

Annual Report and Financial Statements

Every child able
to learn

October 2021 – September 2022

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Introduction from the Chair, Alan Leaman OBE



This was a challenging year for children, families and teachers. Cost of living burdens, the long impact of the pandemic, and war in Europe all added to stress, anxiety and disruption, increasing the pressures on school staff as they support and develop the children in their care.

So it is a special joy to report that nurtureuk is flourishing.

2021–2022 was the first year of our new strategy. We concluded pilot projects with Kent and London Violence Reduction Units (VRU) and were delighted to be commissioned by London VRU to deliver the Inclusive and Nurturing Schools (INS) Programme to seventy schools in seven London Boroughs over the next three years. We also continued our work with Kent County Council to foster whole-school approaches to nurture throughout the county. These programmes will help to keep children safe, supported and thriving in school and reduce exclusions.

Another notable achievement was being chosen by the Department for Education (DfE) as an assured training provider for Senior Mental Health Leads in schools. Funding for this training is available to schools across England. I am delighted that nurtureuk can help with this important work.

To help us achieve the impact and changes we want, during the year we also launched a new website and invested in our marketing and communications capability, establishing a dedicated team.

Nurtureuk's finances are now strong, with a surplus for the year of £207,531 meaning that we can invest in new projects to boost our impact and reach. Our staff team, expertly lead by CEO Arti Sharma, is growing and our new recruits are already proving their value. Policy-makers are showing increased interest in our work. And our Board of Trustees has successfully navigated a period of challenge and change for the organisation.

It was a great pleasure for me to become Chair of nurtureuk as 2021–22 drew to a close. My predecessor, Nicola Hannam, made a decisive and outstanding contribution to the charity during her time as a Trustee and assumed the Chair with a new CEO and a pandemic to deal with. We are all grateful to her; the progress set out in this report is testimony to her work.

Now we look to the future.

We are ambitious for nurtureuk and all that we can achieve. We have set some stretching goals but believe we have the opportunity and ability to achieve them. Children and young people deserve nothing less.

My thanks go to everyone, inside and outside of the organisation, who will help us to do so.

A message from CEO, Arti Sharma

The education profession has faced another year of change that has continued to test the resilience, mental health and wellbeing of both staff and pupils on a daily basis, highlighting the nurturing approach is needed more than ever.

With this in mind we focused the first year of the five-year strategy on how we could best support busy school staff, so they could do what they do best; teach.

We ensured the National Nurturing Schools Programme (NNSP) retained its SQA accreditation so headteachers knew our whole-school approach was of the highest quality and standards.

We created bespoke resources to support the new Senior Mental Health Leads initiative launched by the DFE, enabling schools to allocate their funding to their needs.

We also created efficiencies in our internal systems and processes making it easier for schools to find information and book courses on our newly launched website, as well as get quick support from our customer service support team. We also

began making improvements to the Boxall Profile® Online platform based on teacher feedback, ensuring they were able to focus on understanding the needs of their pupils and how best to support them through the school year.

We really valued the impact and relationships we were able to make during our pilot Kent and London Violence Reduction Units

(VRU) projects. During the lifetimes of these programmes, we worked with 41 schools, nearly 270 staff and were able to reach c.34,000 children and young people with our nurturing approach. Overall feedback from schools was that they saw a positive uplift in behaviour, increase in attendance, and changes reflected in the stories of individual pupils who were at risk of fixed-term exclusions. We are pleased that we are working once again with London VRU to deliver the Inclusive and Nurturing Schools (INS) Programme to seventy schools in seven London boroughs over the next three years.

We are delighted to see the progress of our county-wide Kent Nurturing Programme, where nurtureuk is working across 300 schools over the next two years. I look forward to shortly sharing a report of the impact the programme has made to support the social, emotional, mental health and wellbeing needs of children and young people.

I am pleased that once again we have been able to report a positive financial story for the charity and that is testament to the dedication of all of our staff, consultants and trustees and the continued support from schools, members and partners.

Thank you to each and everyone of you for ensuring nurtureuk remains at the forefront creating an inclusive education for all, and I look forward to working with you to continue building on the foundations we have built over the last year.



Why nurture?

For thousands of children in the UK the reality of school is a daily struggle to cope.

Children and young people are dealing with social, emotional and mental health (SEMH) difficulties like never before.

Cost of living pressures, compounded by the continuing impact of the pandemic, mean increased stress and anxiety for many children and families.

Pupils facing SEMH challenges can be withdrawn and isolated, suffering in silence. Or they may display hugely challenging and disruptive behaviour that significantly affects those around them. All of them need nurture – an approach to learning that prioritises relationships and wellbeing.

Nurture provides structure and care experiences that may have been missing from a child's early life. It supports children and young people to build connections and resilience. It is a highly effective and proven way of sustaining improved behaviour and increased attendance in schools, leading to better attainment and fewer exclusions.

Teachers, often under huge pressures themselves, want the very best for the children in their care, but they must be properly supported and resourced. Nurtureuk provides them with the practical tools they need.



Our mission:

nurtureuk is dedicated to improving the life chances of children and young people by promoting nurture across the whole education system and beyond.

We are proud of being a charity and driven by social purpose

Children's and young people's development is at the heart of everything we do

We want to amplify the benefits of nurture for Children and Young People within and beyond the classroom

We are evidence-based and practice-led guided by The Six Principles of Nurture



Our vision is a world where:

Child development isn't limited by lack of nurture in education

Adults working with and caring for children and young people (CYP) are supported and equipped with evidence-based tools to help them flourish and learn

What is nurture?

