National Day Nurseries Association

National Day Nurseries Association

(A charitable company limited by guarantee)

Financial Statements

for the year ended 31 March 2026

Company registration No. 03738616

Registered charity No. 1078275 (England & Wales)
SCO40610 (Scotland)

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

Contents **Page**

Report of the trustees (including directors' report)	3
Report of the independent auditors	19
Charity Statement of Financial Activities	23
Charity Balance Sheet	24
Charity Statement of Cash Flows	25
Notes to the accounts	26

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

Name	National Day Nurseries Association (NDNA)
Company number	03738616
Charity number	1078275 (England and Wales) / SCO40610 (Scotland)
Registered office	National Early Years Enterprise Centre, Longbow Close, Huddersfield, HD2 1GQ
Scotland office	Edward House, 199 Sauchiehall Street, Glasgow, G2 3EX
Wales office	3 Connaught House, Riverside Business Park, Benarth Road, Conwy, LL32 8UB
Website	www.ndna.org.uk
Auditor	Sumer Auditco Limited, New Chartford House, Centurion Way, Cleckheaton, BD19 3QB
Bankers	NatWest Bank, Commercial Banking, 2nd Floor, 8 Market Place, Huddersfield, HD1 2AN
Solicitors	Lupton Fawcett, Yorkshire House, East Parade, Leeds, LS1 5BD

Board of trustees

The directors of the charitable company (the charity) are its trustees for the purpose of charity law and throughout this report are referred to as the trustees. The trustees report includes requirements of the Directors' report as required by company law. The trustees who served during the year were as follows:

Jane Haywood (Chair)	
Courteney Donaldson (Vice Chair)	
Hazel Moody	
David Smyllie	(resigned 21 May 2025)
Dave Poulsom (Treasurer)	
Philip Siddell	
Lesley Dawson	(resigned 11 March 2026)
Susan Hill	
Nikola Masters	
Elaine Sagar	(appointed 11 March 2026)
Matthew Dawson	(appointed 11 March 2026)
Sarah Sangar	(appointed 11 March 2026)
Chief Executive	Tim McLachlan
Company Secretary	Tim McLachlan
Executive Chair	Purnima Tanuku (until 31 March 2026)
Strategic Leadership Team	Jonathan Broadbery Cara Brundle Donna Clarke (from 1 August 2025) Inga Rudane Alan Wadsworth Stella Ziolkowski

Qualifying third party indemnity provisions

The charity purchased insurance for liabilities incurred by its trustees in carrying out their duties.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

Structure, Governance and Management

Governing document
National Day Nurseries Association is a company limited by guarantee governed by its Memorandum and Articles of Association dated 20 September 1999 with the latest amendment in 2022. It is registered as a charity with the Charity Commission in England and Wales and with the Office of the Scottish Charity Regulator in Scotland.

Appointment of trustees
The Strategic Board currently comprises 10 Trustees including a Chair and Vice Chair. They represent the membership across England, Scotland, and Wales. Three are co-opted from wider sectors to support the work of the Board and add special expertise.

At every Annual General Meeting, one-third of the Board is subject to retirement by rotation. Nominations are invited through advertising in Nursery News and elections held to appoint new Trustees. If there are no other nominations and the retiring Trustee is willing, they will be reappointed for a further term of office with agreement by the Board.

Trustee induction and training
New Trustees undergo an induction to brief them on their legal obligations under charity and company law, the content of the Articles of Association, the decision-making process, the business plan and the recent financial performance of the charity. They meet key employees of the charity and are encouraged to attend external training events as appropriate. A two-day Board strategy event and training is held annually.

Organisation
The strategic Board administers the charity and meets at least 6 times a year in person or virtually. Three policy advisory Boards, made up of providers and early years experts, advise the strategic Board on policy issues specific to the three nations. The Chief Executive, Tim McLachlan, is appointed by the strategic Board to manage the day-to-day operation of the charity. The Chief Executive has delegated authority for dealing with matters such as finance and employment.

Risk management
There is a robust risk assessment and management process established. This includes:

- Reviewing and monitoring both the strategic and operational risks the charity may face, at each Board meeting.
- Establishment of systems and procedures to measure and control risks identified.
- Implementation of control measures to minimise any potential impact on the charity if risks materialise.

A 'traffic-light' risk reporting system is in use for the risk action plan and also the organisation's performance monitoring framework.

The principal risk and uncertainty facing the charity is a volatile economic climate affecting both the sector and NDNA. High inflation impacts business costs and household expenditure and may impact demand for providers. At the same time, public spending cuts result in funded childcare places coming under pressure and a reduction in income from central government and local authority contracts, along with increased competition for all services and contracts. Our strategy for managing this risk has enabled us to achieve a balanced portfolio of income streams by focusing on developing a wider customer base in the UK and beyond and building a portfolio to suit their needs.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

Objectives and activities

NDNA's vision and mission
The charity's vision is for all children and families to flourish through high quality early childhood education and care.

The charity's mission is to lead and empower the sector so that nurseries and the early years workforce deliver sustainable, high quality early childhood education and care.

NDNA's aims and objectives for the year
The strategic aims NDNA set out for 2025/26 were:

- **Promote and defend** the value of early education, the providers & practitioners who deliver it and the impact on children and families.
- Represent members, as the strongest objective **voice of the early years sector** across the UK.
- **Influence policy** development and delivery by lobbying governments in England, Scotland & Wales.
- Provide access to the **support, products, and services** that raise the quality and professionalism of the sector and its workforce.
- **Manage a strong and sustainable charity**, futureproofing NDNA so we can continue to support our Vision, Mission, and Goals.

Promote and defend … – NDNA is proud to champion the vital role that private, voluntary and independent (PVI) nurseries play in giving children aged 0–5 years the best possible start in life. PVI settings are already delivering high-quality care, education and support to families across every community. We launched our *Nursery: Where the best start happens* campaign to highlight the need for equitable treatment across all early years settings, achieving an organic social reach of 60,506 and reel views of 18,759 in the first 3 months of 2026.

NDNA has called for investment in workforce development and retention, fair, sustainable funding for PVI nurseries and recognition of their role in the Government's 'Giving every child the best start in life' strategy, published in July 2025. Whilst continuing to increase understanding of the importance of the early childhood education and improve the perception of the early years workforce as educators of children aged 0-5, NDNA also highlighted challenges relating to the expansion of funded hours, which for many nurseries do not cover the cost of delivering high quality early education. Campaign activity has drawn attention to the growing disparities between PVI nurseries and their maintained or school-based counterparts, as nurseries faced increased financial pressure from mounting costs and increased NICs from April 2025.

… voice of the early years sector … – As the voice of the 16,537 strong PVI nursery sector across the 3 nations, NDNA is an integral part of the lives of more than a million young children and their families. The charity provides information, training and advice, which support nurseries - and the 240,800 who work in them - to deliver world-class early learning and childcare. Working closely with local and national governments in England, Scotland, and Wales, we deliver a comprehensive programme of policy work. Conducting our own research, we campaign on the cost, choice, and quality of childcare to benefit children, their families, nurseries, and the economy.

Influence policy … the New Labour Government published its ambition for children which was further set out in their strategy, 'Giving every child the best start in life' published in July 2025. This brought in additional funding for children from disadvantaged backgrounds through uplifts to the Early Years Pupil Premium and also set out how the Government plans to invest in CPD for the workforce through various evidence backed programmes, including NDNA's Maths Champions. Work by NDNA in Scotland and Wales secured additional funding in Scotland of £9.7

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

million to increase funding rates by a minimum of 3.75%. In Wales, an initial funding uplift for the start of the year to £6.00p/h increased further to £6.40. Preparations for the elections in Scotland and Wales in May 2026 began with NDNA engaging with members and sector experts to build a manifest for early education and care in both countries. NDNA will continue to engage with members and all political parties to help shape a policy environment where all children and families can thrive through better access to high-quality early education and care.

… support, products and services … – In line with our vision and mission, NDNA provides a comprehensive range of support services to its members. These include accredited and non-accredited training programmes delivered through a variety of channels, including face-to-face learning, the NDNA Early Years Development Zone, live virtual classrooms, and webinars. NDNA also offers events and conferences, publications, Quality Counts and Millie's Mark accreditation schemes, the Physical Activity and Nutrition Coordinators (PANCo) accredited qualification, and a range of Champion programmes focused on supporting children's mathematical, language, communication, and SEND development. In addition, members have access to a wide range of resources through myNDNA that are designed to support continuous improvement in practice.

