the audit in order to design audit procedures tht are appropriate in the circumstances, but for the purposes of expressing an opinion on the effectiveness of the group and parent
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006; and to the charity's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, and in respect of the consolidated financial statements, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body for our audit work, for this report, or for the opinion we have formed.



4 August 2020

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

Devonshire House  
60 Goswell Road  
London  
EC1M 7AD

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

**The Nurture Group Network Ltd**

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

**For the year ended 30 September 2019**

	Notes	Unrestricted funds		Total funds 2019 £	Total funds 2018 £
		General fund £	Designated funds £		
<b>Income from:</b>					
Donations and legacies	2	43,629	2,420	<b>46,049</b>	50,847
Charitable activities	3	1,254,410	-	<b>1,254,410</b>	1,313,345
Grant Income		-	-	-	2,800
		<u>1,298,039</u>	<u>2,420</u>	<u>1,300,459</u>	<u>1,366,992</u>
Income from investments		976	-	<b>976</b>	799
<b>Total income</b>		<u>1,299,015</u>	<u>2,420</u>	<u>1,301,435</u>	<u>1,367,791</u>
<b>Expenditure on:</b>					
Raising funds	4	102,561	1,767	<b>104,327</b>	69,029
Charitable activities	5				
Training and standards		1,099,092	76,495	<b>1,175,587</b>	1,037,049
Policy and public affairs		68,456	1,130	<b>69,586</b>	89,858
Research		48,608	805	<b>49,413</b>	43,652
Other		134,581	45,911	<b>180,492</b>	116,833
		<u>1,350,736</u>	<u>124,341</u>	<u>1,475,078</u>	<u>1,287,392</u>
<b>Total expenditure</b>		<u>1,453,297</u>	<u>126,108</u>	<u>1,579,406</u>	<u>1,356,421</u>
<b>Net income/(expenditure)</b>		<u>(154,282)</u>	<u>(123,688)</u>	<u>(277,971)</u>	<u>11,370</u>
Transfers between funds	17	(165,846)	165,846	-	-
<b>Net movements in funds</b>		<u>(320,128)</u>	<u>42,157</u>	<u>(277,971)</u>	<u>11,370</u>
Funds brought forward at 1 October 201		360,600	213,484	<b>574,084</b>	562,704
<b>Funds carried forward at 30 September</b>		<u><u>40,472</u></u>	<u><u>255,641</u></u>	<u><u>296,113</u></u>	<u><u>574,074</u></u>

All amounts derive from continuing operations.

No other gains/losses occurred during the year other than those included above.

The notes on pages 23 to 31 form part of these financial statements.

**The Nurture Group Network Ltd**  
**Balance Sheet**  
**As at 30 September 2019**

	Notes	2019 £	2019 £	2018 £	2018 £
<b>Fixed assets</b>					
Intangible fixed assets	11	<b>93,118</b>		57,027	
Tangible fixed assets	12	<b>16,872</b>		11,703	
			<b>109,990</b>		68,730
<b>Current assets</b>					
Stock		<b>51,467</b>		53,750	
Debtors	13	<b>321,115</b>		270,395	
Cash at bank and in hand		<b>274,322</b>		451,855	
			<b>646,904</b>		776,000
<b>Creditors: amounts falling due within one year</b>	14		<b>(364,450)</b>		(270,656)
<b>Net current assets</b>			<b>282,454</b>		505,344
<b>Creditors: amounts falling due after more than one year</b>	15		<b>(96,330)</b>		-
<b>Total net assets</b>			<b>296,113</b>		<b>574,074</b>
<b>Funds</b>					
General fund	16	<b>40,472</b>		360,590	
Designated funds		<b>255,641</b>		213,484	
<b>Total funds</b>			<b>296,113</b>		<b>574,074</b>

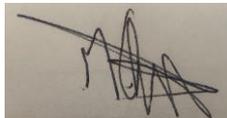
The notes on pages 23 to 31 form part of these financial statements.

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime with part 15 of the Companies Act 2006.