Nurture is a tried and tested way of helping children develop vital social skills, confidence and self-esteem – ensuring they are ready to learn. It is rooted in Attachment Theory and neuroscience.

The nurture story began in 1969, when educational psychologist Marjorie Boxall first developed the concept of the nurture group.

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.

The remedy was to place them in nurture groups, classes of six to 12 children with a teacher and an assistant, whose brief was to engage with the children at the developmental stage they had reached and to support them in meeting learning goals step by step. As the children felt accepted and valued, their confidence grew and they began to learn, with 80% returning to their base class full-time.

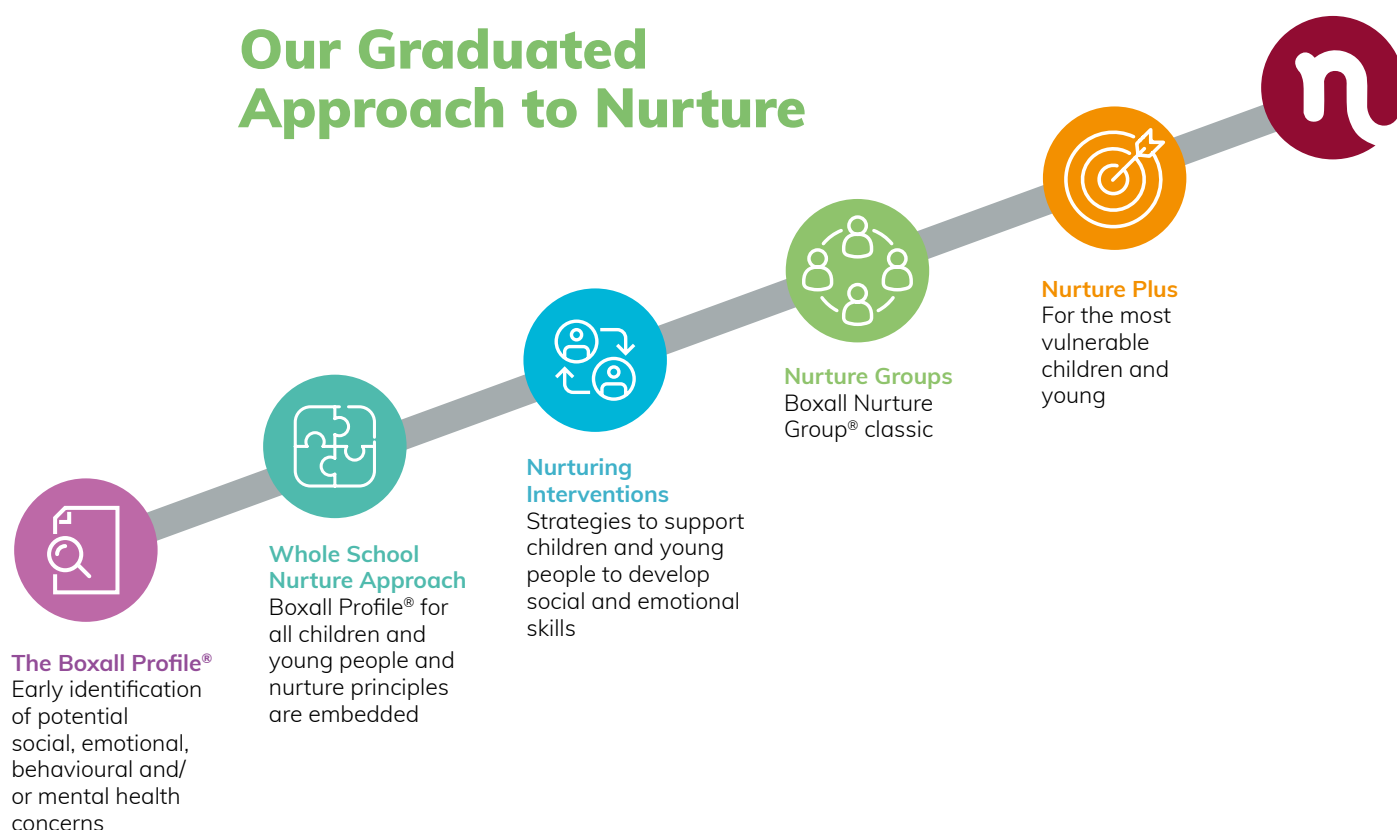
Following the success of Marjorie Boxall's pilot, the nurture movement grew steadily over the following decades and gained wider recognition.

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. We have developed a range of interventions and support to help children and young people be the very best they can be. Everything we do is guided by the Six Principles of Nurture.

The Six Principles of Nurture



Our Graduated Approach to Nurture



Our graduated approach to nurture ensures that every child has the opportunity to flourish, by having access to the support they need, when they need it. Whether they enter the education system with early childhood trauma, or suffer adverse experiences during their time at school, 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, with nurturing intervention strategies 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.

The year at a glance:

201,700
pupils
reached

2,215
practitioners
supported

485
training
sessions
delivered

2,218
schools
engaged



Boxall Profile® Online

For November 2021 to October 2022, our estimate for the number of children and young people impacted by the Boxall Profile® Online was over 128,000, with around 2,000 schools subscribing.

We saw strong demand for the Boxall Profile® Online as part of programmes supported by local authorities and other funders, and the number of schools using the platform increased significantly as more schools bought subscriptions, or began using the tool as part of the National Nurturing Schools Programme.