All support services are developed using evidence-based research to promote the ongoing professional development of the early years workforce and encourage reflective practice. Research demonstrates that sustained professional learning and support enable practitioners to enhance the quality of their practice, which in turn leads to improved developmental outcomes and experiences for children.

As part of our support services, we also provide practical information, practice tips and activities via myNDNA that can be shared with parents to extend learning from the setting into the home.

"Very informative training and a lot of helpful information to help me grow as a practitioner, it was nice to be pushed out of my comfort zone and put into groups to talk about the relevant subject, especially with this being an online course, I've never had to do that before, I'll usually just sit quietly and listen."
(Live Virtual Classroom Training) - ***Effective Team Leadership***

Manage a strong & sustainable charity … – Effective delivery of the charity's mission is only possible if we are financially sustainable to support the sector. We manage our resources carefully and everyone plays an active part in the business planning process. The strategic challenges facing NDNA are discussed at Board level and all staff are involved in developing the business plan. Ultimate responsibility for decision-making rests with the Board, supported by the Chief Executive and Strategic Leadership Team.

The charity has a wholly owned dormant subsidiary, NDNA Services Limited.

NDNA does not fundraise from the public.

Shaping the future of early education and care
National elections in Scotland and Wales present NDNA with the opportunity to continue to shape the future of early education and childcare in those countries. NDNA has already started to gather sector input about the key challenges providers face with the current funded offers before any future pledges are made to families for increased numbers of hours or expanded offer to younger children. As well as getting evidence from providers, NDNA also convened a roundtable of sector experts to outline a plan for giving children the best start in both Scotland and Wales to inform the political debate and shape the policy of the new devolved governments.

In the final stage of the roll-out of funded childcare in England, working parents became eligible for the full 30 hours of funded childcare from September 2025. NDNA continued to provide evidence from the sector about the workforce, funding and sustainability challenges providers faced. In response to Government proposals to increase

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

the number of nurseries in schools, NDNA supported PVI providers who had seen existing agreements terminated so the school could deliver its own provision. Work with the DfE saw future rounds of School-Based Nursery (SBN) funding subject to stricter guidance to avoid duplication of existing provision.

In England, the Government has set its priorities in a 'Plan for Change' which includes ensuring children are 'ready to learn when they start school' measured by 75% of 5-year-olds in England reaching a good level of development in the EYFS assessment. This aim has been backed up with the publication of its strategy 'Giving every child the best start in life'. This was built around three main topics: growing best start family hubs, more accessible early education and childcare, and quality and workforce.

Other NDNA research found that, in the financial year 2024-25, £115 million of early years budgets remained unspent at the end of the financial year. The main use of these unspent funds was to off-set deficits in other parts of the schools budget, especially the High Needs Block. This has been an issue ever since the funded childcare policy was expanded and shows the need to tackle overspends on SEND and for reform of the childcare funding system.

Across the year NDNA supported our members to engage with consultations and responded on their behalf to three consultations in Scotland, three consultations in Wales and six consultations in England. These ranged from changes to the National Minimum Standards in Wales, presenting written evidence to the Education Committee in England and UK wide evidence to the Covid-19 Inquiry. We also presented evidence to the Low Pay Commission and the Migratory Advisory Committee.

Achievements and performance

The ethos underpinning NDNA's charitable vision and mission is to champion excellence within the early years workforce while promoting quality, sustainability, and success across the early years sector. Central to our approach is the belief that children should be at the heart of everything we do. By placing the child at the centre of our work, we support both workforce development and organisational improvement, helping setting leaders deliver the best possible outcomes for children.

High-quality, evidence-informed practice is the foundation of all NDNA services and activities. Our Quality Statement clearly sets out what quality looks like in early years provision, providing a framework for continuous improvement. We support our members and the wider early years community to deliver outstanding experiences for children while maintaining sustainable and resilient businesses, charities, and not-for-profit organisations.

We strongly advocate for children's needs and interests to be at the forefront of policy and decision-making. We believe that high-quality provision can only be achieved when nurseries are sustainable, well-led organisations with strong leadership and management. Effective leaders provide a clear vision, foster a culture of reflective practice, and encourage continuous professional development among their teams. This commitment to ongoing improvement helps ensure that every child receives the best possible start in life. It also supports inclusion, ensuring that children of all backgrounds and abilities have their individual needs, strengths, and interests identified early, enabling them to access any additional support they may require.

NDNA's Impact on the Workforce

The early years sector continues to face significant financial pressures, particularly as a result of rising employment costs. Increases to the National Minimum Wage (NMW), National Living Wage (NLW), and National Insurance contributions have placed additional strain on providers' budgets. At the same time, recruitment and retention challenges persist, with staff turnover rates often reaching around 20%. These workforce pressures can limit settings' ability to release employees for professional development opportunities beyond the mandatory training

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

required by legislation. As a result, access to high-quality, affordable, flexible, and relevant short training courses remains more important than ever to ensure practitioners have the knowledge and skills needed to provide high-quality education and care for young children.

A substantial body of research highlights the importance of high-quality early education and childcare, delivered by skilled and well-qualified practitioners, in supporting children's learning and development during their formative years. Despite this, many of our member nurseries continue to report difficulties in recruiting and retaining staff with the qualifications, skills, and experience required to meet the needs of children and families effectively.

Research consistently demonstrates that the first five years of life are critical in shaping a child's future health, wellbeing, development, learning, and life chances. It is therefore essential that early years practitioners have access to ongoing professional development to ensure children receive the best possible start in life. To reduce barriers to participation, we continually review and enhance our training offer, providing a range of flexible delivery methods that enable practitioners to access learning in ways that best meet their individual circumstances and preferences. Through regular analysis of sector intelligence, member feedback, surveys, and ongoing dialogue with the early years community, NDNA continually evaluates and updates its products and services, ensuring that training remains aligned with current research, best practice, policy developments, and the evolving needs of the sector.

Training and development

This year NDNA has developed and refreshed 186 evidence-based training and professional development products to retain their relevance with legislation and best practice that support high-quality early years practice. The development of new resources is determined through understanding the needs of members and practitioners. We have supported 58,911practitioners with training and professional development, with an overall satisfaction rate of 99%.

"We were absolutely delighted with the Brilliant Babies training delivered to our team earlier this year. Over 12 of our practitioners took part, and the impact has been enormous. The day was so valuable, practitioners described the training as uplifting, relatable, and full of those "lightbulb moments" that stay with you. Many are still talking about it now and continue to refer to what they learned. One of the things we appreciated most was how thoughtfully the training was delivered. It was pitched perfectly for everyone—from our least confident practitioners right through to our most experienced team members. Each person felt included, supported, and able to engage fully." (Face to Face Training) – ***Brilliant Babies***

NDNA continues to support practitioners in promoting children's nutrition, health, and wellbeing through the accredited Level 4 Physical Activity and Nutrition Coordinator (PANCo) programme. This specialist qualification is designed for individuals working within nursery settings who take a lead role in championing healthy eating and physical activity, helping to embed best practice across their provision. By the end of March 2026, 56 practitioners had completed or accessed the PANCo award, while a further 15 settings were working towards achieving the Start Life Well Quality Mark, demonstrating their commitment to fostering healthy lifestyles and positive wellbeing outcomes for children.

"This has been a great course, and I cannot wait to see where my PANCo journey takes me." ***(PANCo Level 4)***

In response to the financial challenges facing the sector, NDNA provided member access to 38 training courses covering a variety of subjects. As a result, 22,711 practitioners benefited from free training through the Early Years Development Zone.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

In addition to our support programmes, NDNA ensures the sector has access to current publications, policies, procedures and online resources, such as factsheets, aligned with the latest policy developments, legislative changes and evidence-based best practice. These resources were widely utilised, with 7,913 publications and around 9,759 factsheets accessed.

Millie's Mark and Quality Counts

Quality improvement is a collective responsibility that involves the whole setting and every practitioner within it. At NDNA, we are passionate about supporting our members to reflect on their practice, identify areas for development and continually enhance the quality of care and education they provide.

