



**A Charity registered in England and Wales -
charity Number: 1115972 in Scotland - charity Number:
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**Annual Report and Financial Statements Period from
September 2019 to September 2020**

Letter from Chair

When I look back at the period covered by this report I can hardly believe the journey we have been on and I am hugely proud of nurtureuk.

In autumn 2019, we were preparing to recruit a new CEO and as the pandemic unfolded in the spring, we were greeting candidates with hand sanitizer instead of handshakes. We were fortunate to be able to appoint Arti Sharma, a former trustee, who combines strong education experience with expertise in marketing and communications. Under the circumstances her prior knowledge of the charity turned out to be more valuable than we had anticipated.

Within a fortnight the country was in lockdown. Our team rapidly adapted to working from home and redesigned our training delivery to an online model. Recognising the urgent needs of educational professionals, we created webinars and free resources to support them.

Many funders were quick to respond to the crisis; we are grateful to the National Lottery Community Fund for supporting the distribution of our bereavement boxes to schools in London, Glasgow and Manchester.

In July, Arti Sharma took up post as CEO and after eight years of strong leadership we said our, virtual, goodbyes to Kevin Kibble. We also said fond farewells to three long serving trustees: Marianne Coleman, Jacqueline Brooks and Susan Henderson OBE, who handed over the role of Chair to myself. All four contributed significantly to the growth of nurtureuk into the charity this report presents. We hope that soon we will be able to celebrate their achievements in person too.

The disruption to the lives of children and young people this year has been profound and continues. Their learning and development has been affected; they are unable to see their friends and important life stages, such as the transition from primary to secondary school, are virtual. At nurtureuk we are acutely aware of, and concerned by, the impact on their mental health and wellbeing.

Therefore, it is heartening that we are increasingly working on an authority-wide basis and implementing a whole-school nurturing approach. This allows us to expand our reach and reflects a growing recognition that introducing nurture within education early and holistically can set children and young people on a positive path. Our partnership with the London Violence Reduction Unit is an excellent example of this and we hope to continue to expand this work in other regions.

As I write, the nation struggles through another lockdown and my thoughts are with the educational professionals, nurtureuk's partners and all the weary parents and carers on whose tireless efforts our children and young people rely. The immediate health crisis may recede but the impact on mental health and wellbeing will be far reaching - nurtureuk's mission will be even more important.

Nurtureuk is committed and ready to rise to that challenge. Please join us.



Nicola Hannam Chair of Trustee Board

Nurtureuk in a nutshell

Who we are:

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

2019/2020 marked the end of the nurtureuk's 50th anniversary and the start of the Covid-19 pandemic a period of turbulence that affected organisation and individually across the UK and world.

We saw schools, teaching and ways of working/living disrupted and very quickly understood that there was now a greater need to support the mental health and wellbeing of educational professionals, teachers and of course our beneficiaries; children and young people.

Prior to Covid-19 the charity was successful in developing a range of new partnerships and opportunities to embed nurturing education across several areas within the UK, however upon the nation going into lockdown, like many charities we paused our face-to-face and direct work with schools. We swiftly realised that in order to survive the pandemic we would need to explore **diversifying our income streams, adapt to more digital delivery methods, and repurpose products that no longer provide impact** in a post Covid-19 world as well as ensure financial stability. We built our response around two key priorities:

Priorities

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

Short-term actions

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

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

Early outcomes

The outcome was a rapid move to more online content both free resources for beneficiaries and chargeable webinars for professionals as well as continued development of the new platform for Boxall Profile Online. Nurtureuk developed 9 new webinars and virtual training and consultancy opportunities, so that we could still meet the needs of our educational professionals. We also saw a surge in demand for our publications and resources and recognised the need for support in many schools. We adapted, our Bereavement Box resource into a free download, while successful bids to funders meant that we were also able to offer the full resource for free to hundreds of schools in London, Birmingham and Scotland.

Nurtureuk has and is facing numerous challenges, but it has a strong history and foundation at its core and that resilience will be needed more than ever during and after the pandemic. We look forward to accessing the several opportunities that can support the recovery and longevity and remain on course to meet the needs of our beneficiaries and continue to provide relevant timely support to education professionals.

The below outlines the key activities the charity undertook during 2019/2020 to meet our ambitious goals:

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

1. How nurture is encouraged, funded and measured

Funding

Gloucestershire Trailblazer schools

We started work with Gloucestershire, one of trailblazer areas for the Mental Health and Support Team programme delivered between NHS England and the Department of Education to provide early intervention on mental health and wellbeing issues. We trained 18 teachers seconded to the Council's health and wellbeing team in Boxall Profile Online assessment, in order for them to implement whole school Boxall Profile assessment in the 72 Gloucestershire trailblazer primary and secondary schools. We will look at reporting outcomes of this partnership in 2020/21.

London Violence Reduction Unit (VRU)

This year sees the charity embarking on an exciting new pilot with the London VRU, which paves the way for similar VRU projects across the country. The VRU has a particular focus on reducing risks faced by young Londoners to staying safe, recognising that young people can be exposed to vulnerable situations in a range of places, contexts and relationships. Reducing the number of children excluded or going missing from education by supporting an inclusive schools approach is an

integral part of the VRU strategy. With this pilot, nurtureuk will ensure a whole school approach to nurturing will be delivered as part of the Supporting Inclusive Schools programme, across 14 priority boroughs (listed below), to create inclusive schools alongside two other projects that focus on promoting creating a nurturing school environment and supporting the sometimes-difficult transition from primary to secondary school. Priority boroughs as a part of this project are: Brent, Croydon, Enfield, Haringey, Lambeth, Lewisham, Southwark, Newham, Tower Hamlets, Greenwich, Barking & Dagenham.