Reducing exclusions through a whole-school nurturing approach

The following case study is from a Senior Safeguarding Lead of a large secondary and sixth form community school situated in North-East London, who completed the Nurturing London Violence Reduction Unit Programme in 2022.

Before we joined the programme, nurture practice was not really recognised as a legitimate approach. Normal school processes – assessments, data, numbers, results and targets – guided teachers' decisions more than a pupil's wellbeing needs. We never gave the time to meaningfully ask a pupil how they were and want to know the answer. The Covid-19 pandemic helped to change this prevailing attitude as it demanded a wider societal recognition of trauma and meeting needs.

At the start of the programme, my knowledge of nurture practice was quite good, but now it is completely embedded in my practice. All decisions affecting a young person in our school are now made with a nurture focus, and relationships with staff and the way I frame conversations with them has also changed. Since adopting a more nurturing approach I feel that I have more support from our local authority services around social, emotional and mental health and I think that since the pandemic, there is a greater recognition of these needs from other agencies too.





The school leadership recognised that if we continued our previous approach, we would continue to see the same results, so our school completely changed our behaviour system at the start of this year, moving away from exclusions and moving towards creating a space where young people build and rebuild relationships with staff across the school. We have numerous pupils who have not been excluded because nurture has changed the way we meet their needs.

Now we check in more, make space for them to voice their needs and make more reasonable adjustments, and we find that we are managing them, they are managing themselves and they are staying in mainstream education. The unseen work of the nurturing approach is reaching across the school and our pupils are aware that things have changed. They have more faith in the system they find themselves in, and if they have made a mistake or are in trouble for something, now they don't question that they aren't punished or excluded – they trust that there will be a conversation or a reflection, rather than a sanction.

The staff training offered by the programme really resonated and has helped us to spread the message of nurture and the importance of building relationships across staff teams. We will continue to move the school further in the nurturing approach because of the impact of the programme.

The small things we have done and changed as a result of this programme – those small things have moved mountains for our young people and for the school.

First Virtual School achieves the National Nurturing School Award

Virtual School Kent has become the first-ever virtual school to achieve the National Nurturing School Award.

Virtual School Kent (VSK) acts as a local authority champion to promote the progress and educational attainment of children and young people who are or who have been in care so that they achieve educational outcomes comparable to their peers. Ensuring that they receive a high-quality education is a foundation for improving their lives. The school does not exist in real terms – as a building or with pupils attending – they remain the responsibility of the school at which they are enrolled. VSK is simply an organisation that has been created for the effective coordination of educational services at a strategic and operational level.

VSK worked with nurtureuk to co-create a version of the National Nurturing Schools Programme (NNSP) for the Virtual School sector. In collaboration, we looked at the standards of the original programme and adapted it to fit their model, including bespoke four, eight and 12 months catch up sessions, where VSK and nurtureuk co-delivered quality training and feedback sessions, ensuring that the VSK extended leadership teams were engaged and progressing through the 18-month programme.

“We honestly believe that any inclusive institution can not fail to appreciate the Six Principles of Nurture and their importance. What nurture gave us was a framework to build and develop that ethos upon. For other settings looking to do this – we didn’t do this on our own, we did it in partnership with nurtureuk and it has been nothing but a positive partnership from start to finish.”

Tony Doran, VSK Headteacher



Although the Covid-19 pandemic delayed their application for the award, it did not stop VSK from following the programme, using the Boxall Profile®, and embedding the Six Principles of Nurture to ensure that their pupils and schools were all supported and encouraged in very challenging circumstances. VSK used their own version of nurtureuk's Six Principles which were developed by their young people, and their Directorate of Children's Services were so impressed by the principles that they are looking to adopt them too. VSK is leading the way to ensure that Kent becomes a nurturing county and we are so pleased and proud of the way that they took the NNSP and made it part of their ethos, culture and values.

“One of the key factors noted when working with VSK was the emphasis on relationships. Pupils, parents and carers, outside agencies, and designated teachers all commented on the positive regard, positive approaches and creativity within VSK. They work from a strengths-based perspective and have the wellbeing of their pupils, staff and partners at the heart of everything they do, recognising that the nature of their work is often challenging and sometimes in traumatic circumstances. Their desire to inspire, engage and support their pupils, often thinking “out of the box” in a creative way has resulted in successful outcomes, which are tangible and commendable.”

Claire Wilson, Senior Consultant Trainer
at nurtureuk

Nurturing Kent and Medway Violence Reduction Unit

Nurtureuk's Nurturing Kent and Medway Violence Reduction Unit (VRU) Programme began in September 2020. The aim was to support schools to reduce instances of exclusion and youth violence in local communities, improve the self-esteem, achievement and behaviour of young people, and build stronger relationships with parents. This was to be achieved through a programme of training, bespoke consultancy and networking to develop a more nurturing, attachment-focused and trauma-informed approach across the whole school.

The Nurturing Kent and Medway VRU Programme was designed to place the whole-school nurturing approach into the context of violence reduction.

By introducing or strengthening nurture practices, staff are empowered to help children and young people engage with missing early nurturing experiences which support the development of social and emotional skills and self-esteem, whilst also supporting behaviour, wellbeing and attainment.

Due to the unprecedented turbulence resulting from Covid-19 throughout the duration of the programme, informal adaptations and formal grant variations were made in agreement with the VRU Director and Coordinator. We were originally commissioned to work with ten schools, but as a result of capacity pressures during the lockdowns, this was reduced to nine. Percentage-based impact data and school-specific trend data was also skewed by the long periods of lockdown, so it was agreed that qualitative evaluation methods, such as feedback surveys and focus groups, would be used instead.