Ensuring the safety and wellbeing of children remains a key priority for NDNA, with Millie's Mark playing an important role in strengthening paediatric first aid practice across the sector. Practitioners' confidence in responding to emergency situations can vary, and Millie's Mark helps to keep first aid knowledge active and embedded in everyday practice. By maintaining a strong focus on paediatric first aid, the scheme enables practitioners to build confidence and respond quickly and effectively when emergencies arise.

During the year, 198 settings registered to work towards Millie's Mark, with 157 nurseries successfully achieving the accreditation and demonstrating their commitment to exceeding statutory paediatric first aid requirements. Since its launch, Millie's Mark has been awarded to 1,413 settings, positively impacting the safety and wellbeing of more than 126,000 children. These achievements reflect the sector's strong commitment to maintaining the highest standards of safety, care and preparedness for children.

"I like that yearly I am prompted to check everyone is qualified, confident and competent" ***– Millies Mark***

During the 2025-26 financial year 13 nurseries have signed up to Quality Counts certification. Over the year, NDNA have awarded 12 settings with our flagship quality improvement scheme.

"We had a wonderful day…for our Quality Counts visit. It was a positive experience from start to finish. The staff were a little nervous but were put at ease and it was a valuable opportunity for staff to share and celebrate their effective practice and the impact it has on teaching and learning and quality for life for children. We would recommend this quality mark to other settings" ***– Quality Counts***

myNDNA

Our weekly myNDNA email provided a weekly free activity, tip and factsheet, and access a wealth of other practical, free resources to inspire them on the myNDNA resources page.

Free Member Events, Resources, and Webinars

Over 1,212 people attended NDNATalk online and face-to-face events throughout the year, enjoying inspirational 'Afternoon With …' sessions, a range of online member events and webinars across all three nations, face to face policy consultations and NDNA's annual conference, which featured sector focussed sessions and inspirational speakers within separate leadership and practice streams.

This year, we have continued to work with a range of companies to bring ideas, activities, campaigns and resources to children and parents via our membership base. NDNA's popular 'Healthy Body, Happy Me' campaign, running from 23rd to 27th March 2026, was sponsored by Hope and Lidl Foodies, and themed around 'Healthy Heroes', exploring everything that helps our bodies and minds feel their best: moving, eating well, resting, drinking water and connecting with others. There were 5,902 downloads of Healthy Body, Happy Me resources during the campaign. The week ended in celebration with 5-a-Day Friday, where children were encouraged to reflect on everything they had learned and enjoy a healthy, colourful feast together.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

Projects and Contracts

NDNA works closely with a range of funding partners to deliver quality products and services to a wider range of communities and stakeholders. Working in partnership, NDNA has supported the sector to thrive by developing the workforce and early years settings, contributing to the well-being and positive outcomes of young children and their families in communities where nurseries are least able to fund additional training.

Thanks to funding from Vitamin Angels UK, NDNA is able to purchase healthy, supplemental food packages on every week for 18 nurseries serving an average of 1,509 children in areas of high deprivation who may be at increased nutritional risk.

NDNA's Maths Champions programme builds the knowledge of nursery practitioners to support children's early mathematical development. In July 2024 a report was updated following subsequent analysis using the Early Years Foundation Stage profile assessment data to assess the potential impact of Maths Champions on children's attainment. This exploratory analysis found that children in nurseries that allocated to the MC programme from the previous study continued to make progress compared to children who attended control nursery settings. The updated report from this analysis was released this year https://ndna.org.uk/early-years-maths-support-ndna-maths-champions-research-trial/

As a result of the successful impact of Maths Champions NDNA secured additional funding from the EEF via the DfE to provide an additional 7610 places to nursery settings to participate in the Maths Champions programme. This funding is solely accessible to nursery settings across England, focusing on the governments Educational Investment Areas. This work will continue into August 2029.

"The Maths Champions programme has completely transformed our nursery's approach to early maths education. What was once seen as a challenge has become an exciting and natural part of our daily practice. Staff feel more confident, children engage with maths in meaningful ways, and the learning environment is now rich with mathematical opportunities. From everyday routines to hands-on exploration, maths is truly embedded in everything we do—empowering both educators and young learners alike. We would highly recommend the Maths Champions programme to any setting looking to enhance mathematical learning and boost staff confidence." - ***Maths Champions***

NDNA continues to support early years settings across the 18 most deprived London boroughs through funding provided by the Mercers' Company, acting as Trustee of the Charity of Sir Richard Whittington. This additional investment enables NDNA to extend the reach of its programmes, supporting a further 150 nurseries to take part in the Maths Champions programme and 50 settings in the Communication and Language Champions programme. During the year, 79 settings participated in Maths Champions, while 13 settings accessed the Communication and Language Champions programme.

One of the most significant positive changes that took place as a result of the Communication and Language Champions programme was the improvement in the quality and consistency of adult-child interactions across the setting. Previously, many interactions were task focused and lacked depth. After completing the training, we made it a priority to ensure that all staff were more intentional in the way they spoke with children using open-ended questions, giving children time to respond, and extending conversations to support language development. – ***Communication and Language Champions***

Funding from the Foyle Foundation and the Eastern Counties Educational Trust enabled NDNA to develop resources and pilot the delivery of its SEND Music Programme across 15 childcare settings. To support the programme's design and implementation, NDNA worked in partnership with a specialist Music Therapist with expertise in SEND.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

As part of the project, each setting's SEND lead assessed children's progress at the beginning and end of the programme using a scoring tool based on the Expressive Arts and Design area of the EYFS framework. Children were assessed against a series of questions using a 1 to 5 scale, with scores providing a measure of how effectively children used music for self-expression, creativity and interaction.

The initial assessment identified an average score of 19 out of 50 per child. Following participation in the programme, children were reassessed using the same tool, with the average score increasing to 30 out of 50, demonstrating a significant improvement in outcomes over the course of the project.

"Music allowed SEND children to showcase talents and interests that may not have been visible through traditional academic routes, shifting the focus to what they can do, and offered them to become 'an expert' in music and lead sessions taught to the wider cohort of children." – ***SEND Music Programme***

A grant from the Peter Harrison Foundation has enabled NDNA to deliver 46 Championing SEND programmes over a two-year period to nursery settings located in the most disadvantaged communities across the South East of England, specifically those ranked within deciles 1 and 2 of the Index of Multiple Deprivation. All 46 settings commenced the programme during this financial year, with 13 successfully completing it by the end of March 2026. The remaining settings continue to make strong progress and are on track to complete the programme by September 2026.

"This programme hasn't changed who we are - it has strengthened what we already believe in. It has given me the confidence to lead meaningful change, empowered my team to embrace inclusive practice with confidence and reminded us that even small changes can have a lasting impact on children and families."
- ***Championing SEND***

Childcare Works
In 2025-26, this included the funded delivery of NDNA's Childcare Works employment programme in Pembrokeshire, Conwy, Rhondda Cynon Taf, Cardiff and to military families and veterans in areas like Catterick, Lincolnshire and Wiltshire.

In Wales, NDNA Cymru successfully secured ongoing funding for the project to run in different areas in 2025/26. This included Rhondda Cynon Taf and Cardiff thanks to support from the Moondance Foundation and through the UK Shared Prosperity Fund in Conwy and Pembrokeshire. NDNA also secured new funding from the Armed Forces Covenant Fund Trust and the Veterans Foundation to work with families of serving military personnel and reservists, as well as veterans and their families, around military bases in England. Under the project, NDNA supports participants through a three to four-week training programme to ensure they have the skills and some qualifications necessary to work in early years, followed by 12-week placements as Trainee Nursery Assistants in settings.

"Looking back, joining the NDNA Childcare Works Project has been one of the most rewarding decisions I have ever made. The support I received throughout the process gave me the confidence to step into a completely new field after my military career...I am excited to continue this journey in childcare, where I can make a positive impact on young lives while growing both personally and professionally." ***Participant testimony***

For the projects completed in 2025/26 we supported 50 TNA's through the various programmes with 38 going into employment by the end of their time in the project and 36 of those taking up employment in early years or education specific roles. Since 2019 the project has helped 165 people into employment with 148 people working in childcare and early years.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

International
Overseas nurseries that are looking to implement and follow the EYFS recognise the value that NDNA can offer and we have international members from 18 different countries. We continue to provide services to members overseas and continue to engage with international stakeholders, for the benefit of children and families.