At the end of the two-year programme, nurtureuk is expecting a range of outcomes that will enable schools to look to a positive future. The expected benefits of this pilot include:

- Improvement in social and emotional wellbeing in for children
- Embodiment of the principles of a nurturing environment in 36 schools across 14 boroughs, pupils and families
- Establishment of a more inclusive and nurturing school system in London

The expected outcomes include:

- Improved attainment
- Improved attendance
- Reduction in challenging behaviour
- Reduced permanent exclusions
- Fully trained nurturing practitioners
- Structural improvements in schools to make them inclusive by design
- Engaged and informed parents
- Engaged community

The charity will report on these outcomes during 2021/22.

Virtual School Kent

Virtual School Kent (VSK) has been working with Kent primary and secondary schools and Nurture UK to bring about change for vulnerable children and young people. VSK realised that Nurture approaches could be just the ticket to give young people in care and those previously looked after (eg adopted) a greater opportunity to be successful in school and have better life chances.

The plan was developed to engage schools across Kent in the Nurture Group training and we were pleased to see over 130 education professionals in Kent trained in Nurture through the project. The project also aimed towards nearly 50 schools opening their own Nurture Groups across Kent in the next two years, including secondary and specialists schools. All the Trained VSK staff and specialist teachers are able to offer ongoing support for schools with their Nurture journey. It was positive to see one primary school achieving a Nurture UK Quality Mark, recognising their Nurture Group for its excellence.

Cambridge Virtual School

Nurtureuk developed a programme of training for 117 Cambridge Virtual primary and secondary schools staff. The focus was using the insights and assessment from Boxall Profile Online to support children and young people. The staff were trained on how to use Boxall Profile Online effectively as well as providing 200 copies of the Beyond the Boxall profile: Whole-Class strategies and 150 copies of the Beyond the Boxall Profile for Young People resources to ensure they had the right tools to support their pupils.

We are pleased that as a charity that during this financial year we have delivered training and consultancy to c. 158 primary and secondary schools, estimating that we have supported the mental health and well-being of c.47,400 (Average 300 pupils per school) children and young people.

We had several other partnerships during this time, however due to Covid-19 and the national lockdown, we deferred a large proportion into the next financial year. We will be able to report on these partnerships in 2021/22.

Public Affairs

During 2019, our aim was to position nurtureuk as a leading charity in supporting the social emotional and behavioural needs of children and young people, and to influence policy and public affairs work to ensure nurture tools and interventions are recommended in Government guidance for schools, to ensure increased use of nurture interventions at scale.

It was through this focus nurtureuk was able to support Gloucestershire to become the first 'nurturing county' and become the Violence Reduction Unit's delivery partner in the nurturing schools project "Nurturing London".

We also sought to build relationships and held numerous schools visits with MPs, Ofsted, partners and the Department of Education giving us the opportunity to showcase nurturing education in practice across the UK. We were pleased to see the attendance of 9 Members of Parliament at nurtureuk quality awards to schools in 2019 with 3 being present for 2 different award ceremonies.

We also arranged constituency school visits for Shadow Schools Minister Mike Kane MP and Jon Cruddas MP where they observed nurture groups and talked in depth with staff. Norman Lamb MP visited the Norfolk hub in January.

During this time we also tabled a debate, led by Jane Bryant AM in Oct 2019 on whole school approaches and to celebrate 50 years of nurture. 7 AMs spoke, including Jayne Bryant and Kirsty Williams, Welsh Education Secretary. Kirsty Williams spoke highly of nurture groups and referenced a previous nurture group visit. Crucially she linked nurture to the current wellbeing agenda of the Welsh government.

Due to the pandemic we had to cancel scheduled visits and hope to resume these in 2021/22 so that as a charity we can ensure that 'nurturing education' agenda remains at the forefront across the UK government.

2. Making a step change in the scale of delivery

Growing demand for training, consultancy and awards

Demand for nurtureuk training grew in the early months of 2019/20, with more practitioners than ever before completing our SCA-accredited Theory and Practice of Nurture Groups course and the NurtureABC with Lego course. Schools continued to commit to the National Nurturing Schools Programme, with the total number on the programme growing to 130 schools by February 2020, while we supported 70 schools with practical consultancy. Over the course of the year, our training, consultancy and award schemes reached over 1300 participants. We estimate that around 89000 children and young people will have benefited from this work.

As the coronavirus pandemic took hold in March 2020, we took the decision to halt face-to-face delivery and convert the bulk of our training and consultancy support, and award schemes, to online delivery. This allowed nurtureuk to continue to support schools making a positive impact on children and young people at a time of great need.

Addressing the causes of violence using our whole-school approach

In early 2020, nurtureuk signed an agreement with the London Violence Reduction Unit to bring whole-school nurturing support to 37 selected schools across 13 London boroughs and we are looking to work with Violence Reduction Units across the country to support boroughs in reducing risks faced by young people to staying safe, recognising that young people can be exposed to vulnerable situations in a range of places, contexts and relationships. We will begin work with the Kent Violence Reduction Unit in 20/21 and will share outcomes in our next report.

Providing vital support through publications

During the second half of the year, nurtureuk's publications offered vital support for those working with children and young people in a highly challenging environment. Demand for our full range of publications was strong, with overall sales around 28% higher than in the previous year. Recognising the pressing need for support in many schools, we converted our Bereavement Box resource into a free download, while successful bids to funders meant that we were also able to offer the full resource for free to hundreds of schools in London and Scotland.