The programme in numbers:

- Engaged with 11 schools across seven districts
- Nine schools completed the programme
- 101 staff members attended core nurtureuk training courses
- 76 delegates joined our expert-led nextwork meetings
- Over 100 staff across eight schools took part in the 'Making the Links' training
- 187 publications sent out to schools
- 336 E-Boxall Profile® assessments completed
- Potential nurturing impact on almost 10,000 children and young people (based on school population data).


“It’s had a massive impact, particularly for the exclusion unit. Kids feel comfortable. Staff who wouldn’t have them in their class before are now outside with them and able to give them praise. A gardening project (for a group of children at the highest risk of exclusion) they did was in the paper. A girl has finally agreed to counselling. Staff are excited, they want to work with them.”

Kent and Medway VRU school

Nurturing London Violence Reduction Unit

The nurtureuk Nurturing London Violence Reduction Unit (VRU) Programme began in January 2020 and concluded in July 2022. It aimed to reduce school exclusions and youth violence in local communities, by supporting schools to develop a more nurturing, attachment-focused and trauma-informed approach across the whole school.

As a result of Covid-19 and the various lockdown periods, there were three grant variations and additional schools included in the programme. We were originally commissioned to work with 26 schools, which was then increased to 37, but as a result of capacity pressures during the lockdowns, this was then reduced to 31 schools.



“I’ve got numerous pupils who have not been excluded because nurture has changed how we meet their needs – we make more reasonable adjustments, check-ins and space for them to voice their needs. I’m not just thinking of one child here, there are so many! They stay in mainstream, we are managing them and they are managing themselves.”
London VRU school



The programme in numbers:

- Engaged with 43 schools across 13 boroughs
- 31 schools completed the programme
- 169 staff members attended core nurtureuk training courses
- 250 delegates joined our expert-led nextwork meetings
- Over 700 staff across 30 settings took part in the 'Making the Links' training
- Around 250 staff members received additional training through bespoke consultancy
- Almost 500 publications sent out to schools
- 3,015 E-Boxall Profile® assessments completed
- Potential nurturing impact on almost 24,000 children and young people (based on school population data).

Nurturing Kent Programme

As we reached the one year milestone of the Nurturing Kent Programme, we were delighted to see the level of engagement from schools across the county, receiving expressions of interest from over 80% of our target.

The fully-funded programme has been commissioned by Kent County Council to support a minimum of 300 mainstream primary and secondary schools to develop whole-school nurturing strategies.

When enrolled onto the programme, each school gains access to the Theory and Practice of the Boxall Profile®, the National Nurturing Schools Programme, and the Theory and Practice of Nurture Groups courses. They receive a two-year subscription to the Boxall Profile® Online, 400 credits that can be exchanged for consultancy support, further training or publications, and access to networking events.

To date we have:



Interacted
with **259**
schools

Had **246**
schools express
interest in
engaging on the
programme

210 schools
(**182** Primary / **28** Secondary)
enrolled into one
of our eight cohorts



“Children have made expected or better progress towards their individualised targets or outcomes. Their individual needs have been well supported ensuring that they are able to access the classroom and attend to tasks, have greater self-regulation and strong, trusting relationships with staff members.”

Nurturing Kent Programme school

“Both children’s social and emotional needs and academic needs are met on a daily basis via the graduated response. Children are tracked via Boxall Profiles® to monitor their progress, identify strengths and areas for development. Staff at all levels can discuss and demonstrate nurturing approaches in all areas of school life.”

Nurturing Kent Programme school

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 exclusions, 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 quality and community**
- **Our profile and influence**
- **Our service and delivery**



In order to understand our impact and reach within the nurture community, we will continue to improve 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.

Financial summary

In 2021–22 despite a continuing challenging and unpredictable schools market, we were able to continue to build upon the momentum from the previous year and launched our new five-year strategy (see page 20). The focused efforts from the whole staff and trustee team saw nurtureuk close the year with income of £1,833,179 (2021 – £1,947,659) and a significant reserve position of £928,000 that protects the charity's sustainability against further concerns.

The fall in income is mainly attributed to the one-off £100,000 grant we received from the Barclays Covid-19 fund – our largest corporate funding to date. During the year we also saw an increase in expenditure as a result of the increase in staff costs and designated projects needed to meet our strategic and charitable goals.

The total surplus generated within the year was £207,531 which is a variance of £298,378 when compared to the prior year surplus of £505,909.

The year-end balance sheet includes trade debtors of £796,000 (2021 – £541,000) comprising a large volume of small balances. 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 has resulted in a year end provision for bad debts of £47,500 which has reduced the reserves balance by the same number.





Reserves Policy

In light of the strong trading year, our free reserves increased from £720,000 to £928,000 which falls within the comfortable range of our target reserves of £350,000 to £515,000 as outlined in our Reserves Policy.

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. Above the maximum General Reserves Level, reserves have been designated for specific purposes to ensure the Charity is not holding high cash balances that could be enhancing our impact on beneficiaries.

With the current surplus of free reserves, the charity has made much needed investments in several areas, including developing products and services to support adults working with children and young people, digital and content development for Boxall Profile® Online, improvements to our evidence and impact data, our membership offer, and our digital marketing, and launching and implementing a public affairs strategy. We also ensured we were investing in our staff by introducing a new staff training and development plan. We will continue to utilise any free reserves above our target threshold to invest back into key projects, and products and services that will support our beneficiaries.