The financial statements were approved by the trustees and authorised for issue on:  
and signed on their behalf by:

*Susan Henderson*

Susan Henderson  
Chair  
4th June 2020



Michael Clifford  
Treasurer  
4th June 2020

The Nurture Group Network Ltd  
Company registration number 05562426

**The Nurture Group Network Ltd**  
**Cash Flow Statement**  
**As at 30 September 2019**

	Notes	2019 £	2018 £
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	A	(110,711)	47,838
<b>Cash flows from investing activities</b>			
Interest from investments		(976)	(799)
Purchase of tangible fixed assets		(8,209)	(843)
Purchase of intangible fixed assets		(57,636)	(18,053)
Proceeds from the disposal of tangible fixed assets		-	1,409
<b>Net cash provided by/(used in) investing activities</b>		<b>(66,821)</b>	<b>(18,286)</b>
<b>Change in cash and cash equivalents in the year</b>		<b>(177,533)</b>	<b>29,552</b>
Cash and cash equivalents at 1 October 2018	B	451,855	422,303
<b>Cash and cash equivalents at 30 September 2019</b>	B	<b>274,322</b>	<b>451,855</b>

**Notes to the statement of cash flows for the year to 30 September 2019:**

**A: Reconciliation of net income/(expenditure) to net cash flow from operating activities**

	2019 £	2018 £
Net income/(expenditure) for the year	(277,971)	11,370
<b>Adjustments for:</b>		
Depreciation and amortisation	24,586	23,227
Interest from investments	976	799
(Increase)/decrease in stock	2,293	(18,082)
(Increase)/decrease in debtors	(50,720)	16,395
Increase/(decrease) in creditors	190,124	14,129
<b>Net cash provided/(used) in operating activities</b>	<b>(110,711)</b>	<b>47,838</b>

**B: Analysis of cash and cash equivalents**

	2019 £	2018 £
Cash at bank and in hand	274,322	451,855
<b>Total cash and cash equivalents</b>	<b>274,322</b>	<b>451,855</b>

**C: Analysis of changes in net debt**

	At 1 October 2018	Cash Flows	At 30 September 2019
	£	£	£
Cash	451,855	(77,533)	<b>374,322</b>
	<u>451,855</u>	<u>(77,533)</u>	<u><b>374,322</b></u>
Loans falling due within one year	-	(3,670)	<b>(3,670)</b>
Loans falling due after more than one year	-	(96,330)	<b>(96,330)</b>
Total	<u>451,855</u>	<u>(177,533)</u>	<u><b>274,322</b></u>

**1 Accounting policies**

**1.1 Accounting conventions**

The financial statements have been prepared under the historical cost convention and in accordance with the Companies Act 2006, the Charities Act 2011 and the charity's governing document.

The financial statements have been prepared in accordance with the principles set out in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) issued on 16 July 2014, the financial reporting standard applicable in the UK and Republic of Ireland (FRS 102).

The charity constitutes a public benefit entity as defined by FRS 102.

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

**1.2 Assessment of Going Concern**

The trustees have assessed whether the use of the going concern basis is appropriate in preparing these financial statements and have considered possible events or conditions that may cast doubt on the ability of the charity to continue as a going concern. The trustees have made the assessment for a period of at least one year from the date of approval of the financial statements. In particular, Trustees have considered forecasts and projections that have taken account of the volatility of charitable income due to school closures, restrictions and limitations in delivery of usual charitable activities as a result of the COVID-19 outbreak. Whilst income streams have been affected, the charity has adapted quickly to move to online delivery of content to continue its charitable objects, and to reduce costs or optimise its use of Government support where possible. The trustees have also concluded there is a reasonable expectation that the charity has adequate reserves to continue to operate for the foreseeable future.

The charity therefore continues to adopt the going concern basis in preparing its financial statements.

**1.3 Fund Accounting**

The general fund comprises accumulated surpluses and deficits on unrestricted and non-designated funds that are available for use at the discretion of the trustees in furtherance of the charity's mission and objectives.

Designated funds are unrestricted funds that the trustees have set aside for specific purposes, although the funds may ultimately be used for other purposes.

**1.4 Critical accounting estimates and areas of judgement**

In preparing the financial statements the trustees are required to make estimates and judgements. The matters shown below are considered the most important in understanding the judgements that are involved in preparing the financial statements.

Cost allocation: Support costs not attributable to a single charitable activity are apportioned on a staff time basis, as staff time is the main cost to the charity.

Depreciation and amortisation: When arriving at the useful lives of the tangible and intangible fixed assets, the trustees have used their judgement to decide the length of time over which the fixed asset will be depreciated or amortised over.

**1.5 Income recognition**

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

Donations are included in full in the statement of financial activities. At the end of the financial year the charity may have issued invoices to customers which cover a period beyond the balance sheet date. This income is carried forward and disclosed as "income received in advance". This includes invoices for membership subscriptions as well as customers receiving goods or services.

