



# Annual Report and Financial Statements

Improving the life chances of  
children and young people



October 2020 – September 2021





## A note from the Chair, Nicola Hannam

This annual report covers the first full academic year of the Covid-19 pandemic, a period of uncertainty and upheaval across the country. Even as the summer holidays came to a close there was confusion over how schools would operate and we had to respond and adapt to the changing situation.

Early tough decisions to cut overheads and furlough some staff helped us weather the uncertainty and restructuring enabled us to streamline and improve our positioning. Despite the challenges we closed the year in a **positive financial position** with a refreshed strategy and a strong, expanding team.

This was **Arti Sharma's** first full year in post as CEO; despite both the Board and staff team working virtually she has established her leadership and galvanised the team to refresh the culture and focus. Our business recovery plan focused on stabilising, sustaining and then strengthening the charity in three distinct areas; Finance, Delivery and People. The reduced team and repurposed roles set out to deliver against our strategic and financial objectives.

We continued to deliver online content, as well as developing new **webinars and virtual training and consultancy** opportunities, so that we could still meet the needs of our educational professionals through varying iterations of national lockdowns. We also saw a surge in demand for our publications,

the **National Nurturing Schools Programme** and **Boxall Profile® Online**; all of which exceeded targets. We also adapted our programme content and delivery to ensure we could meet the bespoke needs of the **Violence Reduction Programmes** – a brilliant example of early intervention in the lives of children and young people to tackle challenging societal issues.

We appointed three new trustees who bring a depth of experience and increase the Board's digital and financial expertise:

- **Chris Dean**, *CEO Credera UK*
- **Claire Hersey**, *CFO for the City of London Academies Trust (COLAT)*
- **Paul Pugh**, *Director at Mason Advisory*

The commitment from staff, trustees and continued support from educational professionals and partners resulted in the strongest income year to date and a surplus that will enable us to invest in the future, expanding our reach and impact – an amazing feat by all involved.

With the positive upturn in finances, delivery and team we had the confidence to look to the future and reassess our priorities in the light of a fundamentally changed operating context. Within our trustees' annual report we have set out our new five year strategy with the long term goals to grow and embed nurturing education across the UK.

After a difficult year I am excited about the future for nurtureuk and our potential to change lives.

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### Board of Trustees:

Alison Betts  
Jacqueline Brooks  
(resigned 31st July 2021)  
Michael Clifford  
(Hon. Treasurer)

Chris Dean  
(appointed 5th May 2021)  
Nicola Hannam (Chair)  
Claire Hersey  
(appointed 5th May 2021)

Angeliki Kallitsoglou  
Alan Leaman (Vice Chair)  
Catherine Pope  
(resigned 31st March 2021)

Paul Pugh  
(appointed 5th May 2021)  
Bridget Robson

**Life President:** Mark Turner



## Why nurture?

Here at nurtureuk, we are committed to improving the life chances of every child and young person by promoting nurture across the whole education system and beyond.

We are proud of being a charity and being driven by purpose, and the development of children and young people is at the heart of everything we do.

We want to amplify the benefits of nurture for every child and young person within and beyond the classroom. Our approach is evidence-based and practice-led, following the six principles of nurture.

### Our vision is to see a world where:

1. Child development isn't limited by lack of nurture in education.
2. Adults working with and caring for children and young people are supported and equipped with evidence-based tools to help them flourish and learn.

We are dedicated to improving the social, emotional, mental health and wellbeing of children and young people (CYP). We have been at the forefront of the nurture movement for over 50 years, and today – with ever more children and young people affected by issues that can impact their learning – our work is more vital than ever.

### In the last year:

188,000  
pupils  
reached

4,300  
practitioners  
supported

2,200  
schools  
engaged

500  
training sessions  
delivered

# What is nurture?

The nurture story began in 1969, when educational psychologist Marjorie Boxall first developed the concept of the nurture group. Following the success of her pilot, the nurture movement grew steadily over the following decades and gained wider recognition.

The concept of nurture is rooted in Attachment Theory and Neuroscience of the developing brain. It highlights the importance of social environments and its significant influence on social and emotional skills, as well as wellbeing and behaviour. A nurturing ethos in an education environment is empathetic, structured and fair for all.

At nurtureuk, we have spent 50 years building our evidence-based approach and today we have a reputation for delivering expert nurturing practice in schools. Everything we do is guided by best practice in the classroom through the Six Principles of Nurture.

*“Nurture is the foundation on which everything is built. Without a true understanding of children and where they are coming from in their lives, we cannot begin to get it right for them. If we cannot do this, then they will not be in the right place to learn, build relationships and develop skills which will benefit them throughout their lives.”*

– Brimmond School, Aberdeen

## The six principles of nurture

The classroom offers a safe base



Children’s learning is understood developmentally



Language is a vital means of communication



All behaviour is communication



The importance of nurture for the development of wellbeing



The importance of transitions in children’s lives



## Our Graduated Approach to Nurture

Our graduated approach to nurture ensures that every child in the school has the opportunity to flourish in their education, by having access to the support they need, when they need it. Whether they enter the education system with early childhood trauma, or experience it during their time in education, we work to measure and support the social, emotional and mental health of all children, so that no child falls through the cracks.

The graduated approach begins with using the **Boxall Profile®** to identify early indications of any social, emotional, behavioural and/or mental health concerns amongst the children and young people. The whole-school nurture approach is then applied, and

nurturing intervention strategies are put in place to help children and young people develop social and emotional skills. The final stage of the graduated approach is the implementation of **Boxall Nurture Groups™** for the most vulnerable children and young people.