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.

The FAR Committee regularly reviews and assesses the impact of external market conditions (education/schools), wider economy, as well as staffing and operational, governance, regulatory and compliance risks that may impact on charities' ability to deliver against its strategic and charitable goals. The charity closely monitors budget and forecasts and reviews business plans and activities to ensure contingencies are in place to manage a fall in demand.

The charity is a member of various charity membership organisations to ensure it keeps abreast of latest developments for charity compliance and good governance.

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 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 can 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

As reflected in the Statement of Financial Activities and in Note 3 to the financial statements, nurtureuk income is almost wholly trading in nature via Local Authority contracts and direct to school sales, and as a result the organisation is not reliant on fundraising income. No proactive fundraising was undertaken during the year and we do not contract with any third parties to fundraise on our behalf.

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 Sayer Vincent LLP were appointed in December 2022. They were deemed to be appointable 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
- 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 was approved by the trustees and signed on their behalf.

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: 16th June 2023

.....
Alan Leaman
Chair

.....
Michael Clifford
Treasurer

The Nurture Group Network Ltd Company registration number 05562426

Annual accounts

The Nurture Group Network Ltd

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

For the year ended 30 September 2022

	Notes	Unrestricted funds		Restricted funds	Total funds 2022	Total funds 2021
		General fund £	Designated funds £			
Income from:						
Donations and legacies	2	40,720	-	-	40,720	39,678
Charitable activities	3	1,792,459	-	-	1,792,459	1,784,739
CJRS Grant Income		-	-	-	-	12,392
Other Grant Income	4	-	-	-	-	110,850
Total income		1,833,179	-	-	1,833,179	1,947,659
Expenditure on:						
Raising funds	5	250,394	9,553	-	259,947	110,379
Charitable activities	6					
Training and standards		1,069,914	21,007	-	1,090,921	1,079,437
Policy and public affairs		63,229	2,391	-	65,620	55,542
Research		15,127	573	-	15,700	29,140
Impact		20,888	-	-	20,888	-
Other		166,331	6,241	-	172,572	167,252
		1,335,489	30,212	-	1,365,701	1,331,371
Total expenditure		1,585,883	39,765	-	1,625,648	1,441,750
Net income/(expenditure)		247,296	(39,765)	-	207,531	505,909
Transfers between funds	17	(252,119)	252,119	-	-	-
Net movements in funds		(4,823)	212,354	-	207,531	505,909
Funds brought forward at 1 October 2021		670,040	50,441	-	720,481	214,572
Funds carried forward at 30 September 2022		665,217	262,795	-	928,012	720,481

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 2021

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Intangible fixed assets	11	20,535		40,914	
Tangible fixed assets	12	4,122		9,527	
			24,657		50,441
Current assets					
Stock		22,221		36,542	
Debtors	13	803,781		556,583	
Cash at bank and in hand		689,669		762,130	
			1,515,671		1,355,255
Creditors: amounts falling due within one year	14		(589,291)		(636,156)
Net current assets			926,380		719,099
Creditors: amounts falling due after more than one year	15		(23,025)		(49,059)
Total net assets			928,012		720,481
Funds					
General fund			665,217		670,040
Designated funds	16		262,795		50,441
Restricted Funds			-		-
Total funds			928,012		720,481

The notes on pages 25 to 35 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: 16th June 2023

Alan Leaman
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 2021

	Notes	2022 £	2021 £
Cash flows from operating activities			
Net cash provided by/(used in) operating activities	21	(34,700)	425,265
Cash flows from/(used in) investing activities			
Interest from bank deposits		-	-
Purchase of tangible fixed assets		(14,001)	-
Purchase of intangible fixed assets		(1,103)	-
Proceeds from the disposal of tangible fixed assets		5,800	1,782
Net cash (used in) investing activities		(9,304)	1,782
Cash flows from/(used in) financing activities			
Repayment of loans		(24,401)	(22,870)
Interest paid		(4,056)	(5,047)
Net cash (used in) financing activities		(28,457)	(27,917)
Change in cash and cash equivalents in the year		(72,461)	399,130
Cash and cash equivalents at 1 October	B	762,130	363,000
Cash and cash equivalents at 30 September	B	689,669	762,130
Notes to the statement of cash flows for the year to 30 September 2021:			
A: Analysis of cash and cash equivalents			
		2022 £	2021 £
Cash at bank and in hand		689,669	762,130
Total cash and cash equivalents		689,669	762,130
B: Analysis of changes in net debt			
	At 1 October 2021 £	Cash Flows £	At 30 September 2022 £
Cash	762,130	(72,461)	689,669
Loans falling due within one year	(24,401)	(1,633)	(26,034)
Loans falling due after more than one year	(49,059)	26,034	(23,025)
Total	688,670	(48,060)	640,610

The Nurture Group Network Ltd: Notes to the financial statements

For the year ended 30 September 2022

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 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. Despite the tail-end of the pandemic and external economic constraints in the sector the Charity continued to strengthen its net asset position in 21/22, and had another year of strong revenue performance. The development of a refreshed strategy, focusing nurtureuk on 5 pillars to strengthen our impact, alongside key Investments in projects and roles provides the charity with robust plans for growth and the structure and capacity that would protect it from any future headwinds that could emerge such as school closures, restrictions and limitations of activity.

Following due consideration of the 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 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.

	2022	2021
	£	£
2 Income from donations and legacies		
Membership subscriptions	27,546	38,017
Other donations	13,174	1,661
Total	40,720	39,678

In 2021 all donations were attributable to unrestricted funds. In 2020 donations of £2,000 were restricted.