From overseas settings, we continue to see particular interest in our Quality Counts programme. In September 2025, we hosted a visit from the Ministry of Women, Early Childhood and Community Wellbeing Development Sarawak (KPWK), Malaysia, where we explored opportunities for professional exchange and training partnerships.

Within this financial year, 2 international settings have signed up to pursue the Quality Counts certification mark and 6 settings (UAE, Thailand x3, Qatar and Saudi Arabia) have been awarded the standard, three at the highest level, platinum.

Membership and Retention
A strong membership base is critical to NDNA's mandate as the voice of the sector. The strength of our membership informs our work and our priorities, which are driven by the evidence we gather from our members. NDNA's UK membership has grown by 6% throughout the year.

NDNA's members are highly engaged and, despite the challenging environment and growing concern over closures and financial pressures. Retention of members remains high, and this indicates that members are getting value from their membership, see a return on this investment and are willing to renew, even in the toughest of times.

Deliberate efforts to reach out to new audiences, particularly via social media, using multiple touch points to drive conversion, ensured that 87% of new members in 2025-26 were brand new to NDNA.

NDNA draws on the experience of our members and our own research, as well as analysis of the early years and childcare sector, to ensure we are the voice of our sector. We work across key stakeholders and decision makers in England, Scotland and Wales to advocate for policy approaches that support the charity's objectives and our members' needs.

Member Engagement
NDNA networks provide nursery owners and managers with the opportunity to meet and form a united voice at a local level. These networks, led by volunteer Network Officers, provide regular opportunities to share information, ideas and concerns whilst improving NDNA's reach and the breadth and depth of our insight.

At the end of March 2026, NDNA had 44 active networks across the UK. We continue to hold regular network chair meetings, which have been consistently lively and well attended. NDNA's networks provide the insight that NDNA needs to better understand and represent the sector. We would like to thank all our networks, and network chairs in particular, for their continued engagement with NDNA and representation that highlights local issues, challenges and solutions.

NDNA's members are highly engaged and in 2025-26, 96% of members overall purchased or downloaded a product from the NDNA website. Member events were delivered across each of the three nations, using a combination of remote and online delivery to enable nurseries and their workforce to benefit from updates on policy and practice, as well as professional development and networking. We worked with our corporate sponsors to deliver up to date information on topics such as health and safety and employment law.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

In addition to NDNA's usual member event schedule, free, virtual 'afternoon with' events with inspirational speakers such as Kerry Murphy and Sam Wass enabled members to explore topics such as neurodiversity in early years, early brain development and how concentration, stress and learning capacities develop during early childhood.

'Incredible. Downloaded in seconds, distributed to admin immediately, sorted and populated within a morning, distributed to every staff member post lunch.' ***NDNA Policies and Procedures***

'I would like to take this opportunity to thank everyone at NDNA for their ongoing support of Early Years. As a stand-alone setting for the last thirty-three years, I have found the NDNA a great platform from which to not only network, but to feel part of a bigger force, in advocating the importance of Early Years care and education.'
NDNA Membership

Policy Engagement and Campaigns
In England, Scotland and Wales, NDNA has met with Government Ministers, key stakeholders and working groups to provide the latest research, sector views and experiences, particularly in relation to workforce challenges, demand and rising cost pressures. NDNA has used member views and feedback to lobby and shape changes to guidance and secure extra support for the sector. This has included:

- Funding – lobbying for:
  - A 4.95% increase in funding rates for childcare in England
  - A 45% increase in the Early Years Pupil Premium for children in England
  - Additional funding to increase funding rates by at least 5.2% in Scotland
  - A 4.2% increase in funding rates and the daily food charge allowance for funded childcare in Wales
- Reduced membership fee for members in Wales.

To support our members and influence public debate on issues affecting early years, we engage with traditional and social media to reach as wide an audience as possible, achieving 120 pieces of national (including broadcast) media coverage for our work and 149 pieces in the trade press covering early years and education.

NDNA Cymru
NDNA Cymru remains part of the CWLWM Partnership and representation continues to be key to our work. We are a member of key strategic groups alongside other representative organisations, Welsh Government, Aware, Social Care Wales, Care Inspectorate Wales and Estyn.

NDNA Cymru has continued to deliver direct support to members, local representation with local authorities and engagement with the Welsh Government through our core CWLWM grant. In addition, direct projects have supported providers with curriculum delivery through our Early years Support Officer, Welsh Language delivery through our Welsh Medium funded work and practitioners' Welsh language support through the Camau project.

NDNA Scotland
NDNA Scotland continues to represent members at key stakeholder meetings and supporting the childcare sector working group on early learning and childcare. In addition, NDNA Scotland is a member of the Education Reform Review Group, Care Inspectorate Safe Staffing Project and the SSSC Codes of Practice Review Group. Our engagement work with Scottish Government continued to be supported by the Childcare Sector Representation Fund from the Scottish Government. However, we received notification that this fund would cease at the end of 2025/26 and have made plans to restructure our team and work accordingly.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

We have retained the Scottish Government's Children, Young People and Families Early Intervention Fund (CYPFEIF) and Adult Learning and Empowering Communities Fund (ALEC) funding for 11 years and received positive feedback from the Corra Foundation on the reporting of the achievement of Fund outcomes. NDNA Scotland have consistently met all the requirements for the funding.

NDNA Scotland has a commitment to promoting the rights of the child as the Scottish Government has implemented legislation to incorporate the UN Convention on the Rights of the Child into Scots law from July 2024. NDNA Scotland has conducted our own Child Rights and Wellbeing Impact Assessment for our own work as well as supporting members to conduct their own. This year NDNA Scotland awarded its first ever Children's Rights Award which celebrates exemplary rights-based practice in early learning and childcare. The award was presented by Minister for Children, Young People and the Promise Natalie Don-Innes and NDNA has plans to continue this award as part of efforts to raise awareness of best practice in this field.

Sustainability
NDNA's own long-term sustainability is essential if we are to continue delivering our charitable mission and maximise the impact of our activities.

Financial review

2025/26 has seen us invest in line with our charitable purpose. This resulted in an overall deficit of £61,367, after investment through our development budget. Our unrestricted reserves now stand at £1,047,325.

During the year, we spent £138,682 out of designated funds to support IT infrastructure and developed services to our members through the Institute and other services.

A further £3,413 has been put into the designated IT fund to invest in additional IT support, a further £2,517 into the designated building fund, plus a further £22,333 into the designated development fund to support our members.

Investment policy

The trustees recognise the need to retain sufficient liquid assets to meet the charity's short-term obligations. Funds in excess of current requirements are invested in low-risk cash deposits or interest-bearing accounts.

Plans for the future

In England, the full roll out of the expansion has now been completed which may increase the risk of the Government shifting focus away from early education and childcare. NDNA will continue to campaign and make the case for investment in early education and care. Providers are also raising concern about the perception of 'school readiness' for children leaving formal early education provision. NDNA will continue to produce evidence about the impact PVI nurseries are having and how to improve the relationship between providers and schools.

Government messaging from the DfE continues to imply that SBNs are necessary to improve transitions as well as meeting the need of children with SEND. NDNA will look to update our current campaign materials under our 'Nurseries; where the best start happens' campaign. We will continue to campaign for increased funding for the early years sector in line with our charitable objectives of supporting all children through access to high quality early education and care. We will also work to ensure children are equally supported, wherever they access their funded places. To ensure a strong voice across Parliament, NDNA will continue its work meeting and briefing MPs.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

In Scotland, NDNA will continue our engagement with the new Scottish Government on its priorities for Early Learning and Childcare. Many of the major parties have already set out some ideas for how they might continue to support working families with the cost of ELC places and wraparound childcare for school-aged children.

NDNA Scotland will continue to examine how local authorities distribute funding identified by the Scottish Government to increase sustainable rates. We will also campaign for children to have equal access to funded ELC through funding following the child and will work to ensure councils do not set different requirements in different areas, undermining the national nature of funded ELC

NDNA Scotland will continue to work with providers and other stakeholders to promote best practice and to raise awareness of the UNCRC Incorporation (Scotland) Act which was first implemented in July 2024.