*“As a practitioner, I cannot emphasise the impact Nurture Groups have upon pupils, and I would go as far as to say that having a Nurture Group and adopting a nurturing ethos has transformed our whole school; children, staff and parents.”*  
Landsdowne Primary School, Kent

## Nurture Principles

**Nurture Plus**  
For the most vulnerable children and young people

**Nurture Groups**  
Boxall Nurture Group® classic

**Nurturing Interventions**  
Strategies to support children and young people to develop social and emotional skills

**Whole School Approach to Nurture**  
Boxall Profile® for all children and young people and nurture principles are embedded

**The Boxall Profile®**  
Early identification of potential social, emotional, behavioural and/or mental health concerns





## A nurturing year

### - a message from CEO, Arti Sharma

Having begun my post as CEO within the early months of the pandemic it became clear early on that a nurturing approach in education and within the charity itself would be needed more than ever.

Like many others in the sector, overnight we had to adapt to the changing rules and regulations and set out a business recovery plan that focused on creating robust foundations to ensure long term sustainability across three distinct areas; finance, delivery and people.

We saw many changes over the year including; moving from 100% face to face to completely delivering all our training and consultancy online; changing our working methods to become 100% remote across the country; we reduced the team and repurposed roles to deliver against our strategic and financial objectives; and internally, a new culture was created so staff could manage their own personal lives through the pandemic.

Our priority was to ensure we were ready to support educational professionals and in turn children and young people through the pandemic as best we could.

Despite the many challenges, the nurtureuk team worked incredibly hard to make huge strides compared to last year and experienced many 'firsts' across the charity that had not been done before.

I am incredibly proud of what we have achieved for the charity and our beneficiaries in my first full year in post.

## The year in numbers:

We launched a **new modular online** version of the **National Nurturing Schools programme** in October 2020, which was timely due to the pandemic impact on the school environment.

We were able to distribute **4,000 bereavement boxes** in February 2021 after receiving £100,000 from Barclays Covid-19 fund – our largest corporate funding to date.

We received **224 submissions** for The **Theory and Practice of Nurture Groups** – slightly down from the year before due to the pandemic.

Following the success of the London Violence Reduction Unit, we secured a new contract with **Kent Violence Reduction Unit**.

We delivered the **Nurture ABC online** for the first time this year.

We created and delivered our first ever **Parental Engagement programme** for both Kent Violence Reduction Unit and our **National Nurturing Schools Programmes**.

We won our biggest contract in July to deliver the whole-school approach to nurture to **300 schools across Kent** over the next three years.



## Boxall Profile® Online (BPO)

We estimate that the **Boxall Profile®** impacted 9,335 children and young people between November 2020 – October 2021, as a result of over 1,700 subscriptions to the platform. We also reached a milestone for the **Boxall Profile® Online**, generating income of over £500,000 for the first time. This increase in demand was largely due to the impact of Covid-19 on the social, emotional and mental health and wellbeing of children and young people. Over the next year, we are looking to upgrade the online platform and content to make it easier for educational professionals to integrate the tool in their school's nurturing activities.



## Adapting and increasing our training and consultancy support

Moving from 100% face to face to 100% online is an approach that we had to adapt to quickly during the last financial year. Speaking to school staff and partners, we sought to find innovative ways to support them during the turbulent year and have included some of our highlights below:

- We trialled free webinars to support educational professionals undertaking the **Theory and Practice of Nurture Groups** course accredited by SQA. We were able to provide an after-care service, reinforce the course requirements, support delegates with extensions and assignment completion issues – a must when you are already dealing with so much on a day to day basis. They ran regularly through the year and we were pleased to have supported 358 attendees.
- We delivered and completed our first ever Virtual School **National Nurturing Schools Programme** in Kent, and it was wonderful to see such a positive conclusion despite the pandemic.
- We conducted our first online assessments for the **National Nurturing Schools Programme** and the **Majorie Boxall Quality Mark Awards** in January 2021.
- We trialled an open webinar programme discussing practical resources with a Covid-19 focus. Over the five events we had 67 attendees who commented on how beneficial it was to have delegates from all parts of the UK working together.

*"This has been an excellent course. I was initially worried about the online sessions, as I prefer face to face learning, however it worked very well! The small group has made me more confident about speaking and asking questions. The trainer was so knowledgeable and helpful, and made this an excellent experience. I look forward to taking all of the advice, strategies and great ideas back to school and having a positive impact of the children who really need nurture."* – Theory and Practice of Nurture Groups attendee

*"I have thoroughly enjoyed all three days and found it a very positive experience. The quality of training and delivery was first class, and I feel the resources will support me going forward, both with running my groups and completing the assignment."* – Theory and Practice of Nurture Groups attendee

*"I just wanted to say a massive thank you for your training. It was one of the best courses I have been on, and I feel so much more confident about my venture into nurture now!"* – Theory and Practice of Nurture Groups attendee

## Mini Summer Conference

We are all aware of how hard the last year has been for schools and their staff, dealing with constant changes, bereavements, staggered starts and increased workload, to name just a few! We wanted to do something for them, and decided to repurpose our long-standing five day Summer School into an online summer conference, focusing on practical and meaningful ways to nurture their own mental health and wellbeing. The event was well received, with over 60 delegates attending, and we look forward to offering more online events in the coming year.

*"The summer conference gave me time for reflection and to experience some of the strategies in real time – I never have time for this! It was so refreshing to have time with like-minded people at the end of a very trying year."*  
– Conference Delegate

## Adapting the charity

As part of our business recovery plan, we also realised that we need to change internally to ensure we could support more and more children and young people in the future.

We upgraded and developed new digital systems, including our website and customer service systems, and the introduction of Salesforce, to ensure our customers and visitors received the support they needed. With most of us operating in a virtual environment, it became imperative that we created seamless systems to meet their needs. We plan to continue investing in these areas to create robust and easy to use platforms for schools, local authorities and partners to access training, consultancy, publications, resources, research, and materials they need to embed the nurturing approach within their institutions.