3 Income from charitable activities	2022 £	2021 £
Charitable activity		
Training courses	511,075	563,633
Conferences & Events	5,142	360
Publications	95,188	165,496
Nurture consultancy	205,254	37,148
MB quality mark awards	-	395
Nurturing schools programme	251,007	259,893
Boxall Online	590,823	532,116
Violence Reduction Units	133,970	194,762
Norwich Nurture Hub	-	30,936
Total	1,792,459	1,784,739

All income from charitable activities in 2020 and 2021 was unrestricted.

4 Other Grant Income	2022 £	2021 £
Charitable activity		
Barclays Wellbeing Fund Grant	-	100,000
Other Grant Income	-	10,850
Total	-	110,850

No grant income related to restricted funds (2021: £100,000). All other grant income was unrestricted.

5 Raising funds

2022	Direct staff costs £	Other direct costs £	Total direct costs £	Support costs £	2022 Total £	2021 Total £
Raising funds	108,836	17,409	126,245	133,702	259,947	110,379
2021	Direct staff costs £	Other direct costs £	Total direct costs £	Support costs £	2021 Total £	
Raising funds	68,061	137	68,198	42,181	110,379	

6 Expenditure on charitable activities

2022	Direct staff costs £	Other direct costs £	Total direct costs £	Support costs £	2022 Total £	2021 Total £
Charitable activity						
Training and standards						
Training courses	147,983	97,622	245,605	137,724	383,329	407,209
Publications	23,102	56,418	79,520	26,146	105,667	301,722
Nurture consultancy	84,230	42,019	126,249	73,680	199,928	49,997
MB quality mark awards	10,022	2,655	12,677	6,386	19,063	64,417
Nurturing schools programme	65,477	81,787	147,264	68,187	215,450	104,431
Boxall Online	15,090	65,282	80,372	25,940	106,313	26,379
Violence Reduction Units	-	61,172	61,172	-	61,172	124,134
Norwich Nurture Hub Costs	-	-	-	-	-	1,148
	345,903	406,954	752,858	338,065	1,090,921	1,079,437
Policy and public affairs	23,279	22,080	45,359	20,261	65,620	55,542
Research	6,961	1,707	8,668	7,032	15,700	29,140
Impact	12,804	-	12,804	8,084	20,888	-
Other charitable activities	89,869	-	89,869	82,703	172,572	167,252
Total	478,816	430,741	909,558	456,144	1,365,701	1,331,371

2021	Staff costs £	Other direct costs £	Total direct costs £	Support costs £	2021 Total £
Charitable activity					
Training and standards					
Training courses	195,382	87,169	282,551	124,658	407,209
Publications	88,340	176,477	264,817	36,905	301,723
Nurture consultancy	22,280	12,948	35,228	14,769	49,996
MB quality mark awards	42,677	253	42,930	21,487	64,417
Nurturing schools programme	31,525	55,868	87,393	17,038	104,431
Boxall Childhood Projected	-	26,379	26,379	-	26,379
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
Policy and public affairs	24,210	-	24,210	31,332	55,542
Research	10,560	1,320	11,880	17,260	29,140
Other charitable activities	82,811	13,806	96,617	70,635	167,252
Total	497,785	499,502	997,287	334,084	1,331,371

7 Net income

	2022 £	2021 £
Net income for the year is stated after charging:		
Depreciation of tangible fixed assets	1,421	2,477
Amortisation of intangible fixed assets	21,482	26,716
Operating lease commitments	26,224	38,835
Trustee expenses	809	853
Auditor's remuneration:		
Current year audit	9,750	9,505
Under Accrual In respect of previous year	1,925	2,623

8 Trustee Expenses

Expenses were incurred by trustees, as follows:

	2022 £	2021 £
Trustee Expenses		
Board Insurance	809	853
Board Meeting Costs	1,125	-
Subscriptions	179	-
Recruitment	2,000	-
Total number of trustee paid expenses	10	11

9 Staff costs

	2022 £	2021 £
Staff costs were as follows:		
Salaries and wages	712,566	551,375
Social security costs	78,590	55,502
Pension contributions	29,533	27,178
	820,689	634,055
Temporary and other staff costs	1,569	16,855
Total staff costs	822,258	650,910

	2022 £	2021 £
Staff costs have been charged as follows:		
Cost of raising funds	108,836	68,061
Charitable activities	478,816	497,785
Support costs	234,606	85,064
	822,258	650,910

There was one (2021: 1) person earning more than £60,000 during the year, and they were paid in the banding £70,000–£79,999.

The average monthly number of employees analysed by activity:	2022 Number	2021 Number
Raising funds	4	2
Training and standards	11	9
Policy and public affairs	0	2
Impact	0	0
Research	0	1
Support	8	3
Governance	0	2
Other Charitable Activities	2	2
	25	21

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 three other SMT members (Director of Products, Services & Impact, Head of Marketing & Communications and Head of Programmes) are considered to be the Key Management Personnel. (2021: CEO & SMT members)

The total employee benefits, including pension contributions, of this group amounted to £197,324 (2021: £153,957).

10 Support costs

	Governance £	Other £	Total 2022 £	Total 2021 £
Staff costs	12,230	222,376	234,606	85,064
Professional fees	11,675	78,838	90,513	96,901
Premises costs	1,426	27,101	28,527	56,523
IT costs	2,018	70,697	72,715	48,856
Other administrative costs	11,733	151,753	163,485	88,921
	39,083	550,765	589,846	376,265

Governance costs include audit fees of £11,675 and trustee recruitment costs of £11,500.