3. Increasing our range of training and the quality of support

Developing online support during the coronavirus pandemic

To meet demand for support while most children and young people were being educated at home, we launched a webinar programme, focusing on practical advice on putting nurturing principles into practice, and on using the materials in our publications to best effect. More than 1000 practitioners had taken part by September 2020. We estimate that this work benefited around 44000 children and young people. In April 2020, we developed our first e-learning course, introducing practitioners to the Boxall Profile Online at their own pace. Over 200 participants had completed the course by September 2020.

Redeveloping training, consultancy and awards schemes for online delivery

As schools began to open up once more, we completed the work of converting our Theory and Practice course for online delivery, with first sessions delivered in August. Support for the National Nurturing Schools Programme was also completely redesigned, based on the same high standards, but with completely online delivery. Our first online sessions to support the programme were offered from September 2020, with strong take-up from schools. We have continued to develop additional training courses based on the same model of high-impact, highly interactive online sessions for small groups.

4. Investment of Boxall Profile Online (BPO)

As part of the charity's strategic pillar, we continued to invest in BPO as it was paramount for the long-term success and sustainability of nurtureuk. Ultimately we want all schools in the UK to be using BPO for the benefit of our beneficiaries. Prior to during the pandemic we:

- ❖ Focused on finalising the migration from the old to new platform to ensure our users were easily able to assess and support their pupils
- ❖ Made improvements to functionality, improved user support and investment in Zendesk, a customer support platform, to improve customer services. We also set out to develop online training for the new platform.
- ❖ With new partnerships in place we ensured that access to BPO and training was included as part of the package offered.
- ❖ Driven by the mission of the charity to access more children as efficiently and safely as possible we are investing in continuous research of our current subscribers and usage of BPO as well as external research to the impact of the whole school nurturing approach to ensure we develop BPO to meet the needs of our practitioners and deliver the highest quality the assessment of children and young people's social, emotional and behavioural development in all educational settings.

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

5. Research and evidence of the nurturing approach

We published Volume 5 under the editorship of Dr Marianne Colman in July 2019 and we thank her and our dedicated volunteers and contributors who continue to work to broaden and strengthen the need and evidence for a nurturing approach to education. We were particularly pleased to see this volume contain the paper; *On the Origins of Nurture* written by one of the pioneers of nurture, Sylvia Lucas. It reminds us of how nurture groups started and how both theory and practice were developed.

It takes us back to first principles and Marjorie Boxall's maxim 'be and do for these children as you would your own young children'. The paper is valuable from both an historical and practical stance, and foreshadows the celebration of the 50th anniversary of nurture. Sylvia reminds us that the idea of a nurturing school is not a new one, but one that she explored and utilised as a head back in the 1970s.

We remain committed to research and evidence in the nurturing practice - it is at the heart of everything we do, however due to the pandemic we have had to pause several aspects of our research plans and look forward to resuming our work in 2021.

Nurtureuk AGM and future priorities

In October 2020, nurtureuk held its virtual AGM, as a result of the pandemic and we were pleased to see the highest attendance of members with over 50 members as well as staff and trustees logging in to hear organisational updates. We shared our financial performance over the last financial year, gave our thanks and heartfelt goodbyes to Kevin Kibble who led the charity for 8 years and Sue Henderson outgoing Chair. We welcomed new chair Nicola Hannam and new CEO Arti Sharma to nurtureuk who shared their immediate priorities and vision to stabilise the charity during the pandemic.

The next 6 months nurtureuk will need to focus on building strong foundations in three distinct areas; Finances, Delivery and our People. This phase focuses on immediate and tactical implementation that enables the charity to quickly stabilise following the aftermath of Covid-19. The focus of the team will be to minimise/reduce costs, deliver high quality products and services through current channels for our key audiences. We, along with the rest of the charity sector, are facing many external changes at the moment, and we will need to focus our resources on mitigating these risks. As a result of the pandemic and focus on stabilising the charity we inevitably had to undertake a restructure of the charity so we are better placed to manage operational delivery. By providing relevant products and services that support education professionals, we will be better able to meet the needs of our beneficiaries. By keeping abreast of market changes as a result of Covid-19 helps maintain our competitive advantage. By building closer relationships with the devolved nations, exploring new markets and partners, and remaining at the forefront of the mental-health agenda we are in a strong position to stabilise the charity for the long-term future.

The charity has a strong history and foundation at its core and that resilience will be needed more than ever during and after the pandemic. However nurtureuk has several opportunities that can support the recovery and longevity and remain on course to meet the needs of our beneficiaries and continue to provide relevant timely support to education professionals.

Financial Review

Whilst we developed new partnerships and were able to celebrate our 50th anniversary, 2019/20 itself was a challenging period for the charity and we saw a direct impact on our finances, delivery and people.

Financially, the charity began the year with a deficit outturn of £278k, requiring a significant contribution from our reserves. A financial recovery plan was quickly scoped and actioned when the downturn began, increasing marketing, focussing on the delivery and full utilisation of our most popular courses and further gripping our cost base. A more granular approach to monitoring our performance and market signals has been adopted giving further forewarning of market changes, alongside a sustained focus on cashflow. This challenging period led to decisive, difficult decisions for Trustees in order to protect our long-term survival including closing the Norfolk Nurture Hub, which whilst providing an excellent pilot for the Charity on localised impact, could not be operated sustainably. These actions have stabilised financial performance and the green shoots of financial recovery across the first quarter of 2019/20

In March 2020, we went into lockdown due to the pandemic and adapted in several ways. We took the decision to put 75% of staff on furlough to reduce overheads and focused on delivering what we could in a national lockdown. We invested time and staff on BPO, development of webinars and virtual training and also sought to repurpose our publications. Despite a fall in publications income the prior year, we saw a huge surge for demand post March 2020, and developed offers and packages that enabled education professionals to access a range of resources to support children and young people wellbeing during this time.