Despite a year of change for all, nurtureuk was able to stabilise and sustain its momentum across its delivery and finances. We are now looking to the future, and have set ambitious goals to improve the life chances of children and young people by promoting nurture across the whole education system and beyond.



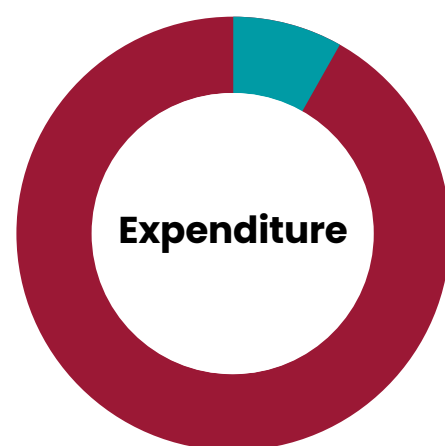


## Financial summary

2020–2021



Donations and legacies:	£39,678
Charitable activities:	£1,784,739
CJRS grant income:	£12,392
Other grant income:	£110,850
<b>Total income:</b>	<b>£1,947,659</b>



Raising funds:	£110,379
Charitable activities:	
• Training and standards:	£1,079,437
• Policy and public affairs:	£55,542
• Research:	£29,140
• Other:	£167,252
<b>Total expenditure:</b>	<b>£1,441,750</b>



In 2020–21 despite continuing to operate in an extremely challenging and constrained market, we were able to stabilise the Charity across its delivery, finance and staffing, which is clearly demonstrable in the positive outturn position reached for the Financial Year. nurtureuk closed the year with our highest revenue performance ever; generating income of £1,948k, and a significantly strengthened reserve position of £720k that protects the Charity's sustainability against further concerns. The total surplus generated within the year was £506k which is a positive variance of £587k when compared to the prior year deficit of £81k.

The year-end balance sheet includes trade debtors of £541k (2020 £323k) comprising a large volume of small balances. Prompt recovery of debtors has been challenging during the lockdowns and periods of remote working. During the year and since the year-end the nurtureuk team have reviewed and improved invoicing and customer payment systems and controls. A detailed review of the aged debtor profile, with targeted recovery, is underway, which may result in some write-off of debt in 2021–22, impacting the reserves balance.

### Reserves Policy

In light of the strong trading year, our total funds increased from £215k to £720k. This is a vital recovery in our reserves, offering further buffers against difficult headwinds in the market, and bringing target reserves in the range of £330k to £495k as outlined in our Reserves Policy. Available additional reserves will offer the opportunity to invest in key areas of growth for the Charity to strengthen our offerings and impact including: Boxall Profile® Online, impact and evidence evaluations, our training and consultancy, and membership offer.



# Success stories

We believe that the whole-school nurturing approach is the most effective way to support the social, emotional and mental health needs of all children, including those with adverse childhood experiences. We have seen many schools succeed in embedding a nurturing culture, and have included three success stories below:

## Sandilands Primary School, Manchester – The perfect example of a nurture group

The school has a long-running nurture group which has been praised repeatedly by Ofsted. A short Ofsted inspection in 2017 states that the nurture group “offers care and support to some of your most vulnerable pupils. In this environment, pupils thrive and return to their classrooms with self-belief and confidence.”

*“Because of this provision, the school is able to tackle the needs of very vulnerable young people; it is able to re-integrate disruptive pupils back into mainstream class and is able to*

*ensure other pupils in the school achieve well.”*

Crucially, the report notes the whole school and all pupils benefit from the improvements in behaviour that the nurture group brings. The school received a Marjorie Boxall Quality Mark Award in recognition of the high standards of its nurture group and is part of the National Nurturing Schools Programme, taking the principles of nurture groups and applying them throughout the school.



## Marsh Green Primary School, Wigan – A success story of inclusion and attainment

In 2004, Marsh Green Primary school in Wigan had 32 children at risk of exclusion. Since adopting nurture interventions in 2005, the number of exclusions at the schools has dropped dramatically: in 2018 the school had just one day of temporary exclusion for a pupil. In February 2019 Marsh Green was congratulated in a letter from the Secretary of State for Education and Minister of State for School Standards as, in terms of progress made between Key Stage 1 and the end of Key Stage 2, Marsh Green was in the top 3% of schools nationally.

*“Nurture has been absolutely instrumental in the reduction in exclusions and in the success we’ve had recently. When there’s so much focus on results it takes a lot of bravery to recognise that in order to get those results, you need to prioritise children’s social, emotional and mental health needs”* says Headteacher Gill Leigh.

Nurture teacher Jill Weatherston says: *“If pupils don’t feel happy and safe within school, they won’t learn anyway, so you can all carry on teaching till your heart’s content but they won’t take it in if they don’t feel happy, secure and the basic needs aren’t being met.”*





### Wilds Lodge School, Oakham – A tribute to Robin Lee and his dedication to nurture

The perfect example of a school that has embedded a whole-school nurturing culture is Wilds Lodge School in Oakham. This school has created a strong ethos which has been developed by the staff and they have focused on building meaningful relationships with the pupils. This is the vision that the founder of the school, Robin Lee, had in mind when he opened the school in 2007.

Wilds Lodge School is an independent specialist boarding and day provision for boys aged between 5 and 18 who have social, emotional and behavioural difficulties. Every pupil has a Statement of SEN or Education Health and Care Plan (EHCP). The main needs of pupils who have SEN at the school are social, emotional and behavioural difficulties, Autistic Spectrum Disorder and Moderate Learning Difficulties.