#### **1.6 Expenditure**

Expenditure, including irrecoverable VAT, is accounted for on the accruals basis. Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount can be reliably measured.

#### **1.7 Charitable activities**

Charitable activities are grouped under headings representing the three main activities of the charity, namely Training and Standards, Policy & Public Affairs and Research, and Other charitable activities. The expenditure is made up of that spent directly on the activity plus the allocation of support costs.

Training and Standards reflects the costs to the charity in putting on training courses and conferences, in producing publications, administering the Marion Bennathan Quality Mark Awards, delivering nurture consultancy to customers and setting up the national nurturing schools programme.

#### **1.8 Support costs, including governance**

Support costs are those costs that cannot be directly attributed to a charitable activity or raising funds. These costs are allocated on the basis of staff time, as staff costs is the main area of expenditure for the charity and is the most appropriate basis. Support costs include expenditure relating to the governance arrangements of the charity, such as external audit fees.

#### **1.9 Tangible fixed assets**

Tangible fixed assets are recorded at cost less accumulated depreciation. All assets costing more than £1,000 and with an expected useful life of more than one year are capitalised. Depreciation is calculated and charged to the SoFA using the straight line method.

Depreciation is calculated at the following rates:

Leasehold improvements:	over the lease term
Fixtures & equipment:	20% reducing balance

#### **1.10 Intangible fixed assets**

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

Amortisation is calculated at the following rate:

IT/software:	25% straight line
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#### **1.11 Stock**

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

#### **1.12 Cash and cash equivalents**

Cash and cash equivalents, for the purpose of the statement of cash flows, comprise cash in hand and instant access cash. The charity does not hold deposits or fixed term bonds.

#### **1.13 Debtors**

Debtors are recognised initially at fair value. A provision for impairment of trade debtors is established where there is objective evidence that the charity will not be able to collect all amounts due. Any losses arising from impairment will be recognised in the SoFA.

#### **1.14 Creditors**

Short term creditors are measured at the transaction price and are recognised where there is a present obligation resulting from a past event that will probably result in the transfer of funds to a third party.

**1.15 Defined contribution pensions**

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

**1.16 Leases**

Payments made under operating leases are charged to the SoFA as incurred.

**1.17 Taxation**

The charity is entitled to exemptions from income tax as its income is applied for charitable purposes.

The Nurture Group Network Ltd  
Notes to the financial statements  
For the year ended 30 September 2019

2 Income from donations and legacies	2019	2018
	£	£
Membership subscriptions	32,609	34,821
Other donations	13,440	16,026
<b>Total</b>	<b>46,049</b>	<b>50,847</b>

All donations in 2019 and 2018 were unrestricted.

3 Income from charitable activities	2019	2018
	£	£
<b>Charitable activity</b>		
Training courses	522,854	655,344
Conferences	31,413	55,140
Publications	415,454	407,521
Nurture consultancy	59,171	55,110
MB quality mark awards	30,465	5,250
Nurturing schools programme	195,053	134,980
<b>Total</b>	<b>1,254,410</b>	<b>1,313,345</b>

All income from charitable activities in 2019 and 2018 was unrestricted.

4 Raising funds	Direct staff costs	Other direct costs	Total direct costs	Support costs	2019 Total	2018 Total
	£	£	£	£	£	£
Raising funds	59,126	4,184	63,310	41,017	104,327	69,029