In Wales, it looks likely that a new party will form the government based on expected poll performance. NDNA Cymru will continue to work with whichever party or parties form the next Welsh Government. With the main parties starting to talk about the support that might be available to families with childcare costs it is clear this will be a key topic in the election of the new Senedd.

The new Senedd will also feature new faces due to the expansion in the number of seats. This will present NDNA Cymru and our members with an opportunity to engage with new Senedd members about the importance of, and the challenges faced by, PVI providers in the early childhood play, learning and care sector.

With the expansion of the funded offer to all two-year-old children in Wales still not complete, this is likely to be a priority for the next Government. NDNA Cymru will work with members, CWLWM partners and the Welsh Government to address the inconsistencies caused by using the Flying Start model for extending universal childcare offers and ensure the expertise and experience of the day care sector is recognised in the any further plans for expansion.

Public benefit

We constantly refer to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

Evidence shows that investing in early years makes a difference to children's long-term outcomes. To achieve our vision and mission, our support and representation work aims to have a real influence as we help to shape the early years policy agenda for the benefit of children and their families across England, Scotland and Wales. The impact of this is to develop an environment that enables the nursery sector to deliver the high quality education and care, to make a difference to the outcomes for children, whilst also being sustainable businesses.

The practical support and representation that we provide to nurseries help them continually improve their early learning and childcare practice and to be sustainable businesses, which are central to the fulfilment of our mission and vision. The difference we aim to achieve on behalf of children and families include:

- Better informed policy development that ensures public spend on early years achieves maximum impact and delivers positive outcomes for children.
- Affordable and accessible early education and care for all sections of the community through supporting sustainable childcare including in areas of disadvantage.
- Enhanced skills in the early years workforce to be better equipped to provide the high quality of care and early learning that children deserve.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

- Enhanced inclusion in early years through promotion of good practice.
- Support for nursery providers in all areas to promote better outcomes for children and families.
- Sector sustainability, enterprise and, as a result, the safeguarding and creation of jobs in the early education and care sector, whilst enabling parents to work and train.
- Partnership programmes for economically inactive individuals to give them a solid basis to move into employment.
- Parents equipped with an increased understanding of quality in early education and care so they can make informed choices and get the most out of their children's time in nursery.

Support from our volunteers

The board of trustees gives considerable support to the organisation on a voluntary basis, and we very much appreciate this. Members have also acted in various voluntary roles for NDNA through advising as members of our England, Scotland and Wales policy advisory boards and representing the sector at both national and local levels. Local NDNA networks operate across the country thanks to the time and commitment given by voluntary network officers. There is extensive volunteer activity across all three nations and the trustees would like to record their appreciation and thanks for this contribution, which is of great value to the charity.

Pay policy for senior staff

The Strategic Board set the vision and mission for the organisation, working closely with the Strategic Leadership Team. The Chief Executive, with support from the Strategic Leadership Team, delivers the objectives in line with the vision, mission, and business plan.

All trustees give their time freely and no Trustee received remuneration in the year. Details of trustees expenses and related party transactions are disclosed in notes 7 and 16 (respectively) to the accounts.

The pay of the senior staff is reviewed annually and normally increased in accordance with average earnings. In view of the nature of the charity, pay levels are benchmarked against pay levels in other charities of a similar size.

If recruitment has proven difficult in the recent past, a market addition is also paid with the pay maximum no greater than the highest benchmarked salary for a comparable role.

Reserves policy

Trustees are under a general legal duty to apply charity funds within a reasonable time of receiving them and to justify the level of reserves held.

The reserves policy is informed by:

- how secure the organisation's future income streams are.
- analysis of any future needs, opportunities, contingencies or risks, the effects of which are not likely to be met out of income.
- the long-term development and infrastructure, building strategy for the organisation.

The policy is re-examined each year as part of the formal process of reviewing the long-term strategy linked to the annual business planning process.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

At the end of the year, the charity is holding total funds of £2,000,668. This includes restricted funds of £225,143, an endowment fund of £728,200 and unrestricted designated funds of £65,670.

Unrestricted reserves excluding amounts designated have increased by £98,835 and are now £981,655.

There is £16,952 included within unrestricted reserves and £728,200 within the endowment fund, which can only be realised by disposing of tangible fixed assets.

There is also £96,238 included within unrestricted reserves which can only be realised by disposing of intangible fixed assets.

Free reserves have increased by £116,897 and are now £968,967.

Free reserves as of 31 March 2026 represent approximately 6.0 months of operating costs. We need to keep sufficient cash reserves to fund future developments that will contribute to the growth of the organisation, necessary for future sustainability to support the sector.

The board regularly reviews the Reserves Policy, and it is considered as a matter of prudence under the current political and economic climate that NDNA should retain at least 8 to 10 months operating costs in reserves to service commitments, respond to changes in risks and fund future developments.

Designated fund policy

The charity has set aside funds for building maintenance, further development of our IT platform and for costs for development of services that will support the early years sector and the global community.

The majority of the designated development fund as at 31 March 2025 of £118,394 was spent during the year, and transfers have been made from unrestricted funds so that the balance carried forward as at 31 March 2026 became £44,091. This will be used in 2026/27 for projects to support services to early years practitioners.

Most of the designated IT fund as at 31 March 2025 of £54,556 was spent during the year, and transfers have been made from unrestricted funds so that the balance carried forward as at 31 March 2026 became £18,842. This will be allocated against depreciation of our finance system (which was purchased in January 2019), our CRM and website (which was launched in March 2022), and against the upgrade of the Millie's Mark platform (which went live in summer 2025).

The majority of the designated building fund as at 31 March 2025 of £3,139 was allocated against depreciation of head office refurbishment that has taken place in the last few financial years, and transfers have been made from unrestricted funds so that the balance carried forwards as of 31 March 2026 became £2,737.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

Trustees' responsibilities in relation to the financial statements

The trustees (who are also the directors of National Day Nurseries Association for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select the most suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting 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 proper accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company, and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.
The 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.

Statement as to disclosure to our auditors
In so far as the trustees are aware at the time of approving the trustees' annual report:

- there is no relevant audit information (as defined by section 418 of the Companies Act 2006), being information needed by the auditors in connection with preparing their report, of which the auditors are unaware, and
- the trustees, having made enquiries of fellow trustees, have taken all steps that he/she is obliged to take as a trustee in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report has been prepared taking advantage of the small companies exemption under the Companies Act 2006.

By order of the Board

Jane Haywood

Signer ID: HD1YGPGI3S...
Jane Haywood
Chair of the Board of Trustees
21 October 2026

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

Opinion

We have audited the financial statements of National Day Nurseries Association (the 'charitable company') for the year ended 31 March 2026 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cashflows 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 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 31 March 2026, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.
- have been prepared in accordance with the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities (Scotland) Regulations 2006.

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 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 trustees' 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.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

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.

Opinion 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' report (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' 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 strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires 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 trustees 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 directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees
As explained more fully in the trustees' responsibilities statement, 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.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

Auditor responsibilities for the audit of the financial statements

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 is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

• the senior statutory auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

• we identified the laws and regulations applicable to the company through discussions with management, and from our commercial knowledge and experience of the sector;

• we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including Companies Act 2006, taxation legislation, data protection, anti-bribery, employment, environments and health and safety legislation;

• we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and

• identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

• making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

• considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

• performed analytical procedures to identify any unusual or unexpected relationships;

• tested journal entries to identify unusual transactions;

• assessed whether judgements and assumptions made in determining accounting estimates were indicative of potential bias; and

• investigated the rationale behind significant or unusual transactions.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

• agreeing financial statement disclosures to underlying supporting documentation; and

• enquiring of management as to actual and potential litigation and claims.

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: https://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. 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.



Signer ID: S7I882WVPX...

Lesley Kendrew (Senior Statutory Auditor)
for and on behalf of
Sumer Auditco Limited
Chartered Accountants
New Chartford House
Centurion Way
Cleckheaton
Bradford
West Yorkshire
BD19 3QB

Date: 22/10/2026 GMT .....