Support costs have been charged as follows:	2022 £	2021 £
Cost of raising funds	133,702	42,181
Charitable activities		
Training and standards		
Training courses	137,724	124,658
Publications	26,146	36,905
Nurture consultancy	73,680	14,769
MB quality mark awards	6,386	21,487
Nurturing schools programme	68,187	17,038
Boxall Online	25,940	-
Policy and public affairs	20,261	31,332

Research	7,032	17,260
Impact	8,084	-
Other charitable activities	82,703	70,635
	589,846	376,265

11 Intangible fixed assets

	IT Software £	Total £
Cost		
At 1 October 2021	167,683	167,683
Additions in the year	1,103	1,103
Disposals in the year	(84,356)	(84,356)
At 30 September 2022	84,430	84,430
Accumulated amortisation		
At 1 October 2021	126,769	126,769
Charge for the year	21,482	21,482
On disposals in the year	(84,356)	(84,356)
At 30 September 2022	63,895	63,895
Net book value		
At 30 September 2022	20,535	20,535
At 30 September 2021	40,914	40,914

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

12 Tangible fixed assets

	Fixtures & fittings £	Total £
Cost		
At 1 October 2021	62,845	62,845
Additions in the year	14,001	14,001
Disposals in the year	(71,008)	(71,008)
At 30 September 2022	5,838	5,838
Accumulated depreciation		
At 1 October 2021	53,318	53,318
Charge for the year	1,421	1,421
On disposals in the year	(53,023)	(53,023)
At 30 September 2022	1,716	1,716
Net book value		
At 30 September 2022	4,122	4,122
At 30 September 2021	9,527	9,527

	2022 £	2021 £
13 Debtors		
Trade debtors	748,866	541,183
Prepayments	54,915	15,400
	803,781	556,583

	2022 £	2021 £
14 Creditors: amounts falling due within one year		
Loans Payable	26,034	24,401
Accruals	44,967	49,408
Deferred income	392,810	433,854
Trade creditors	62,277	61,754
Other creditors	63,203	66,739
	589,291	636,156

Loans payable includes £26,034 (2021: £24,401) relating to a loan repayable to the Charities Aid Foundation

	2022 £	2021 £
Deferred income		
Deferred income brought forward	433,854	285,678
Released to income	(433,854)	(285,678)
Additional in the year	392,810	433,854
Total (as per above)	392,810	433,854

	2022 £	2021 £
15 Creditors: amounts falling due after more than one year		
Loans Payable	23,025	49,059
	23,025	49,059

Loans payable includes £23,025 (2021: £49,059) 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:

	2022 £	2021 £
0 – 1 Years	26,034	24,401
1 – 2 Years	23,025	26,036
3 – 5 Years	-	23,023
	49,059	73,460
	2022	2021

16 Movements in funds

	At 1 October 2021 £	Income £	Expenditure £	Transfers in/(out) £	At 30 September 2022 £
Designated funds					
BPO	-	-	(16,862)	80,000	63,138
Data Analysis	-	-	-	20,000	20,000
Digital Marketing	-	-	-	15,000	15,000
Integration	-	-	-	20,000	20,000
Training & Development	-	-	-	20,000	20,000
Public Affairs	-	-	-	78,000	78,000
Cost of Living	-	-	-	22,000	22,000
Fixed assets fund	50,441	-	(22,903)	(2,881)	24,657
Total designated funds	50,441	-	(39,765)	252,119	262,795
General fund	670,040	1,833,179	(1,585,883)	(252,119)	665,217
Total unrestricted funds	720,481	1,833,179	(1,625,648)	-	928,012
Restricted Funds				-	-
Total Restricted funds	-	-	-	-	-
Total Funds	720,481	1,833,179	(1,625,648)	-	928,012

Movements in funds – Prior Year

	At 1 October 2020 £	Income £	Expenditure £	Transfers in/(out) £	At 30 September 2021 £
Designated funds					
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 Funds	212,572	1,847,659	(1,339,750)	-	720,481
Restricted Fund	2,000	100,000	(102,000)	-	-
Total Funds	214,572	1,947,659	(1,441,750)	-	720,481

With a strong financial performance and increased reserves in 2020/21 the board approved designated funds for key projects to support the strategic growth of the charity and ensure it is enabled to achieve its three long term goals by 2026;

1. Every child's education and development embraces nurture
2. Boxall Profile® integrated into every school's nurturing activities
3. UK government adopt nurture for all children

Impact and Evaluation

1. Boxall Profile Online® platform investment – The board approved £80,000 investment to improve the functionality, language, cybersecurity, reporting, user interface and integration into internal systems to ensure education professionals can get the best out of the the tool to support children and young people appropriately
2. Data analysis – There is a £20,000 investment for cleansing data and developing solutions that enable the charity to analyse, extract and transform data, and generate insights on our reach, and the impact of our work.

Profile and Influence

1. Public Affairs – there is a £78,000 investment in external public affairs support to achieve our ambitious goal of UK governments adopting nurture for all children through coordination of policy research projects and reports, engaging constituency MPs and Councillors in programme of local school visits, building awareness of importance of nurture with policy makers by engaging with relevant Ministers and further external profiling and influencing activities.
2. Digital Marketing – The board approved £15,000 to enhance presence and extend the reach and influence of nurture in education across digital platforms to ensure education professionals are able to access our resources more efficiently.