5 Expenditure on charitable activities	Direct staff costs	Other direct costs	Total direct costs	Support costs	2019 Total	2018 Total
	£	£	£	£	£	£
<b>Charitable activity</b>						
<b>2019</b>						
Training and standards						
Training courses	204,808	129,700	334,508	136,579	471,086	426,473
Conferences	50,982	60,541	111,524	23,112	134,636	135,139
Publications	21,592	68,187	89,779	14,770	104,548	115,964
Nurture consultancy	70,602	51,997	122,599	32,942	155,541	136,183
MB quality mark awards	62,498	795	63,294	19,390	82,683	87,182
Nurturing schools programme	32,252	50,794	83,046	12,636	95,682	90,649
Boxall Childhood Projected	-	7,399	7,399	-	7,399	3,171
Norwich Nurture Hub Costs	-	124,010	124,010	-	124,010	42,287
	442,735	493,424	936,159	239,428	1,175,586	1,037,049
Policy and public affairs	40,184	3,974	44,158	25,429	69,587	89,858
Research	30,965	3,563	34,529	14,884	49,413	43,652
Other charitable activities	92,045	-	92,045	88,447	180,492	116,833
<b>Total</b>	<b>605,929</b>	<b>500,961</b>	<b>1,106,890</b>	<b>368,188</b>	<b>1,475,078</b>	<b>1,287,392</b>
<b>2018</b>						
Charitable activity						
Training and standards						
Training courses	182,957	139,368	322,324	104,149	426,473	
Conferences	52,937	56,453	109,390	25,748	135,139	
Publications	31,389	68,751	100,141	15,824	115,964	
Nurture consultancy	61,797	52,736	114,533	21,651	136,183	
MB quality mark awards	61,791	5,831	67,622	19,560	87,182	
Nurturing schools programme	28,498	50,286	78,784	11,865	90,649	
Boxall Childhood Projected	0	3,171	3,171	-	3,171	
Norwich Nurture Hub Costs	0	42,287	42,287	-	42,287	
	419,369	418,883	838,253	198,798	1,037,049	
Policy and public affairs	47,673	19,644	67,317	22,541	89,858	
Research	27,810	1,066	28,875	14,776	43,652	
Other charitable activities	69,951	9,911	79,862	36,971	116,833	
<b>Total</b>	<b>564,804</b>	<b>449,503</b>	<b>1,014,307</b>	<b>273,087</b>	<b>1,287,392</b>	

**The Nurture Group Network Ltd**  
**Notes to the financial statements**  
**For the year ended 30 September 2019**

**6 Net income**

	2019	2018
	£	£
Net income for the year is stated after charging:		
Depreciation of tangible fixed assets	3,040	3,101
Amortisation of intangible fixed assets	21,545	20,126
Operating lease commitments	7,251	7,251
Trustee expenses	1,822	2,302
Trustee recruitment	-	6,000
Auditor's remuneration:		
Current year audit	6,950	5,000
Under Accrual in respect of previous year	(301)	600
Fees for other services	-	-

**7 Trustee Expenses**

Expenses were incurred by trustees, as follows:

	2019	2018
	£	£
Trustee Expenses		
Travel & Subsistence	1,153	1,893
Board Insurance	669	409
Total number of trustee paid expenses	5	5

**8 Staff costs**

	2019	2018
	£	£
Staff costs were as follows:		
Salaries and wages	619,507	567,965
Social security costs	60,697	57,187
Pension contributions	27,513	27,767

**707,717**      **652,919**

Temporary and other staff costs      **36,316**      15,654

**Total staff costs**      **744,033**      **668,573**

	2019	2018
	£	£
Staff costs have been charged as follows:		
Cost of raising funds	59,126	42,598
Charitable activities	605,929	564,804
Support costs	78,978	61,171

**744,033**      **668,573**

In 2019 the charity employed 1 (2018: 1) person who earned between £60,000 - £70,000 and paid pension contributions on their behalf of £3,249 (2018: £3,249).

	2019	2018
	Number	Number
The average monthly number of employees analysed by activity:		
Raising funds	2.2	1.2
Training and standards	9.8	9.3
Policy and public affairs	1.3	1.1
Research	0.7	0.7
Support	0.7	1.4
Governance	1.0	0.6
Other Charitable Activities	2.2	3.3

**18.0**      **17.5**

**Key management personnel**

The Chief Executive Officer (CEO) has delegated responsibility from the trustees to run the charity day-to-day. The CEO, along with two other SMT members (Director of Operations and Director of Innovation & Income Generation) are considered to be the Key Management Personnel. (2018: CEO & 4 SMT members)  
The total employee benefits, including pension contributions, of this group amounted to £104,045 (2018: £243,951).

**The Nurture Group Network Ltd**  
**Notes to the financial statements**  
**For the year ended 30 September 2019**

**9 Support costs**

	Total 2019	Total 2018
	£	£
Staff costs	78,978	47,363
Professional fees	74,206	68,647
Premises costs	47,510	28,153
IT costs	20,424	18,410
Other administrative costs	188,087	133,828
<b>Total 2019</b>	<b>409,205</b>	<b>296,402</b>
<b>Total 2018</b>		<b>296,402</b>

	2019	2018
	£	£
<b>Support costs have been charged as follows:</b>		
Cost of raising funds	41,017	23,317
<b>Charitable activities</b>		
Training and standards		
Training courses	136,579	104,149
Conferences	23,112	25,748
Publications	14,770	15,824
Nurture consultancy	32,942	21,651
MB quality mark awards	19,390	19,560
Nurturing schools programme	12,636	11,865
Policy and public affairs	25,429	22,541
Research	14,884	14,776
Other charitable activities	88,447	36,971
<b>Total 2019</b>	<b>409,205</b>	<b>296,402</b>