Last year, the school opened Robin's Nest, a new nurture building named in memory of the school's founder who sadly passed away in early 2021. Robin was a keen advocate for nurture and wanted every child to have the opportunity to flourish with their education. Wilds Lodge Nurture Group Coordinator, Cherida Gibson, commented: ***"Robin was an incredible person, whose vision has led to so many children and young people with SEMH difficulties getting the support that they so desperately needed. Robin was always the biggest supporter of our nurture provision, and I was so proud to name the new building 'Robin's Nest' after him in September. We will be forever grateful for everything he did for us at Wilds Lodge School, and we will ensure that we continue the amazing work that he started."***

Cherida is responsible for leading the nurture groups at the school and she works closely with every child to ensure that their needs are met. Cherida is trained in the Theory & Practice of Nurture Groups programme and she also holds a certificate in Therapeutic Play. She uses the **Boxall Profile®** assessment tool to assess pupil's social and emotional needs, as well as supporting the classroom referral and transition process.

Robin's Nest



## Nurturing Kent Programme

Nurtureuk have been commissioned by Kent County Council to create the country's first nurturing county, where all schools will be adopting a nurturing approach to teaching and learning. During this three year programme, nurtureuk will be working with Kent County Council to embed a whole-school nurturing approach across 300 mainstream Primary and Secondary schools in the county. The aim is to promote inclusion across the county and support pupils with special educational needs to access and enjoy education.

The fully funded programme will support schools in helping the most vulnerable pupils in need of additional special educational needs support, reducing fixed-term and permanent exclusions, and increasing positive communication and effective working between schools, parents and other services.

### Training

We are delivering training and consultancy for schools in Kent to help them to develop and implement their own whole-school approaches to nurture, building upon their existing strengths, and leading to school-level accreditation. Each school will have access to and receive training on the following:

- National Nurturing Schools Programme (NNSP)
- **Boxall Profile® Online**
- How to set up and run a Boxall Nurture Group™, to nurtureuk recognised, and externally evaluated and accredited standards.

### Outcomes

The design of the programme will recognise that each school will have slightly different needs and requirements. Flexibility within the programme delivery model means nurtureuk can provide a bespoke service and work alongside staff and pupils within each school to achieve the best results, together creating a culture where young people can thrive and achieve through their education.

Schools who participate in the programme will see outcomes such as reduced fixed term and permanent exclusions, improved relationships between pupils, parents, teachers and other staff, improved access to support and improved understanding of pupils with SEN, better networking opportunities and best practice across the county, and more effective spending of school budgets to meet the needs of pupils.

Through embedding the six principles of nurture and using the **Boxall Profile®** across the whole school, schools can identify children and young people who need additional, more focused support through nurturing interventions, or as part of a nurture group. We look forward to following the nurture journey of these schools in Kent and seeing an improvement in the life chances of children and young people.





## Violence Reduction Programme

Nurtureuk has been working with the London Violence Reduction Unit (VRU) since January 2020 to create more inclusive schools, reduce pupil exclusions, and support young Londoners to thrive. Through the project, we have delivered bespoke consultancy and training to support schools to implement the whole-school nurturing approach and build strategies to meet the specific needs of their pupils.

**MAYOR OF  
LONDON**  
VRU

One of our **London schools** joined the project following an increase in unsettled behaviour and requests for counselling services since the start of the Covid-19 pandemic:

*"Both are indicators of poor mental health, and we wanted to use the nurturing approach to offset some of the trauma created by the pandemic, and to start building more positive relationships with our young people."*

*We have a number of young people who are at risk of criminal exploitation and are also vulnerable to gang involvement. There is quite a big gang network in our area who are evidently trying to recruit some of our young people, and there's a growing cohort who are involved in drugs.*

*We have already seen a positive impact for our staff and young people since beginning the project. The little nurture club we are running has been great so far, and has given the cohort a place to be and a group of friends. They have key workers who are able to work with them on their targets and provide check-ins to make sure they are well. The staff have enjoyed working on this, and said the **Boxall Profile**® is very helpful in clearly identifying the areas to work on."*



Feedback from one of our **Kent schools** has been just as inspiring:

*"It was one of those perfect moments where things somehow all came together at the perfect time; a fully funded place had come up for a school in my area on the nurtureuk project with the Violence Reduction Unit. I was desperate to be a part of the project!"*

*Every training session I attended gave me ideas and inspiration. I knew our kids, I knew how adverse their backgrounds were and I knew this would make a difference for them. My team started attending all the offered training and they were all on board; our pastoral team have been fighting these fires for years and we finally saw something we felt could help our families.*

*I was keen to show that the best way to engage our most challenging children was to nurture them. I was granted permission to take my new Nurture Group and 3 others of similar reputation off site for two days to do gardening at our local primary school.*

*Each one flung themselves into it, they worked together as a team, taking turns and supporting each other. I didn't see a single phone or headphone all day, which with our lot is a genuine measure of success. Until the end when they took pictures to show their mums and I am not really sure there are any words to adequately express how that made me feel.*

*As we packed away, they all thanked us individually. Their parents emailed us thanking us. The primary kids came out and my kids glowed with pride showing off their flowers. I glowed watching them. I could tell this was the start of something wonderful!"*





## Investing in Nurturing Education

By 2026 our goal is to see:

- Every child's education and development embracing nurture
- The **Boxall Profile**® integrated into every school's nurturing activities
- The UK governments adopt nurture for all children

We want to ensure that schools across the UK understand the theory and practice of nurture, and the benefits of nurture accreditation from nurtureuk. This includes our aim to work with Ofsted to endorse schools who implement the whole-school approach to nurture.

We are committed to making the **Boxall Profile**® the national standard tool to assess the social, emotional, and behavioural needs of pupils, and for schools to receive funding from their local authorities to implement its use school-wide.

By campaigning for nurture to be recognised in regulatory frameworks and guidance as crucial to address exclusion, we want nurture to be included as part of teacher training and CPD. We also aim to unlock funding for schools who implement the whole-school approach to nurture.