We learned, adapted and focused on what we do best whilst finding ways to reduce or maintain our expenditure so that the charity could stabilise its foundations and continue with strength into the new year.

The result of our Covid-19 strategy had a positive impact on our finances and we were able to close the year at an income of £1,306,429, excluding CJRS grant income (a 0.4% rise on the prior year) with a reserves position of £214,571. The total deficit for the year to date is £81,541, which is a positive variance of £196,427 when compared to the prior year period to date, but a negative variance of £102,910 versus forecast.

Reserves Policy

The Trustees review the reserves level at Board meetings throughout the year, as well as annually as part of the year end process. Reserves are also discussed at FAR committee meetings. In light of the weak trading year our total funds have been reduced heavily by our trading deficit, reducing total funds from £296k to £215k (-28%)

Nurtureuk holds all its reserves as unrestricted funds, split between designated funds and general funds (free reserves). It is the policy of the Charity that free reserves should be maintained at a level equivalent to between three and six months' expenditure, which for 2019/20 would be £313k and has not been achieved. This has been a long-standing policy intended to protect the Charity against a significant drop in income, a risk that materialised in 2018/19. As at 30' September 2020 the Charity's reserves total £131,761. Trustees are monitoring reserves and cashflow carefully, particularly in light of Covid-19 and will seek to rebuild reserves to protect the Charity when the macroenvironment stabilises.

Risk management

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

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

At each Board meeting the highest scoring risks are discussed (amber and red), alongside the mitigations, providing risk management and reporting at the highest governance level. This

promotes transparency and accountability for mitigating actions, and all trustees are invited to add and discuss new and emerging risks during the meeting, or at any point in the year directly with the Chief Executive.

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

- ❖ Risk of not meeting financial targets; mitigated by a significant push toward year-end on the trading income, and the unplanned but necessary utilisation of some of the free reserves to fund the financial deficit.
- ❖ Risk of not integrating performance information in a clear and consistent manner; this will be reviewed in the 2020-21 year to identify how the Charity can track performance and quickly identify operating opportunities and variances.
- ❖ An important risk in relation to the Office lease which existed at year-end was mitigated shortly after with the confirmation of lease renewal.

Structure, governance and management

Structure

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

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

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

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

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

Susan Henderson - Chair (retired June 2020)	Remuneration
Nicola Hannam - Vice Chair (Chair July 2020)	Remuneration; Finance, Audit & Risk
Jacqueline Brooks - Hon. Secretary (retired October 2020)	Remuneration
Michael Clifford - Hon. Treasurer	Finance, Audit & Risk; Remuneration
Alison Betts	Fundraising, Marketing & Public Affairs
Marianne Coleman (retired Jan 2020)	Research, Evidence & Ethics
Alan Leaman (Vice Chair)	Membership Review; Fundraising, Marketing & Public Affairs
Kate Fallon	Finance, Audit & Risk
Bridget Robson	Research, Evidence & Ethics
Angeliki Kallitsoglou (appointed Jan 2020)	Research, Evidence & Ethics

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

Governance and management

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

Fundraising Activities

The charity does not engage in active fundraising and does not use professional fundraisers. No complaints were received in respect of the charity's fundraising practices during the year under review.

Trustee Recruitment and Training

New Trustees are recruited and co-opted by the existing trustees, in accordance with the governing documents. Trustee vacancies are advertised externally, including directly to members, with the desired areas of expertise explicitly stated. Applications are reviewed and interviews are conducted

by a panel of Board members along with the CEO, the make-up of which is dependent upon the expertise being sought. An induction programme has been implemented, alongside a Trustee Handbook. New trustees are given a 'buddy' in the first few months to assist with integrating into the Board and the organisation. Relevant papers and guidance are provided in order that Trustees are able to fulfil their duties.

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

Trustee training

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

Key Management Personnel

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

Remuneration policy

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

Public benefit

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

The Quality Mark Award for schools endorsing effective practice in nurture groups is widely sought. It is operated at a deficit, funded by surpluses in other activities, but made worthwhile by helping to set, encourage and maintain quality standards within establishments with nurture groups. Volunteer Regional Co-ordinators are based in many regions throughout the UK and they provide a fantastic local resource and are bringing together nurture practitioners to allow them to share experiences

and best practice. Publications such as our International Journal of Nurture, newsletters and leaflets are freely available to read online.

Nurture groups have been in operation for over 45 years, with numerous evaluations evidencing their success. Pupils, parents, teachers and support assistants refer to nurture groups as an effective intervention strategy. Several government papers and reports have endorsed nurture group provision, including the Mental Health and Behaviour in Schools Report in 2014 and Estyn's Attendance in Secondary Schools report, also published in 2014. In addition, Queen's University Belfast in a study funded by the Department for Education for Northern Ireland in 2016 found nurture groups highly successful in improving outcomes for children and as having the potential to result in significant savings to the education system and even greater to society

Thanks

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

Auditors

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

Statement of Trustees Responsibilities

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

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

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

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure

that the financial statements comply with the Companies Act 2006, Charities and Trustee Investment (Scotland) Act 2005 and Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware;

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

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

A handwritten signature in black ink, appearing to read 'N Hannam', is displayed on a light grey rectangular background.