Sumer Auditco Limited is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

National Day Nurseries Association
Charity Statement of Financial Activities
(incorporating income and expenditure account)
For the year ended 31 March 2026

	Notes	Unrestricted Funds	Unrestricted Designated Funds	Endowment Fund	Restricted Funds	Total 2026	Total 2025
		£	£	£	£	£	£
Income							
Donations	2	-	-	-	-	-	59,820
Other trading activities							
Facilities hire		5,275	-	-	-	5,275	9,218
Income from investments		55,016	-	-	-	55,016	76,167
		60,291	-	-	-	60,291	145,205
Income from charitable activities							
Membership services		813,128	4,028	-	-	817,156	755,762
Sector support services		790,290	-	-	-	790,290	661,599
Projects & contracts	3	1,111	-	-	1,812,974	1,814,085	1,461,974
Events, publicity and commercial		449,359	-	-	-	449,359	401,696
		2,053,888	4,028	-	1,812,974	3,870,890	3,281,031
Total income		2,114,179	4,028	-	1,812,974	3,931,181	3,426,236
Expenditure							
Expenditure on raising funds							
Facilities hire		5,833	86	-	-	5,919	5,953
Expenditure on charitable activities							
Membership services		570,003	99,760	-	-	669,763	984,620
Sector support services		982,303	17,383	-	-	999,686	1,054,310
Projects & contracts		176,299	24,380	-	1,850,957	2,051,636	1,595,866
Events, publicity and commercial		264,443	1,101	-	-	265,544	243,202
Other expenditure							
Property revaluation		-	-	-	-	-	(23,600)
Total resources expended	4	1,998,881	142,710	-	1,850,957	3,992,548	3,860,351
Net income/(expenditure)		115,298	(138,682)	-	(37,983)	(61,367)	(434,115)
Transfers between funds	13	(16,463)	28,263	(11,800)	-	-	-
Net movement in funds		98,835	(110,419)	(11,800)	(37,983)	(61,367)	(434,115)
Total funds brought forward	13	882,820	176,089	740,000	263,126	2,062,035	2,496,150
Total funds carried forward	13	981,655	65,670	728,200	225,143	2,000,668	2,062,035

The notes on pages 26 to 38 form part of these financial statements

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

National Day Nurseries Association
Charity Balance Sheet
As at 31 March 2026

	Notes	2026 £	2025 £
Fixed assets			
Tangible assets	9	745,152	868,621
Intangible assets	10	96,238	16,666
Investments	11	1	1
		841,391	885,288
Current assets			
Stock		11,898	12,500
Trade debtors		388,773	151,652
Prepaid expenses		84,369	73,894
Accrued income		118,338	155,053
Investments		822,718	1,064,905
Cash at bank and in hand		542,582	342,741
		1,968,678	1,800,745
Liabilities			
Creditors: amounts falling due within one year:			
Bank loans and overdrafts		-	-
Trade creditors		51,645	45,998
Other creditors		600	700
Taxes and social security creditors		75,508	66,109
Accrued expenses		56,996	64,388
Deferred income	12	624,652	446,803
		809,401	623,998
Net current assets		1,159,277	1,176,747
Net assets		2,000,668	2,062,035
Funds			
Unrestricted funds	13	1,047,325	1,058,909
Restricted funds	13	225,143	263,126
Endowment funds	13	728,200	740,000
		2,000,668	2,062,035

Approved by the board of directors and Trustees on 21 October 2026 and signed on its behalf by

Jane Haywood
Signer ID: HD1YGPGI3S...

Jane Haywood
Director and Trustee

The notes on pages 26 to 38 form part of these financial statements

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

National Day Nurseries Association
Charity Statement of Cash Flows
For the year ended 31 March 2026

	Notes	2026 £	2025 £
Cash flows from operating activities			
Net cash provided by operating activities	17	**(54,301)**	**(524,022)**
Cash flows from investing activities			
Interest income		55,016	76,167
Withdrawal from / (investment in) term deposits		242,187	847,619
Purchase of tangible fixed assets		(841)	(46,097)
Purchase of intangible fixed assets		(42,220)	-
Net cash used in investing activities		**254,142**	**877,689**
Cash flows from financing activities			
(Repayment of) loans in year		-	-
Net cash used in financing activities		**-**	**-**
Increase / (decrease) in cash and cash equivalents in the year		**199,841**	**353,667**
Cash and cash equivalents at beginning of the year		342,741	(10,926)
Cash and cash equivalents at end of the year		542,582	342,741

The notes on pages 26 to 38 form part of these financial statements

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

1 Accounting policies

a) Statement of compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (Effective 1 January 2019) – (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006, the Charities Act 2011 and the Charities Accounts (Scotland) Regulations 2006. The financial statements are prepared under the historical cost convention with the exception of land and buildings, which have been included at their revalued amount.

The trustees consider that the charity constitutes a public benefit entity.

b) Going concern

The trustees have considered the current position and budgets of the charity, and after making appropriate enquiries they have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

c) Incoming resources

Income from charitable activities other than grant funding is accounted for when there is entitlement to the income. Income is deferred where delivery of services relates to future periods. Revenue grant funding is accounted for upon entitlement to the income and is deferred where time restrictions apply to related expenditure. Investment income and other trading income is accounted for on an accruals basis. Donations are accounted for as they arise. All income is included gross and related costs are included in expenditure. All income is stated after trade discounts, other sales taxes and net of VAT.

d) Resources expended

Resources expended are included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT that cannot be recovered.

Expenditure that is directly attributable to specific activities has been included in these cost categories.

Where costs are attributable to more than one activity, they have been apportioned across the cost categories consistent with the use of these resources. Any creditors or provisions at the year-end are apportioned on the same basis.

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both those costs that can be allocated directly to such activities and those costs of an indirect nature to support them.
- Governance costs include those costs incurred in the governance of the charity and its assets, and are primarily associated with constitutional and statutory requirements.
- Support costs include central functions that have been allocated to activity cost categories on a basis consistent with the staff time engaged on each activity.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

1 Accounting policies - continued

e) Operating leases
Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are reflected in the Statement of Financial Activities on a straight-line basis over the period of the lease.

f) Pension costs
The charity operates a defined contribution pension scheme.

The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

Pension costs are attributed to the activity performed by the staff member to whom the cost relates.

g) Intangible Fixed assets
Intangible fixed assets are stated at historical cost and amortisation is provided on all intangible fixed assets on a straight-line basis.

Intellectual property is written off over the length of the non-competition clause.

Amortisation rates are as follows:

Intellectual property	50% straight line
Software / websites	equal instalments over estimated life of 4 to 8 years.

Assets are assessed at least annually for impairment. Any impairment value is recognised immediately in the statement of financial activities. Individually purchased software is written off in the year of acquisition.

h) Tangible fixed assets
Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes the original purchase price and any costs directly attributable to bringing the asset to its working condition for its intended use.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Land	not depreciated
Buildings	2% straight line
Equipment etc.	equal instalments over estimated life of 4 to 8 years.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

1 Accounting policies - continued

i) Stocks
Stocks are valued at the lower of cost and net realisable value, after making due deductions for obsolete and slow moving items.

Stocks are valued using the first-in, first-out (FIFO) method.

j) Current asset investments
Current asset investments comprise term bank deposits not realisable within 3 months and which are held to generate interest income.

k) Government grants
Government grants received towards revenue costs are recognised within the financial statements when the charity has entitlement and in accordance with the provisions of FRS102 on either the performance or accruals model on a class-by-class basis.

l) Fund accounting
Unrestricted funds are available for use at the discretion of the trustees in furtherance of the charity's objects.

Designated funds are unrestricted funds, which are determined by specific need to set aside funds to fund future developments in the charity, maintain the building and develop IT infrastructure.

Restricted funds are held where there are restrictions imposed by the donor on the use of the funds granted. All restricted funds are held in net current assets.

Endowment funds represent assets purchased with grant funding. Transfers are made to unrestricted funds to cover depreciation charges.

m) Taxation
The charity meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is exempt from taxation in accordance with the Corporation Tax Act 2010, to the extent that such income is applied exclusively for charitable purposes.

n) Liability of members
The company is limited by guarantee and the liability of each member is limited to £1.

o) Key accounting estimates and assumptions
Accounting estimates, by definition, will often vary from the actual results. They are continually evaluated, and are based on historical experience and other factors, including expectations of future events that are deemed to be reasonable under the circumstances. The nature of the estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next year are addressed below. The carrying amount of the estimates and assumptions at the year-end are disclosed in the relevant note to the accounts.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

1 Accounting policies - continued

Useful economic lives of tangible assets:
The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets, which are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets.