In order to achieve these goals, we will be focusing on four key areas for the next two years:

Our impact  
and evidence

Our profile  
and influence

Our quality and  
community

Our service  
and delivery



In order to understand our impact and reach within the nurture community, we will be improving our data collection and digital platforms, including our website, CRM system, and the **Boxall Profile**® Online.

We will be using targeted communications and increased stakeholder engagement to widen the understanding and influence of nurture in education, whilst also creating an influential nurture community through our customer service and support. We will continue to maintain and develop our high quality suite of products and services for existing nurture audiences.

Through our strategic goals, we want to:

- Provide the **leading training, publications, resources and consultancy** on nurture in education to the education community.
- Be at the forefront of **sharing and promoting research and evidence on the best practice** of nurture in education.
- Be the **advocate and lead campaigner** on behalf of our members for nurture in education.
- Provide a **forum** for our members to debate and investigate nurture in education.
- Support all practitioners through **networks and information exchange** opportunities to further champion nurture in education.



**The Nurture Group Network Ltd**  
**Statement of Financial Activities (incorporating an income and expenditure account)**  
**for the year ended 30 September 2021**

		Unrestricted funds				
	Notes	General fund £	Designated funds £	Restricted funds £	Total funds 2021 £	Total funds 2020 £
<b>Income from:</b>						
Donations and legacies	2	39,678	-	-	<b>39,678</b>	54,737
Charitable activities	3	1,784,739	-	-	<b>1,784,739</b>	1,248,910
CJRS Grant Income		12,392	-	-	<b>12,392</b>	166,257
Other Grant Income	4	10,850	-	100,000	<b>110,850</b>	2,000
		1,847,659		100,000	<b>1,947,659</b>	1,471,984
Income from investments		-	-	-	-	782
<b>Total income</b>		1,847,659	-	100,000	<b>1,947,659</b>	1,472,686
Raising funds	5	108,224	2,155	-	<b>110,379</b>	187,191
Charitable activities	6					
Training and standards		955,200	22,237	102,000	<b>1,079,437</b>	1,045,209
Policy and public affairs		54,400	1,142	-	<b>55,542</b>	73,198
Research		28,540	600	-	<b>29,140</b>	27,706
Other		164,219	3,033	-	<b>167,252</b>	220,923
		1,202,359	27,012	102,000	<b>1,331,371</b>	1,367,036
<b>Total expenditure</b>		1,310,583	29,167	102,000	<b>1,441,750</b>	1,554,227
<b>Net income/(expenditure)</b>		537,076	(29,167)	(2,000)	<b>505,909</b>	(81,541)
Transfers between funds	17	1,203	(1,203)	-	-	-
<b>Net movements in funds</b>		538,279	(30,370)	(2,000)	<b>505,909</b>	(81,541)
Funds brought forward at 1 October 2020		131,761	80,811	2,000	<b>214,572</b>	296,113
<b>Funds carried forward at 30 September 2021</b>	17	<b>670,040</b>	<b>50,441</b>	-	<b>720,481</b>	<b>214,572</b>

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 28 form part of these financial statements.

**The Nurture Group Network Ltd**  
**Balance Sheet as at 30 September 2021**

	Notes	2021 £	2021 £	2020 £	2020 £
<b>Fixed assets</b>					
Intangible fixed assets	11	40,914		67,630	
Tangible fixed assets	12	9,527		13,181	
			50,441		80,811
<b>Current assets</b>					
Stock		36,542		40,862	
Debtors	13	556,583		361,112	
Cash at bank and in hand		762,130		363,000	
			1,355,255		764,974
Creditors: amounts falling due within one year	14		(636,156)		(520,435)
			719,099		244,539
<b>Net current assets</b>					
<b>Total assets less current liabilities</b>			769,540		325,350
Creditors: amounts falling due after more than one year	15		(49,059)		(73,461)
Provision for Liabilities	16		-		(37,317)
<b>Total net assets</b>			720,481		214,572
<b>Funds</b>					
General fund			670,040		131,761
Designated funds	17		50,441		80,811
Restricted Funds			-		2,000
<b>Total funds</b>			720,481		214,572

The notes on pages 23 to 28 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 11th March 2022.

*Nicola Hannam*

Nicola Hannam  
 Chair

*Michael Clifford*

Michael Clifford  
 Treasurer

The Nurture Group Network Ltd  
 Company registration number 05562426



The Nurture Group Network Ltd  
Cash Flow Statement as at 30 September 2021

	Notes	2021 £	2020 £
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	21	425,265	102,379
<b>Cash flows from/(used in) investing activities</b>			
Interest from bank deposits		-	782
Purchase of tangible fixed assets		-	(868)
Purchase of intangible fixed assets		-	(4,750)
Proceeds from the disposal of tangible fixed assets		1,782	1,304
<b>Net cash from/ (used in) investing activities</b>		<b>1,782</b>	<b>(3,532)</b>
<b>Cash flows from/(used in) financing activities</b>			
Repayment of loans		(22,870)	(3,670)
Interest paid		(5,047)	(6,499)
<b>Net cash/ (used in) financing activities</b>		<b>(27,917)</b>	<b>(10,169)</b>
<b>Change in cash and cash equivalents in the year</b>		<b>399,130</b>	<b>88,678</b>
Cash and cash equivalents at 1 October	B	363,000	274,322
<b>Cash and cash equivalents at 30 September</b>	<b>B</b>	<b>762,130</b>	<b>363,000</b>
<b>Notes to the statement of cash flows for the year to 30 September 2021:</b>			
<b>A: Analysis of cash and cash equivalents</b>			
		2021 £	2020 £
Cash at bank and in hand		762,130	363,000
<b>Total cash and cash equivalents</b>		<b>762,130</b>	<b>363,000</b>
<b>B: Analysis of changes in net debt</b>			
	At 1 October 2020 £	Cash Flows £	At 30 September 2021 £
Cash	363,000	399,130	762,130
Loans falling due within one year	(22,870)	(1,531)	(24,401)
Loans falling due after more than one year	(73,461)	24,402	(49,059)
<b>Total</b>	<b>266,669</b>	<b>422,001</b>	<b>688,670</b>