**10 Taxation**

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

**11 Intangible fixed assets**

	IT Software	Assets Under Construction	Total
	£	£	£
<b>Cost</b>			
At 1 October 2018	105,297	-	105,297
Additions in the year	-	57,636	57,636
<b>At 30 September 2019</b>	<b>105,297</b>	<b>57,636</b>	<b>162,933</b>
<b>Accumulated amortisation</b>			
At 1 October 2018	48,270	-	48,270
Charge for the year	21,545	-	21,545
<b>At 30 September 2019</b>	<b>69,815</b>	<b>-</b>	<b>69,815</b>
<b>Net book value</b>			
At 30 September 2019	35,482	57,636	93,118
At 1 October 2018	57,027	-	57,027

Amortisation of intangible fixed assets is allocated within support costs in the SOFA.

**The Nurture Group Network Ltd**  
**Notes to the financial statements**  
**For the year ended 30 September 2019**

**12 Tangible fixed assets**

	Fixtures & fittings £	Total £
<b>Cost</b>		
At 1 October 2018	57,077	57,077
Additions in the year	8,209	8,209
Disposals in the year	-	-
At 30 September 2019	<u>65,286</u>	<u>65,286</u>
<b>Accumulated depreciation</b>		
At 1 October 2018	45,374	45,374
Charge for the year	3,040	3,040
On disposals in the year	-	-
At 30 September 2019	<u>48,414</u>	<u>48,414</u>
<b>Net book value</b>		
At 30 September 2019	<u>16,872</u>	<u>16,872</u>
At 1 October 2018	<u>11,703</u>	<u>11,703</u>

<b>13 Debtors</b>	<b>2019</b>	<b>2018</b>
	£	£
Trade debtors	<b>296,240</b>	263,906
Prepayments	<b>24,875</b>	6,489
	<u><b>321,115</b></u>	<u>270,395</u>

**14 Creditors: amounts falling due within one year**

	<b>2019</b>	<b>2018</b>
	£	£
Trade creditors	<b>49,464</b>	33,974
Accruals	<b>41,286</b>	35,837
Deferred income	<b>214,839</b>	166,824
Loans Payable	<b>3,670</b>	-
Other creditors	<b>55,190</b>	34,021
	<u><b>364,450</b></u>	<u>270,656</u>

Loans payable includes £3,670 (2018: £0) relating to a loan repayable to the Charities Aid Foundation

	<b>2019</b>	<b>2018</b>
<b>Deferred income</b>	<b>£</b>	<b>£</b>
Deferred income brought forward	<b>166,824</b>	156,398
Released to income	<b>(166,824)</b>	(156,398)
Additional in the year	<b>214,839</b>	166,824
<b>Total (as per above)</b>	<u><b>214,839</b></u>	<u>166,824</u>

**The Nurture Group Network Ltd**  
**Notes to the financial statements**  
**For the year ended 30 September 2019**

**15 Creditors: amounts falling due after more than one year**

	2019	2018
	£	£
Loans Payable	96,330	-
	<u>96,330</u>	<u>-</u>

Loans payable includes £96,330 (2018: £0) relating to a loan repayable to the Charities Aid Foundation.

Interest is charged at 6.5% and payable quarterly until August 2020, at which point monthly capital and interest payments commence.

Capital repayments are due as follows:

	2019	2018
	£	£
0 - 1 Years	3,670	-
1 - 2 Years	45,401	-
3 - 5 Years	50,929	-
	<u>100,000</u>	<u>-</u>

**16 Movements in funds**

	At 1 October 2018	Income	Expenditure	Transfers in/(out)	At 30 September 2019
	£	£	£	£	£
<b>Designated funds</b>					
Setting up nurture groups fund	50,000	-	-	(50,000)	-
Promoting nurture fund	39,439	-	-	(39,439)	-
NGN development fund	51,493	-	-	(51,493)	-
Marion Bennathan memorial fund	3,822	2,420	-	-	6,242
Strategic Fund	-	-	-	70,466	70,466
Operational Fund	-	-	(67,927)	70,466	2,539
CAF Loan Fund	-	-	(33,596)	100,000	66,404
	<u>144,754</u>	<u>2,420</u>	<u>(101,523)</u>	<u>100,000</u>	<u>145,651</u>
Fixed assets fund	68,730	-	(24,586)	65,846	109,990
Total designated funds	<u>213,484</u>	<u>2,420</u>	<u>(126,109)</u>	<u>165,846</u>	<u>255,641</u>
General fund	360,600	1,299,015	(1,453,297)	(165,846)	40,472
Total unrestricted funds	<u>574,084</u>	<u>1,301,435</u>	<u>(1,579,406)</u>	<u>-</u>	<u>296,113</u>

The transfer from General to Fixed Asset fund represent that once the fixed assets are purchased, they are for general use within the charity and as such are undesignated from the fixed asset fund.