Service and Delivery

To improve the charity's customer experience a £20,000 investment to integrate internal CRM system, website and financial platforms to increase efficiency and reduce invoicing errors and debtor balances

Performance and Standards

The charity's biggest asset is its staff and the board approved an investment of £20,000 for staff training and development package that will provide them with the key skills and competencies they need to be a high performing team who have the confidence, ability and knowledge to independently understand how they can drive the growth of the charity.

One-off cost of living allowance

With the growing cost of living and being a fully remote charity we are aware of the personal impact the rising inflation has on our staff's personal lives. The board approved a one-off cost of living allowance of £1,000 (per staff member) to show how valued their contributions are to the charity.

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.

17 Analysis of total net assets between funds

	General fund £	Designated funds £	Restricted funds £	Total funds £
Designated Funds				
Tangible fixed assets	-	24,657	-	24,657
General Funds				
Current assets	1,515,671	-	-	1,515,671
Current liabilities	(589,291)	-	-	(589,291)
Long-term liabilities	(23,025)	-	-	(23,025)
Total net assets	<u>903,355</u>	<u>24,657</u>	<u>-</u>	<u>928,012</u>

Analysis of total net assets between funds – Prior Year

	General fund £	Fixed asset fund £	Restricted funds £	Total funds £
Tangible fixed assets	-	50,441	-	50,441
Current assets	1,355,256	-	-	1,355,256
Current liabilities	(636,156)	-	-	(636,156)
Long-term liabilities	(49,060)	-	-	(49,060)
Provisions	-	-	-	-
Total net assets	670,040	50,441	-	720,481

18 Operating leases

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

	2022 £	2021 £
Amounts payable within less than one year	7,251	38,835
Leases expiring between one and five years	-	44,744
	7,251	83,579

The above figure includes the rent for the office in Scotland which is on a 12 month rolling basis. The prior year figure also includes the rent for the office in London, for which the lease expired during the year.

19 Related party transactions

During the year there were no payments to trustees for goods or services (2021: £0).

Trustees are encouraged to be members of NUK. During the year no membership fees were paid by trustees (2021: £30 / 1)

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

	2022 £	2021 £
Net (expenditure) for the year	207,531	505,909
Adjustments for:		
Loss/Profit on disposal of fixed assets	12,185	(606)
Depreciation and amortisation	22,903	29,193
Interest from investments	-	-
Loan Interest Paid	4,056	5,047
Decrease in stock	14,321	4,320
(Increase) in debtors	(247,198)	(195,471)
Decrease / Increase in creditors	(48,498)	114,190
Increase / (Decrease) in provisions	-	(37,317)
Net cash provided/(used) in operating activities	(34,700)	425,265

21 Prior Year Statement of Financial Activities

	Unrestricted funds		Restricted funds	Total funds 2021
	General fund £	Designated funds £	£	£
Income from:				
Donations and legacies	39,678	-	-	39,678
Charitable activities	1,784,739	-	-	1,784,739
CJRS Grant Income	12,392	-	-	12,392
Other Grant Income	10,850	-	100,000	110,850
Total income	1,847,659	-	100,000	1,947,659
Income from investments	-	-	-	-
Other income	-	-	-	-
Total income	1,847,659	-	100,000	1,947,659
Expenditure on:				
Raising funds	108,224	2,155	-	110,379
Charitable activities				
Training and standards	955,200	22,237	102,000	1,079,437
Policy and public affairs	54,400	1,142	-	55,542
Research	28,540	600	-	29,140
Impact	-	-	-	-
Other	164,219	3,033	-	167,252
	1,202,359	27,012	102,000	1,331,371
Total expenditure	1,310,583	29,167	102,000	1,441,750
Net income/(expenditure)	537,076	(29,167)	(2,000)	505,909
Transfers between funds	1,203	(1,203)	-	-
Net movements in funds	538,279	(30,370)	(2,000)	505,909
Funds brought forward at 1 October 2020	131,761	80,811	2,000	214,572
Funds carried forward at 30 September 2021	670,040	50,441	-	720,481

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

Opinion

We have audited the financial statements of The Nurture Group Network Limited (the 'charitable company') for the year ended 30 September 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 September 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended)

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 Nurture Group Network Limited'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 trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the 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 and under the Companies Act 2006 and report 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and

regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions

reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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

Noelia Serrano (Senior statutory auditor)

23 June 2023

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108–114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent 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

Principal Office:

Insight House

Riverside Business Park Stansted Mountfitchet CM24 8PL

Board of Trustees:

Alan Leaman (Chair)

Alison Betts

Michael Clifford (Hon. Treasurer)

Chris Dean

Euan Fraser (appointed 16th September 2022)

Nicola Hannam (resigned 16th September 2022)

Claire Hersey

Angeliki Kallitsoglou (resigned 16th September 2022)

Paul Pugh (resigned 8th March 2022)

Bridget Robson (Vice-Chair)

Mehak Dawood Tejani (appointed 16th December 2022)

Stuart Beattie (appointed 16th December 2022)

Funisai Agnes Muchenje (appointed 16th December 2022)

Life President:

Mark Turner

Chief Executive Officer:

Arti Sharma

Auditors:

Sayer Vincent LLP Invicta House
108–114 Golden Lane London
EC1Y 0TL

Principal Bankers:

Metro Bank Plc
One Southampton Row London
WC1B 5HA

For more information

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National Office

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Essex, CM24 8PL

UK registered charity number: 1115972
Scottish registered charity number: SC042703