The Nurture Group Network Ltd  
Notes to the financial statements for the year ended 30 September 2021

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 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 Covid-19 pandemic has strengthened forecasting and projections of the Charity's income; the Charity generated its strongest revenue performance to date in the Financial Year 2020-21 through changing product strategy, delivery models and services, alongside intentionally enhancing Free Reserves to buffer the Charity from future headwinds such as school closures, restrictions and limitations of activity. Following due consideration of the Reserves, trading performance and market conditions 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 Bannathan 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 2021

2 Income from donations and legacies					2021 £	2020 £
Membership subscriptions					38,017	30,393
Other donations					1,661	24,344
Total					39,678	54,737
In 2021 all donations were related to unrestricted funds. In 2020 donations of £2,000 were restricted.						
Income from charitable activities					2021 £	2020 £
3 Charitable activity						
Training courses					563,633	415,863
Conferences & Events					360	-
Publications					165,496	134,278
Nurture consultancy					37,148	56,205
MB quality mark awards					395	2,245
Nurturing schools programme					259,893	122,904
Boxall Online					532,116	396,016
Violence Reduction Units					194,762	97,247
Norwich Nurture Hub					30,936	24,152
Total					1,784,739	1,248,910
All income from charitable activities in 2020 and 2021 was unrestricted.						
4 Other Grant Income						
Charitable activity						
STV Grant					-	2,000
Barclays Wellbeing Fund Grant					100,000	-
Other Grant Income					10,850	-
Total					110,850	2,000
Grant income of £100,000 related to restricted funds (2020: £2,000). All other grant income was unrestricted.						
5 Raising funds						
2021	Direct staff costs £	Other direct costs £	Total direct costs £	Support costs £	2021 Total £	2020 Total £
Raising funds	68,061	137	68,198	42,181	110,379	187,191
2020	Direct staff costs £	Other direct costs £	Total direct costs £	Support costs £	2020 Total £	
Raising funds	122,043	1,954	123,997	63,194	187,191	
6 Expenditure on charitable activities						
2021	Direct staff costs £	Other direct costs £	Total direct costs £	Support costs £	2021 Total £	2020 Total £
Charitable activity						
Training and standards						
Training courses	195,382	87,169	282,551	124,658	407,209	422,027
Publications	88,340	176,477	264,817	36,905	301,722	202,084
Nurture consultancy	22,280	12,948	35,228	14,769	49,997	271,221
MB quality mark awards	42,677	253	42,930	21,487	64,417	79,719
Nurturing schools programme	31,525	55,868	87,393	17,038	104,431	60,457
Boxall Online	-	26,379	26,379	-	26,379	9,701
Violence Reduction Units	-	124,134	124,134	-	124,134	-
Norwich Nurture Hub Costs	-	1,148	1,148	-	1,148	-
	380,204	484,376	864,580	214,857	1,079,437	1,045,209
Policy and public affairs	24,210	-	24,210	31,332	55,542	73,198
Research	10,560	1,320	11,880	17,260	29,140	27,706
Other charitable activities	82,811	13,806	96,617	70,635	167,252	220,923
Total	497,785	499,502	997,287	334,084	1,331,371	1,367,036

2020	Staff costs £	Other direct costs £	Total direct costs £	Support costs £	2020 Total £
<b>Charitable activity</b>					
Training and standards					
Training courses	216,105	94,501	310,606	111,421	<b>422,027</b>
Publications	31,153	156,280	187,433	14,652	<b>202,084</b>
Nurture consultancy	113,286	117,896	231,182	40,039	<b>271,221</b>
MB quality mark awards	57,876	1,429	59,305	20,414	<b>79,719</b>
Nurturing schools programme	31,141	16,610	47,752	12,706	<b>60,457</b>
Boxall Childhood Projected Violence Reduction Units	-	9,701	9,701	-	<b>9,701</b>
Norwich Nurture Hub Costs	-	-	-	-	<b>-</b>
	449,561	396,417	845,978	199,231	<b>1,045,209</b>
Policy and public affairs	45,002	1,050	46,052	27,146	<b>73,198</b>
Research	12,036	1,296	13,332	14,374	<b>27,706</b>
Other charitable activities	106,837	11,000	117,837	103,086	<b>220,923</b>
<b>Total</b>	<b>613,436</b>	<b>409,763</b>	<b>1,023,199</b>	<b>343,837</b>	<b>1,367,036</b>

The Nurture Group Network Ltd  
Notes to the financial statements for the year ended 30 September 2021

7 Net income	2021 £	2020 £
Net income for the year is stated after charging:		
Depreciation of tangible fixed assets	2,477	3,255
Amortisation of intangible fixed assets	26,716	30,238
Operating lease commitments	38,835	53,508
Trustee expenses	853	621
Auditor's remuneration:		
Current year audit	9,505	7,000
Under Accrual In respect of previous year	2,623	3,200
<b>8 Trustee Expenses</b>		
Expenses were incurred by trustees, as follows:		
Trustee Expenses	2021 £	2020 £
Board Insurance	853	621
<b>9 Staff costs</b>	2021 £	2020 £
Staff costs were as follows:		
Salaries and wages	551,375	716,821
Social security costs	55,502	68,279
Pension contributions	27,178	32,924
	<b>634,055</b>	<b>818,024</b>
Temporary and other staff costs	16,855	15,787
Redundancy costs	-	19,906
Termination costs	-	10,000
Payment in lieu of notice costs	-	7,411
<b>Total staff costs</b>	<b>650,910</b>	<b>871,128</b>
Staff costs have been charged as follows:	2021 £	2020 £
Cost of raising funds	68,061	122,043
Charitable activities	497,785	613,436
Support costs	85,064	135,649
	<b>650,910</b>	<b>871,128</b>
There was one (2020: 0) person earning more than £60,000 during the year, and the charity paid pension contributions on their behalf of £3,438 (2020: £0).		
The average monthly number of employees analysed by activity:	2021 Number	2020 Number
Raising funds	2	3
Training and standards	9	10
Policy and public affairs	2	2
Research	1	1
Support	3	1
Governance	2	1
Other Charitable Activities	2	3
	<b>21</b>	<b>21</b>

**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 one other SMT member (Director of Operations) are considered to be the Key Management Personnel. (2020: CEO & 1 SMT member). The total employee benefits, including pension contributions, of this group amounted to £153,957 (2020: £170,783).