Valuation of land and buildings:
The land and buildings are held in the Balance Sheet at valuation and the basis for valuation is fair value.

p) Financial instruments
The charity has adopted section 11 of FRS 102 in respect of financial instruments.

Short-term debtors are measured at transaction price, less any impairment.

Short-term creditors are measured at transaction price.

q) General information
The charity is a private company limited by guarantee and is incorporated in England and Wales.

The address of its registered office is National Early Years Enterprise Centre, Longbow Close, Huddersfield HD2 1GQ.

The company's register number is 03738616.

r) Cash and cash equivalents
Cash and cash equivalents include cash at bank and in hand as well as any short-term, highly liquid investments that are readily convertible to known amounts of cash and that are subject to an insignificant risk of changes in value.

s) Termination benefits
Termination benefits are recognised when the company has committed to providing them to employees.

They are measured at the best estimate required to settle the obligation at the reporting date.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

2 Donations

	2026	2025
	£	£
The Moondance Foundation Donation	-	59,820
Other	-	-
	-	59,820

3 Projects and contracts

	2026	2025
	£	£
Welsh Government	445,668	390,742
Scottish Government	125,000	145,000
Other	1,243,417	926,232
	1,814,085	1,461,974
Included in the above are restricted funds:		
Welsh Government	445,668	390,742
Scottish Government	125,000	145,000
Other	1,242,306	921,838
	1,812,974	1,457,580

Included in the above, the amount of grants total £1,812,974 (2025: £1,457,580).
Also included in the above are government grants totalling £745,124 (2025: £733,620).

4 Total resources expended

	Direct delivery staff costs	Other delivery costs	Support incl staff costs	Depreciation/ Impairment	Total 2026
	£	£	£	£	£
Facilities hire	3,113	281	2,395	130	5,919
Membership services	297,385	167,016	181,301	24,061	669,763
Sector support services	479,504	129,001	367,019	24,162	999,686
Projects & contracts	1,190,604	144,219	679,876	36,937	2,051,636
Events, publicity and commercial	70,280	162,893	30,703	1,668	265,544
	2,040,886	603,410	1,261,294	86,958	3,992,548
2025 Comparatives					
	£	£	£	£	£
Facilities hire	2,969	160	2,625	199	5,953
Membership services	293,652	469,389	206,183	15,396	984,620
Sector support services	488,115	120,518	416,817	28,860	1,054,310
Projects & contracts	880,965	101,737	569,858	43,306	1,595,866
Events, publicity and commercial	46,788	167,814	26,580	2,020	243,202
Other expenditure: revaluation of property	-	-	-	(23,600)	(23,600)
	1,712,489	859,618	1,222,063	66,181	3,860,351

Allocation of support costs is based on staff time engaged on each activity.

Support costs include:	2026	2025
	£	£
Staff costs	860,159	1,106,689
IT support	202,568	188,229
Consultancy costs	365	22,100
Premises	48,548	50,701
Governance	29,413	29,689
Marketing	42,277	25,115

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

4 Total resources expended - continued

Total resources expended include:	2026	2025
	£	£
Operating lease rentals	9,463	9,047
Professional indemnity insurance	2,652	2,616
Auditors remuneration:		
Audit	16,000	15,350
Other services	-	-

5 Staff costs

	2026	2025
	£	£
Wages and salaries	2,460,774	2,411,344
Social security costs	279,442	216,941
Pension costs	138,310	130,687
Staff insurance	11,303	11,684
Agency staff costs	11,216	20,757
	2,901,045	2,791,412

There were four employees with remuneration in excess of £60,000: Band £60,001 to £70,000 = 3; £100,001 to £110,000 = 1 (2025: Band £60,001 to £70,000 = 4; Band £110,001 to £120,000 = 1).

The key management personnel of the charity comprises the Chief Executive and Strategic Leadership Team whose employee benefits total £544,155 (2025: £511,798).

The average number of staff employed by the charity and group during the year was 87 (2025: 85).

The average full time equivalent number of staff employed by the charity was as follows:

	2026	2025
	Number	Number
Charitable activities	57	50
Support staff	16	20
	73	70
Included in full time equivalent staff are participants on job creation programmes	4	5

6 Pension costs

The company has contributed £138,310 (2025: £130,686) into a Group Personal Pension Plan for its employees.

At the end of the year £600 (2025: £700) was owing in unpaid contributions.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

7 Trustees remuneration and expenses

No remuneration was paid directly to trustees during the year. See Note 16 for details of other payments to trustees.

Expenses incurred by the charity for the purpose of trustees carrying out their duties were £5,338, 8 trustees (2025: £3,976, 7 trustees).

Cost of professional indemnity insurance including trustee indemnity amounted to £2,652 (2025: £2,616).

8 Charity statement of financial activities
2025 Comparatives

	Notes	Unrestricted Funds	Unrestricted Designated Funds	Endowment Fund	Restricted Funds	Total 2025
		£	£	£	£	£
Income						
Donations	2	-	-	-	59,820	59,820
Other trading activities						
Facilities hire		9,218	-	-	-	9,218
Income from investments		76,167	-	-	-	76,167
		85,385	-	-	59,820	145,205
Income from charitable activities						
Membership services		749,445	6,317	-	-	755,762
Sector support services		661,599	-	-	-	661,599
Projects & contracts	3	4,394	-	-	1,457,580	1,461,974
Events, publicity and commercial		401,696	-	-	-	401,696
		1,817,134	6,317	-	1,457,580	3,281,031
Total income		1,902,519	6,317	-	1,517,400	3,426,236
Expenditure						
Expenditure on raising funds						
Facilities hire		5,713	240	-	-	5,953
Expenditure on charitable activities						
Membership services		595,353	389,267	-	-	984,620
Sector support services		982,543	71,767	-	-	1,054,310
Projects & contracts		202,295	52,091	-	1,341,480	1,595,866
Events, publicity and commercial		240,773	2,429	-	-	243,202
Other expenditure						
Reversal of property impairment		-	-	(23,600)	-	(23,600)
Total resources expended	4	2,026,677	515,794	(23,600)	1,341,480	3,860,351
Net income/(expenditure)		(124,158)	(509,477)	23,600	175,920	(434,115)
Transfers between funds	13	(348,663)	360,463	(11,800)	-	-
Net movement in funds		(472,821)	(149,014)	11,800	175,920	(434,115)
Total funds brought forward	13	1,355,641	325,103	728,200	87,206	2,496,150
Total funds carried forward	13	882,820	176,089	740,000	263,126	2,062,035

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

9 Tangible assets	Long leasehold land and buildings £	Equipment etc. £	Total £
Cost or valuation			
At 1 April 2025	740,000	316,950	1,056,950
Additions	-	841	841
Disposals	-	(3,252)	(3,252)
Transfers	-	(169,298)	(169,298)
At 31 March 2026	740,000	145,241	885,241
Depreciation			
At 1 April 2025	-	188,329	188,329
Charge for the year	11,800	21,805	33,605
Eliminated on disposal	-	(3,237)	(3,237)
Transfers	-	(78,608)	(78,608)
At 31 March 2026	11,800	128,289	140,089
Net book value			
At 31 March 2026	728,200	16,952	745,152
At 31 March 2025	740,000	128,621	868,621

The land and buildings are included at valuation based on a combination of the All Risks Yield (Investment) method of valuation and the traditional comparable method. A valuation, dated 31 March 2025, was undertaken by Bramleys LLP, independent RICS registered valuers.
The historical cost of the land and buildings and accumulated depreciation had it not been revalued would have been as follows:

	2026 £	2025 £
Cost	1,395,715	1,395,715
Accumulated depreciation	(466,917)	(444,586)
	928,798	951,129

The historical valuations were:

31 March 2025	£ 740,000
31 March 2023	£ 740,000
31 March 2022	£ 740,000
31 March 2020	£ 735,000

10 Intangible assets	Intellellectual Property £	Website costs £	Total £
Cost or valuation			
At 1 April 2025	50,000	-	50,000
Additions	-	42,220	42,220
Transfers	-	169,298	169,298
At 31 March 2026	50,000	211,518	261,518
Amortisation			
At 1 April 2025	33,334	-	33,334
Charge for the year	16,666	36,672	53,338
Transfers	-	78,608	78,608
At 31 March 2026	50,000	115,280	165,280
Net book value			
At 31 March 2026	-	96,238	96,238
At 31 March 2025	16,666	-	16,666

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

11 Investments

	Shares in group undertakings
	£
Cost at 31 March 2025 and 31 March 2026	1
Net book value at 31 March 2025 and 31 March 2026	1

The company's investments at the balance sheet date consist of 100% of the ordinary share capital of its subsidiary NDNA Services Limited, company number 07520697, whose registered office is National Early Years Enterprise Centre, Longbow Close, Huddersfield HD2 1GQ.