Nicola Hannam Chair of Trustee Board

24th March 2021

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

Opinion

We have audited the financial statements of (name of charitable company) for the year ended 30TH September 2020 which the Statement of Financial Activities (incorporating an income and expenditure account), the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30th September 2020 and of the charitable company's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

Use of our report

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

Handwritten signature in black ink that reads "Moore Kingston Smith LLP".

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

Date: 13 April 2021

Devonshire House
60 Goswell Road
London
EC1M 7AD

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

The Nurture Group Network Ltd
Statement of Financial Activities (incorporating an income and expenditure account)
For the year ended 30 September 2020

	Notes	Unrestricted funds		Restricted funds	Total funds 2020	Total funds 2019
		General fund	Designated funds			
		£	£	£	£	£
Income from:						
Donations and legacies	2	52,360	2,377	-	54,737	46,049
Charitable activities	3	1,248,910	-	-	1,248,910	1,254,410
CJRS Grant Income		166,257	-	-	166,257	-
Other Grant Income		-	-	2,000	2,000	-
		<u>1,467,527</u>	<u>2,377</u>	<u>2,000</u>	<u>1,471,904</u>	<u>1,300,459</u>
Income from investments		782	-	-	782	976
Total income		<u>1,468,309</u>	<u>2,377</u>	<u>2,000</u>	<u>1,472,686</u>	<u>1,301,435</u>
Expenditure on:						
Raising funds	4	183,678	3,513	-	187,191	104,327
Charitable activities	5					
Training and standards		1,020,674	24,535	-	1,045,209	1,175,586
Policy and public affairs		71,059	2,139	-	73,198	69,587
Research		26,760	946	-	27,706	49,413
Other		200,098	20,825	-	220,923	180,492
		<u>1,318,591</u>	<u>48,445</u>	<u>-</u>	<u>1,367,036</u>	<u>1,475,078</u>
Total expenditure		<u>1,502,269</u>	<u>51,958</u>	<u>-</u>	<u>1,554,227</u>	<u>1,579,405</u>
Net income/(expenditure)		<u>(33,960)</u>	<u>(49,581)</u>	<u>2,000</u>	<u>(81,541)</u>	<u>(277,970)</u>
Transfers between funds	16	125,249	(125,249)	-	-	-
Net movements in funds		<u>91,289</u>	<u>(174,830)</u>	<u>2,000</u>	<u>(81,541)</u>	<u>(277,970)</u>
Funds brought forward at 1 October 2019		40,472	255,641	-	296,113	574,084
Funds carried forward at 30 September 2020		<u>131,761</u>	<u>80,811</u>	<u>2,000</u>	<u>214,572</u>	<u>296,114</u>

All amounts derive from continuing operations.

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

The notes on pages 23 to 32 form part of these financial statements.

The Nurture Group Network Ltd
Balance Sheet
As at 30 September 2020

	Notes	2020 £	2020 £	2019 £	2019 £
Fixed assets					
Intangible fixed assets	10	67,630		93,118	
Tangible fixed assets	11	13,181		16,872	
			80,811		109,990
Current assets					
Stock		40,862		51,466	
Debtors	12	361,112		321,115	
Cash at bank and in hand		363,000		274,322	
			764,974		646,903
Creditors: amounts falling due within one year	13		(520,435)		(364,450)
Net current assets			244,539		282,453
Creditors: amounts falling due after more than one year	14		(73,461)		(96,330)
Provision for Liabilities	15		(37,317)		-
Total net assets			214,572		296,113
Funds					
General fund			131,761		40,472
Designated funds	16		80,811		255,641
Restricted Funds			2,000		-
Total funds			214,572		296,113

The notes on pages 23 to 32 form part of these financial statements.

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

The financial statements were approved by the trustees and authorised for issue on: 24th March 2021



.....
 Nicola Hannam
 Chair



.....
 Michael Clifford
 Treasurer

The Nurture Group Network Ltd
 Company registration number 05562426

The Nurture Group Network Ltd
Cash Flow Statement
As at 30 September 2020

	Notes	2020 £	2019 £
Cash flows from operating activities			
Net cash provided by/(used in) operating activities	19	102,379	(109,085)
Cash flows from/(used in) investing activities			
Interest from bank deposits		782	(976)
Purchase of tangible fixed assets		(868)	(8,209)
Purchase of intangible fixed assets		(4,750)	(57,637)
Proceeds from the disposal of tangible fixed assets		1,304	-
Net cash (used in) investing activities		(3,532)	(66,822)
Cash flows from/(used in) financing activities			
Repayment of loans		(3,670)	-
Interest paid		(6,499)	(1,626)
Net cash (used in) financing activities		(10,169)	(1,626)
Change in cash and cash equivalents in the year		88,678	(177,533)
Cash and cash equivalents at 1 October	B	274,322	451,855
Cash and cash equivalents at 30 September	B	363,000	274,322

Notes to the statement of cash flows for the year to 30 September 2020:

A: Analysis of cash and cash equivalents

	2020 £	2019 £
Cash at bank and in hand	363,000	274,322
Total cash and cash equivalents	363,000	274,322

B: Analysis of changes in net debt

	At 1 October 2019 £	Cash Flows £	At 30 September 2020 £
Cash	274,322	88,678	363,000
Loans falling due within one year	(3,670)	(19,200)	(22,870)
Loans falling due after more than one year	(96,330)	22,869	(73,461)
Total	174,322	92,347	266,669

1 Accounting policies

1.1 Accounting conventions

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

The financial statements have been prepared in accordance with the principles set out in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) issued October 2019, the financial reporting standard applicable in the UK and Republic of Ireland (FRS 102).