During the year the three designated funds of the Charity (Promoting Nurture, NGN Development Fund and Setting Up Nurture Groups Fund) were restructured to reflect the changing nature of the strategic objectives of the Charity. As the Charity extended it's activities and focus beyond discrete Nurture Groups and in particular to the emergent role of the whole schools approach, the three prior designated funds were consolidated into;

**Strategic Fund**

The Strategic Fund is intended to underwrite investment in activities, products and approaches that will deliver benefits, awareness and resources for the Charity over a 3-5 year timeframe. These will be strategic growth initiatives with a strong case for pilot funding.

**Operational Fund**

The Operational Fund will focus on internal initiatives to deliver benefits within the financial year, such as targeted promotional media activity, business development or engineering opportunities for the Charity to expand it's infrastructure. These benefits are expected to be realised benefits within the year.

**Marian Bennathan Memorial Fund**

This Fund was created in memory of Nurture Honourary Life President Marian Bennathan. Drawn from donations and fundraising activities the fund will provide grants to teachers to support the continuing professional development of low income teaching staff to learn about the nurturing approach and support children with social, emotional and mental health difficulties throughout the UK

**Fixed asset fund**

To identify net funds held as fixed assets used in the organisation's operations, which are not therefore available for working capital. During the year new software, upgrades to the website and computer equipment required a transfer to the fixed asset fund, from general funds.

**The Nurture Group Network Ltd**  
**Notes to the financial statements**  
**For the year ended 30 September 2019**

**17 Analysis of total net assets between funds**

	General fund	Fixed asset fund	Other designated funds	Total funds
	£	£	£	£
Tangible fixed assets	-	109,990	-	<b>109,990</b>
Current assets	501,252	-	145,651	<b>646,903</b>
Current liabilities	(364,450)	-	-	<b>(364,450)</b>
Long-term liabilities	(96,330)	-	-	<b>(96,330)</b>
Total net assets	<u>40,472</u>	<u>109,990</u>	<u>145,651</u>	<u><b>296,113</b></u>

**18 Operating leases**

The charity has the following annual commitments under operating leases for office premises:

	2019 £	2018 £
Amounts payable within less than one year	<b>36,380</b>	17,139
Leases expiring between one and five years	<b>110,544</b>	-
Leases expiring greater than five years	-	-
	<u><b>146,924</b></u>	<u>17,139</u>

The above figure includes the rent for the office in Scotland which is on a 12 month rolling basis and the rent for the office in London, where the lease expires on 31 March 2024.

The value of the lease remaining after 30 September 2019 is £139,673

**19 Related party transactions**

During the year the charity paid £1,385 (2018: £2,060) to Penny Stephens, the wife of the CEO, for proof reading, editing and office admin work. The principle of using Penny Stephens was approved by the trustees and her invoices are separately approved for payment by the Treasurer. There were no payments to trustees for goods or services (2018: £0).

Trustees are encouraged to be members of NGN. During the year the aggregate of membership fees paid was £90 by three trustees.

## **The Nurture Group Network Limited**

### **Reference and Administrative Information**

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#### **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:**

Susan Henderson (Chair)

Nicola Hannam (Vice Chair)

Alison Betts

Jacqueline Brooks (Hon. Secretary)

Michael Clifford (Hon. Treasurer)

Marianne Coleman

Caley Eldred (resigned 3rd May 2019)

Alan Leaman

Catherine Pope

Bridget Robson

Arti Sharma

#### **Life President:**

Mark Turner

#### **Chief Executive Officer:**

Kevin Kibble

## **The Nurture Group Network Limited**

### **Reference and Administrative Information**

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**Auditors:**

Moore Kingston Smith LLP  
Devonshire House  
60 Goswell Road  
London  
EC1M 7AD

**Principal Bankers:**

Barclays Bank Plc  
128 Moorgate  
London  
EC2M 6SX