**The Nurture Group Network Ltd**  
**Notes to the financial statements for the year**  
**ended 30 September 2021**

**10 Support costs**

	Total 2021 £	Total 2020 £
Staff costs	85,064	130,861
Professional fees	96,901	88,169
Premises costs	56,523	38,010
IT costs	48,856	23,091
Other administrative costs	88,921	126,900
	376,265	407,031
	2021	2020
Support costs have been charged as follows:	£	£
Cost of raising funds	42,181	63,194
<b>Charitable activities</b>		
Training and standards		
Training courses	124,658	111,421
Publications	36,905	14,652
Nurture consultancy	14,769	40,039
MB quality mark awards	21,487	20,414
Nurturing schools programme	17,038	12,706
Policy and public affairs	31,332	27,146
Research	17,260	14,373
Other charitable activities	70,635	103,086
	376,265	407,031

**11 Intangible fixed assets**

	IT Software £	Total £
<b>Cost</b>		
At 1 October 2020	167,683	167,683
At 30 September 2021	167,683	167,683
<b>Accumulated amortisation</b>		
At 1 October 2020	100,053	100,053
Charge for the year	26,716	26,716
At 30 September 2021	126,769	126,769
<b>Net book value</b>		
At 30 September 2021	40,914	40,914
At 30 September 2020	67,630	67,630

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 2021**

**12 Tangible fixed assets**

	Fixtures & fittings £	Total £
<b>Cost</b>		
At 1 October 2020	64,590	64,590
Disposals in the year	(1,745)	(1,745)
At 30 September 2021	62,845	62,845
<b>Accumulated depreciation</b>		
At 1 October 2020	51,409	51,409
Charge for the year	2,477	2,477
On disposals in the year	(568)	(568)
At 30 September 2021	53,318	53,318
<b>Net book value</b>		
At 30 September 2021	9,527	9,527
At 30 September 2020	13,181	13,181
<b>13 Debtors</b>	2021 £	2020 £
Trade debtors	541,183	323,412
Prepayments	15,400	19,195
Accrued Income	-	18,505
	556,583	361,112

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

	2021 £	2020 £
Loans Payable	24,401	22,870
Accruals	49,408	66,848
Deferred income	433,854	285,678
Trade creditors	61,754	30,565
Other creditors	66,739	114,474
	636,156	520,435
Loans payable includes £24,401 (2020: £22,870) relating to a loan repayable to the Charities Aid Foundation		
	2021 £	2020 £
<b>Deferred income</b>		
Deferred income brought forward	285,678	214,839
Released to income	(285,678)	(214,839)
Additional in the year	433,854	285,678
<b>Total (as per above)</b>	433,854	285,678

**The Nurture Group Network Ltd**  
**Notes to the financial statements for the year ended 30 September 2021**

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

	2021 £	2020 £
Loans Payable	49,059	73,461
	49,059	73,461

Loans payable includes £49,059 (2020: £73,461) 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:

	2021 £	2020 £
0 – 1 Years	24,401	22,870
1 – 2 Years	26,036	50,438
3 – 5 Years	23,023	23,023
	73,460	96,331

	2021 £	2020 £
<b>16 Provision for Liabilities</b>		
Restructuring Costs	-	37,317
	-	37,317

17 Movements in funds	At 1 October 2020 £	Income £	Expenditure £	Transfers in/(out) £	At 30 September 2021 £
<b>Designated funds</b>					
Fixed assets fund	80,811	-	(29,167)	(1,203)	50,441
Total designated funds	80,811	-	(29,167)	(1,203)	50,441
General fund	131,761	1,847,659	(1,310,583)	1,203	670,040
Total unrestricted funds	212,572	1,847,659	(1,339,750)	-	720,481
<b>Restricted Funds</b>					
STV Appeal	2,000	-	(2,000)	-	-
Barclays Wellbeing Fund	-	100,000	(100,000)	-	-
Total Restricted Funds	2,000	100,000	(102,000)	-	-
Total Funds	214,572	1,947,659	(1,441,750)	-	720,481
<b>Movements in funds – Prior Year</b>					
	At 1 October 2019 £	Income £	Expenditure £	Transfers in/(out) £	At 30 September 2020 £
<b>Designated funds</b>					
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)	-
	145,651	2,377	(17,672)	(130,356)	-
Fixed assets fund	109,990	-	(34,286)	5,107	80,811
Total designated funds	255,641	2,377	(51,958)	(125,249)	80,811
General fund	40,472	1,468,309	(1,502,269)	125,249	131,761
Total Funds	296,113	1,470,686	(1,554,227)	-	212,572
Restricted Fund	-	2,000	-	-	2,000
Total Funds	296,113	1,472,686	(1,554,227)	-	214,572



In 2020/2021 the Trustees approved the closure of Marian Bennathan Memorial Fund, Operational and Strategic Fund structure and focusing on rebuilding the reserves to an appropriate level in the range of £330k to £495k as outlined in the Reserves Policy.