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

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

1.2 Assessment of Going Concern

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

1.3 Fund Accounting

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

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

1.4 Critical accounting estimates and areas of judgement

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

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

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

1.5 Income recognition

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

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

1.6 Expenditure

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

1.7 Charitable activities

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

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

1.8 Support costs, including governance

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

1.9 Tangible fixed assets

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

Depreciation is calculated at the following rates:

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

1.10 Intangible fixed assets

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

Amortisation is calculated at the following rate:

IT/software: 25% straight line

1.11 Stock

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

1.12 Cash and cash equivalents

Cash and cash equivalents, for the purpose of the statement of cash flows, comprise cash in hand and instant access cash. The charity does not hold fixed term bonds, or deposits or with a maturity date of more than three months.

1.13 Debtors

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

1.14 Creditors

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

1.15 Defined contribution pensions

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

1.16 Leases

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

1.17 Taxation

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

The Nurture Group Network Ltd
Notes to the financial statements
For the year ended 30 September 2020

2 Income from donations and legacies	2020	2019
	£	£
Membership subscriptions	30,393	32,609
Other donations	24,344	13,440
Total	54,737	46,049

In 2020 donations of £2,000 were restricted. In 2019 all donations were unrestricted.

3 Income from charitable activities	2020	2019
	£	£
Charitable activity		
Training courses	415,863	522,854
Conferences	-	31,413
Publications	530,294	415,454
Nurture consultancy	177,604	59,171
MB quality mark awards	2,245	30,465
Nurturing schools programme	122,904	195,053
Total	1,248,910	1,254,410

All income from charitable activities in 2019 and 2020 was unrestricted.

4 Raising funds	2020	2019
	Total	Total
	£	£
	Direct staff costs	Other direct costs
	Total direct costs	Support costs
	£	£
Raising funds	122,043	1,954
	123,997	63,194
	187,191	104,327

5 Expenditure on charitable activities	2020	2019
	Total	Total
	£	£
	Direct staff costs	Other direct costs
	Total direct costs	Support costs
	£	£
Charitable activity		
Training and standards		
Training courses	216,105	94,501
Conferences	-	-
Publications	31,153	156,280
Nurture consultancy	113,286	117,896
MB quality mark awards	57,876	1,429
Nurturing schools programme	31,141	16,610
Boxall Childhood Projected	-	9,701
Norwich Nurture Hub Costs	-	-
	449,561	396,417
	845,979	199,232
	1,045,209	1,175,586
Policy and public affairs	45,002	1,050
Research	12,036	1,296
Other charitable activities	106,837	11,000
	117,837	103,086
	220,923	180,492
Total	613,436	409,763
	1,023,200	343,837
	1,367,036	1,475,078

2019	Staff costs	Other direct costs	Total direct costs	Support costs	2019 Total
	£	£	£	£	£
Charitable activity					
Training and standards					
Training courses	204,808	129,700	334,508	136,579	471,086
Conferences	50,982	60,541	111,524	23,112	134,636
Publications	21,592	68,187	89,779	14,770	104,548
Nurture consultancy	70,602	51,997	122,599	32,942	155,541
MB quality mark awards	62,498	795	63,294	19,390	82,683
Nurturing schools programme	32,252	50,794	83,046	12,636	95,682
Boxall Childhood Projected	0	7,399	7,399	-	7,399
Norwich Nurture Hub Costs	0	124,010	124,010	-	124,010
	442,735	493,424	936,159	239,430	1,175,586
Policy and public affairs	40,184	3,974	44,158	25,429	69,587
Research	30,965	3,563	34,529	14,884	49,413
Other charitable activities	92,045	-	92,045	88,447	180,492
Total	605,929	500,961	1,106,891	368,190	1,475,078

The Nurture Group Network Ltd
Notes to the financial statements
For the year ended 30 September 2020

6 Net income

	2020	2019
	£	£
Net income for the year is stated after charging:		
Depreciation of tangible fixed assets	3,255	3,040
Amortisation of intangible fixed assets	30,238	21,545
Operating lease commitments	53,508	7,251
Trustee expenses	621	1,827
Auditor's remuneration:		
Current year audit	7,000	6,950
Under Accrual In respect of previous year	3,200	(301)

7 Trustee Expenses

Expenses were incurred by trustees, as follows:

	2020	2019
	£	£
Trustee Expenses		
Travel & Subsistence	-	1,153
Board Insurance	621	669
Total number of trustee paid expenses	-	5

8 Staff costs

	2020	2019
	£	£
Staff costs were as follows:		
Salaries and wages	716,821	619,507
Social security costs	68,279	60,697
Pension contributions	32,924	27,513
	818,024	707,717
Temporary and other staff costs	15,787	36,316
Redundancy costs	19,906	-
Termination costs	10,000	-
Payment in lieu of notice costs	7,411	-
Total staff costs	871,128	744,033

	2020	2019
	£	£
Staff costs have been charged as follows:		
Cost of raising funds	122,043	59,126
Charitable activities	613,436	605,929
Support costs	135,649	78,978
	871,128	744,033

In 2019 the charity employed 0 (2019: 1) people who earned between £60,000 - £70,000 and paid pension contributions on their behalf of £0 (2019: £3,249).

	2020	2019
	Number	Number
The average monthly number of employees analysed by activity:		
Raising funds	3	2
Training and standards	10	10
Policy and public affairs	2	1
Research	1	1
Support	1	1
Governance	1	1
Other Charitable Activities	3	2
	21	18

Key management personnel

The Chief Executive Officer (CEO) has delegated responsibility from the trustees to run the charity day-to-day.

The CEO, along with two other SMT members (Director of Operations and Director of Innovation & Income Generation) are considered to be the Key Management Personnel. (2019: CEO & 2 SMT members)

The total employee benefits, including pension contributions, of this group amounted to £170,783 (2019: £104,045).

The Nurture Group Network Ltd
Notes to the financial statements
For the year ended 30 September 2020

9 Support costs

	Total 2020	Total 2019
	£	£
Staff costs	130,861	78,978
Professional fees	88,169	74,206
Premises costs	38,010	47,510
IT costs	23,091	20,424
Other administrative costs	126,900	188,087
	<u>407,031</u>	<u>409,205</u>

	2020	2019
	£	£
Support costs have been charged as follows:		
Cost of raising funds	63,194	41,017
Charitable activities		
Training and standards		
Training courses	111,421	136,579
Conferences	-	23,112
Publications	14,652	14,770
Nurture consultancy	40,039	32,942
MB quality mark awards	20,414	19,390
Nurturing schools programme	12,706	12,636
Policy and public affairs	27,146	25,429
Research	14,373	14,884
Other charitable activities	103,086	88,447
	<u>407,031</u>	<u>409,205</u>

10 Intangible fixed assets

	IT Software	Assets Under Construction	Total
	£	£	£
Cost			
At 1 October 2019	105,297	57,636	162,933
Additions in the year	-	4,750	4,750
Transfer between Categories	62,386	(62,386)	-
At 30 September 2020	<u>167,683</u>	<u>-</u>	<u>167,683</u>
Accumulated amortisation			
At 1 October 2019	69,815	-	69,815
Charge for the year	30,238	-	30,238
At 30 September 2020	<u>100,053</u>	<u>-</u>	<u>100,053</u>
Net book value			
At 30 September 2020	<u>67,630</u>	<u>-</u>	<u>67,630</u>
At 30 September 2019	<u>35,482</u>	<u>57,636</u>	<u>93,118</u>

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

The Nurture Group Network Ltd
Notes to the financial statements
For the year ended 30 September 2020

11 Tangible fixed assets

	Fixtures & fittings £	Total £
Cost		
At 1 October 2019	65,286	65,286
Additions in the year	868	868
Disposals in the year	(1,564)	(1,564)
At 30 September 2020	<u>64,590</u>	<u>64,590</u>
Accumulated depreciation		
At 1 October 2019	48,414	48,414
Charge for the year	3,255	3,255
On disposals in the year	(260)	(260)
At 30 September 2020	<u>51,409</u>	<u>51,409</u>
Net book value		
At 30 September 2020	<u>13,181</u>	<u>13,181</u>
At 30 September 2019	<u>16,872</u>	<u>16,872</u>

12 Debtors

	2020 £	2019 £
Trade debtors	323,412	296,240
Prepayments	19,195	24,875
Accrued Income	18,505	-
	<u>361,112</u>	<u>321,115</u>

13 Creditors: amounts falling due within one year

	2020 £	2019 £
Loans Payable	22,870	3,670
Accruals	66,848	41,286
Deferred income	285,678	214,839
Trade creditors	30,565	49,464
Other creditors	114,474	55,190
	<u>520,435</u>	<u>364,450</u>

Loans payable includes £22,870 (2019: £3,670) relating to a loan repayable to the Charities Aid Foundation

	2020 £	2019 £
Deferred income		
Deferred income brought forward	214,839	166,824
Released to income	(214,839)	(166,824)
Additional in the year	285,678	214,839
Total (as per above)	<u>285,678</u>	<u>214,839</u>

The Nurture Group Network Ltd
Notes to the financial statements
For the year ended 30 September 2020

14 Creditors: amounts falling due after more than one year

	2020	2019
	£	£
Loans Payable	73,461	96,330
	<u>73,461</u>	<u>96,330</u>

Loans payable includes £73,461 (2019: £96,330) relating to a loan repayable to the Charities Aid Foundation. Interest is charged at 6.5% and monthly capital and interest payments have been made since August 2020. Capital repayments are due as follows:

	2020	2019
	£	£
0 - 1 Years	22,870	3,670
1 - 2 Years	50,438	45,401
3 - 5 Years	23,023	50,929
	<u>96,331</u>	<u>100,000</u>

15 Provision for Liabilities

	2020	2019
	£	£
Restructuring Costs	37,317	-
	<u>37,317</u>	<u>-</u>

16 Movements in funds

	At 1 October 2019	Income	Expenditure	Transfers in/(out)	At 30 September 2020
	£	£	£	£	£
Designated funds					
Marion Bennathan memorial fund	6,242	2,377	-	(8,619)	-
Strategic Fund	70,466	-	-	(70,466)	-
Operational Fund	2,539	-	-	(2,539)	-
CAF Loan Fund	66,404	-	(17,672)	(48,732)	-
	<u>145,651</u>	<u>2,377</u>	<u>(17,672)</u>	<u>(130,356)</u>	<u>-</u>
Fixed assets fund	109,990	-	(34,286)	5,107	80,811
Total designated funds	<u>255,641</u>	<u>2,377</u>	<u>(51,958)</u>	<u>(125,249)</u>	<u>80,811</u>
General fund	40,472	1,468,309	(1,502,269)	125,249	131,761
Total unrestricted funds	<u>296,113</u>	<u>1,470,686</u>	<u>(1,554,227)</u>	<u>-</u>	<u>212,572</u>
Restricted Fund	-	2,000	-	-	2,000
Total Funds	<u>296,113</u>	<u>1,472,686</u>	<u>(1,554,227)</u>	<u>-</u>	<u>214,572</u>