#### Restricted Funds

In 2020/2021 the charity received two restricted funds:

#### STV Fund

We received £2000 funds from Scottish TV Children's Appeal to distribute Bereavement Boxes for schools across Glasgow and other cities across Scotland.

#### Barclays Covid-19 100 x 100 Fund

We received a £100,000 fund from Barclays to distribute 4000 Bereavement Boxes to schools across the UK as part of their commitment to support charities during Covid-19.

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.

### 18 Analysis of total net assets between funds

	General fund £	Fixed asset fund £	Restricted funds £	Total funds £
Tangible fixed assets	-	50,441	-	<b>50,441</b>
Current assets	1,355,256	-	-	<b>1,355,256</b>
Current liabilities	(636,156)	-	-	<b>(636,156)</b>
Long-term liabilities	(49,059)	-	-	<b>(49,059)</b>
Provisions	-	-	-	-
Total net assets	670,040	50,441	-	<b>720,481</b>

### Analysis of total net assets between funds - Prior Year

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

### 19 Operating leases

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

	2021 £	2020 £
Amounts payable within less than one year	<b>38,835</b>	38,835
Leases expiring between one and five years	<b>44,744</b>	76,832
	<b>83,579</b>	115,667

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.

### 20 Related party transactions

During the year there were no payments to trustees for goods or services (2020: £0).

Trustees are encouraged to be members of NGN. During the year the aggregate of membership fees paid was £30 by one trustee (2020: £90 / 3)

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

	2021 £	2020 £
Net (expenditure) for the year	<b>505,909</b>	(81,541)
<b>Adjustments for:</b>		
Profit on disposal of fixed assets	<b>(606)</b>	
Depreciation and amortisation	<b>29,193</b>	33,493
Interest from investments	-	(782)
Loan Interest Paid	<b>5,047</b>	6,490
Decrease in stock	<b>4,320</b>	10,614
(Increase) in debtors	<b>(195,471)</b>	(39,997)
Increase in creditors	<b>114,190</b>	136,785
(Decrease) / Increase in provisions	<b>(37,317)</b>	37,317
<b>Net cash provided in operating activities</b>	<b>425,265</b>	102,379

## Additional information

### Risk management

Trustees fully recognise their responsibility for the management of risk and determine this duty at two levels, the Finance, Audit and Risk (FAR) Committee, and at Board level. The FAR Committee is charged with identifying, assessing and minimising the major risks (based on likelihood of occurrence and potential impact) to which the Charity is exposed. 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 any major risks.

### Structure, governance and management Structure

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

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

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

- Remuneration Committee
- Finance, Audit & Risk (FAR)
- Research, Evidence & Ethics

These committees facilitate the overall governance of the organisation by both allowing Trustees to better use their skills and experience in more targeted ways, as well as allowing more time at meetings of the full Board to discuss the overall strategy and direction of the charity.

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

### Governance and management

Under the requirements of the Memorandum and Articles of Association, trustees are elected initially for a three-year term and 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 practises 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 meet staff,



and wherever possible, visit a nurture group in their area to gain an in-depth appreciation of the work that the Charity supports and promotes.

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. 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.

The Trustees Annual Report on pages 1–19 and 29–31 were approved by the trustees on

and signed on their behalf by





# Independent Auditor's Report to the Members and Trustees of the Nurture Group Network Limited

## Opinion

We have audited the financial statements of Nurture Group Network Limited for the year ended 30<sup>th</sup> September 2021 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 30<sup>th</sup> September 2021 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

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

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

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

## Other information

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

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 page 28, 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

## Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- we obtained an understanding of the legal and regulatory requirements applicable to the charitable company through the use of permanent audit file information, updated this



year for any changes that have been identified by management or by our own investigations and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council;

- we obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance and through reviews of relevant accounting and management records;
- we assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, based on our work as outlined above;
- we enquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations, using associated documentary evidence to better understand items of interest;
- based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. As well as specific audit testing, this included approaching accounting records with an inquisitive and sceptical mindset such that we examined items that were felt to be of interest or of higher risk in this area, and obtaining additional corroborative evidence as required.

To address the risk of fraud through management override of controls, we carried out the following work:

- procedures were undertaken to identify any unusual or unexpected matters, and the rationale behind any such matters was examined;
- journal entries were reviewed to identify unusual transactions;
- judgements and assumptions made in determining the accounting estimates set out in the accounting policies were reviewed.

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.

*Moore Kingston Smith LLP*

James Cross (Senior Statutory Auditor)

for and on behalf of Moore Kingston Smith LLP,  
Statutory Auditor  
Devonshire House  
60 Goswell Road  
London  
EC1M 7AD

16 June 2022

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





## **The Nurture Group Network Limited Reference and Administrative Information**

### **Charity Registrations:**

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

### **Registered Office:**

Insight House  
Riverside Business Park  
Stansted Mountfitchet  
CM24 8PL

### **Board of Trustees:**

Alison Betts  
Jacqueline Brooks (resigned 31st July 2021)  
Michael Clifford (Hon. Treasurer)  
Chris Dean (appointed 5th May 2021)  
Nicola Hannam (Chair)  
Claire Hersey (appointed 5th May 2021)  
Angeliki Kallitsoglou  
Alan Leaman (Vice Chair)  
Catherine Pope (resigned 31st March 2021)  
Paul Pugh (appointed 5th May 2021)  
Bridget Robson

### **Life President:**

Mark Turner

### **Chief Executive Officer:**

Arti Sharma

### **Auditors:**

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

### **Principal Bankers:**

Barclays Bank Plc  
128 Moorgate  
London  
EC2M 6SX











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 [nurtureuk](https://www.linkedin.com/company/nurtureuk)

[www.nurtureuk.org](http://www.nurtureuk.org)

A registered charity in England and Wales  
(charity number: 1115972) and Scotland  
(charity number: SC042703).