Movements in funds - Prior Year

	At 1 October 2018	Income	Expenditure	Transfers in/(out)	At 30 September 2019
	£	£	£	£	£
Designated funds					
Setting up nurture groups fund	50,000	-	-	(50,000)	-
Promoting nurture fund	39,439	-	-	(39,439)	-
NGN development fund	51,493	-	-	(51,493)	-
Marion Bennathan memorial fund	3,822	2,420	-	-	6,242
Strategic Fund	-	-	-	70,466	70,466
Operational Fund	-	-	(67,927)	70,466	2,539
CAF Loan Fund	-	-	(33,596)	100,000	66,404
	<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 Funds	<u>574,084</u>	<u>1,301,435</u>	<u>(1,579,406)</u>	<u>-</u>	<u>296,113</u>

The Nurture Group Network Ltd
Notes to the financial statements
For the year ended 30 September 2020

In 2018/19 the Charity recognised that the current reserve structure was no longer fit for purpose, Trustees approved the closure of the Setting Up Nurture, Promoting Nurture and NGN Development Funds and transition of these funds into a simplified Operational and Strategic Fund structure;

Strategic Fund

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

Operational Fund

The Operational Fund will focus on internal initiatives to deliver benefits within the financial year, such as targeted promotional media activity, business development or engineering opportunities for the Charity to expand its infrastructure. These benefits are expected to be realised within the year. In 2018/19 expenditure within this fund helped support development of Boxall Profile amongst other initiatives.

Additionally the Charity holds two other designated funds;

Marian Bennathan Memorial Fund

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

CAF Loan Fund

Given the specific nature of the loan from CAF funding our growth ambitions, the loan is held as a designated fund against which permissible expenditure is drawn down.

The Charity also holds a Fixed Asset Fund;

Fixed Asset Fund

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

17 Analysis of total net assets between funds

	General fund	Fixed asset fund	Restricted funds	Total funds
	£	£	£	£
Tangible fixed assets	-	80,811	-	80,811
Current assets	762,974	-	2,000	764,974
Current liabilities	(520,435)	-	-	(520,435)
Long-term liabilities	(73,461)	-	-	(73,461)
Provisions	(37,317)	-	-	(37,317)
Total net assets	131,761	80,811	2,000	214,572

Analysis of total net assets between funds - Prior Year

	General fund	Fixed asset fund	Restricted funds	Total funds
	£	£	£	£
Tangible fixed assets	-	109,990	-	109,990
Current assets	501,252	-	145,652	646,904
Current liabilities	(364,450)	-	-	(364,450)
Long-term liabilities	(96,330)	-	-	(96,330)
Total net assets	40,472	109,990	145,652	296,113

18 Operating leases

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

	2020	2019
	£	£
Amounts payable within less than one year	38,835	36,380
Leases expiring between one and five years	76,832	110,544
	115,667	146,924

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

The value of the lease remaining after 30 September 2020 is £110,544

19 Related party transactions

During the year the charity paid £765 (2019: £1,385) to Penny Stephens, the wife of the former CEO, for proof reading, editing and office admin work. The principle of using Penny Stephens was approved by the trustees and her invoices are separately approved for payment by the Treasurer. There were no payments to trustees for goods or services (2019: £0).

Trustees are encouraged to be members of NGN. During the year the aggregate of membership fees paid was £90 by three trustees, as was the case for 2019.

20 Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2020	2019
	£	£
Net (expenditure) for the year	(81,541)	(277,971)
Adjustments for:		
Depreciation and amortisation	33,493	24,586
Interest from investments	(782)	976
Loan Interest Paid	6,490	1,626
Decrease in stock	10,614	2,294
(Increase) in debtors	(39,997)	(50,720)
Increase in creditors	136,785	190,124
Increase in provisions	37,317	-
Net cash provided/(used) in operating activities	<u>102,379</u>	<u>(109,085)</u>

The Nurture Group Network Limited

Reference and Administrative Information

Charity Registrations:

The Nurture Group Network (NGN)
Company Registration No. (England & Wales): 05562426
Registered Charity No. (England & Wales): 1115972
Registered Charity No. (Scotland): SC042703

Registered Office:

Insight House
Riverside Business Park
Stansted Mountfitchet
CM24 8PL

Principal Office:

The Green House
244-254 Cambridge Heath Road
Bethnal Green
London
E2 9DA

Board of Trustees:

Susan Henderson (Chair to 30th June 2020)
Nicola Hannam (Chair from 1st July 2020)
Alison Betts
Jacqueline Brooks (Hon. Secretary)
Michael Clifford (Hon. Treasurer)
Marianne Coleman (resigned 31st December 2019)
Alan Leaman (Vice Chair)
Catherine Pope
Bridget Robson
Arti Sharma (resigned 30th April 2020)

Life President:

Mark Turner

Chief Executive Officer:

Kevin Kibble (to 30th June 2020)
Arti Sharma (from 1st July 2020)

Auditors:

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

Principal Bankers:

Barclays Bank Plc
128 Moorgate
London
EC2M 6SX