NDNA Services Limited is dormant.

12 Deferred income

	Membership	Projects & contracts	Events, publicity & campaigns	Sector support services	Total
	£	£	£	£	£
Balance at 1 April 2025	383,353	-	38,393	25,057	446,803
Released from previous year	(383,353)	-	(38,393)	(25,057)	(446,803)
Deferred in current year	418,135	120,143	47,975	38,400	624,652
Balance at 31 March 2026	418,135	120,143	47,975	38,400	624,652

Deferred income refers to delivery of services in the following financial year.

2025 Comparatives	Membership	Projects & contracts	Events, publicity & campaigns	Sector support services	Total
	£	£	£	£	£
Balance at 1 April 2024	358,592	13,463	22,029	33,835	427,919
Released from previous year	(358,592)	(13,463)	(22,029)	(33,835)	(427,919)
Deferred in current year	383,353	-	38,393	25,057	446,803
Balance at 31 March 2025	383,353	-	38,393	25,057	446,803

13 Analysis of charitable funds

	Balance at 1.4.25	Incoming resources	Outgoing resources	Transfer between funds	Balance at 31.3.26
	£	£	£	£	£
Unrestricted funds	1,058,909	2,118,207	(2,141,591)	11,800	1,047,325
Endowment fund	740,000	-	-	(11,800)	728,200
Restricted funds	263,126	1,812,974	(1,850,957)	-	225,143
	2,062,035	3,931,181	(3,992,548)	-	2,000,668

Analysis of movement in unrestricted funds	Balance at 1.4.25	Incoming resources	Outgoing resources	Transfer between funds	Balance at 31.3.26
	£	£	£	£	£
General fund	882,820	2,114,179	(1,998,881)	(16,463)	981,655
Designated development fund	118,394	4,028	(100,664)	22,333	44,091
Designated buildings fund	3,139	-	(2,919)	2,517	2,737
Designated IT fund	54,556	-	(39,127)	3,413	18,842
	1,058,909	2,118,207	(2,141,591)	11,800	1,047,325

Name of unrestricted fund	Description, nature and purpose of fund
General fund	The reserves after allowing for all designated funds.
Designated development fund	Designated fund for developing services that will support sustainability. There are a number of projects ongoing which are expected to continue
Designated buildings fund	Designated fund for office furniture and equipment purchased (and capitalised) in 2018, 2020, 2021 and 2022.
Designated IT fund	Designated fund for finance software purchased (and capitalised) in 2019, CRM and website purchased (and capitalised) in 2022.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

13 Analysis of charitable funds - continued

Analysis of movement in restricted funds	Balance at 1.4.25	Incoming resources	Outgoing resources	Transfer between funds	Balance at 31.3.26
	£	£	£	£	£
Welsh Government Children & Families	81,134	270,668	(229,897)	-	121,905
Welsh Government Language Unit	-	115,000	(115,000)	-	-
Welsh Government Foundation Learning	-	60,000	(60,000)	-	-
Scottish Government Strategic Funding Partnership	-	125,000	(125,000)	-	-
UK Shared Prosperity Fund	-	174,456	(174,456)	-	-
The Veterans' Foundation	24,682	30,000	(26,319)	-	28,363
The Moondance Foundation	29,910	-	(29,910)	-	-
The Armed Forces Covenant Fund Trust	30,663	31,581	(37,745)	-	24,499
Baily Thomas Charitable Trust	10,000	-	(10,000)	-	-
The Austin and Hope Pilkington Trust	-	5,000	-	-	5,000
Education Endowment Fund	-	912,473	(912,473)	-	-
The Mercers' Company	18,737	88,796	(76,598)	-	30,935
The Foyle Foundation	13,000	-	(13,000)	-	-
Eastern Counties Educational Trust	25,000	-	(25,000)	-	-
Peter Harrison Foundation	30,000	-	(15,559)	-	14,441
	263,126	1,812,974	(1,850,957)	-	225,143

Key incoming resources:

Welsh Government Children & Families - grant awarded to support the development of innovative solutions to provide flexible childcare that meets the needs of families in Wales.

Welsh Government Language Unit - grant for support of early years settings with the Welsh language training programme.

Welsh Government Foundation Learning - grant for the support of the delivery of Curriculum for Wales in non-maintained early years settings.

Scottish Government Strategic Funding Partnership - grant to support best practice in delivering Early Learning and Childcare policy and improvement of quality in Private, Voluntary and Independent nurseries.

UK Shared Prosperity Fund - additional UKSPF funding received from Conwy County Borough Council and Pembrokeshire Council, which has enabled NDNA to offer people facing barriers to employment the opportunity to gain childcare qualifications and practical experience through our Childcare Works employment programme.

The Veterans' Foundation - grant to support us in delivering our successful and highly effective Childcare Works training and employability programme.

The Moondance Foundation - donation to introduce people into employment in childcare via NDNA’s Childcare Works programme

The Armed Forces Covenant Fund Trust - funding to enable us to deliver our highly effective Childcare Works training and employment programme to partners of serving military personnel in England and in Wales.

Baily Thomas Charitable Trust - grant for the development of a bespoke module to increase staff confidence in delivering early education and childcare specifically to children with learning disabilities. The content will be incorporated into NDNA’s Championing SEND training course.

The Austin and Hope Pilkington Trust - grant for the development of bespoke resources to increase staff confidence in delivering early education and childcare specifically to children with English as an Additional Language (EAL).

Education Endowment Fund/DfE - Accelerator Fund - grant for larger scale delivery of /DfE - Accelerator Fund - grant for larger scale delivery of the Maths Champions programme.

The Mercers' Company, as trustee of the Charity of Sir Richard Whittington - grant supporting NDNA to deliver Maths Champions and Language & Communication Champion programmes into 18 of the most deprived boroughs in Greater London.

The Foyle Foundation - grant awarded for a bespoke 24-week training programme for childcare practitioners, providing them with the knowledge and skills required to engage with children with SEND through the power of music.

Eastern Counties Educational Trust - grant to deliver specialist music training to nursery staff supporting children with SEND in deprived areas of the Eastern region of England.

Peter Harrison Foundation - grant to enable delivery of our Championing SEND professional development programme to 46 childcare settings in the South East of England, in areas ranked 1-2 on the Index of Multiple Deprivation.

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

13 Analysis of charitable funds - continued

2025 Comparatives

Analysis of charitable funds	Balance at 1.4.24	Incoming resources	Outgoing resources	Transfer between funds	Balance at 31.3.25
	£	£	£	£	£
Unrestricted funds	1,680,744	1,908,836	(2,542,471)	11,800	1,058,909
Endowment fund	728,200	-	23,600	(11,800)	740,000
Restricted funds	87,206	1,517,400	(1,341,480)	-	263,126
	2,496,150	3,426,236	(3,860,351)	-	2,062,035

Analysis of movement in unrestricted funds	Balance at 1.4.24	Incoming resources	Outgoing resources	Transfer between funds	Balance at 31.3.25
	£	£	£	£	£
General fund	1,355,641	1,902,519	(2,026,677)	(348,663)	882,820
Designated development fund	300,616	6,317	(458,861)	270,322	118,394
Designated buildings fund	6,759	-	(3,620)	-	3,139
Designated IT fund	17,728	-	(53,313)	90,141	54,556
	1,680,744	1,908,836	(2,542,471)	11,800	1,058,909

Analysis of movement in restricted funds	Balance at 1.4.24	Incoming resources	Outgoing resources	Transfer between funds	Balance at 31.3.25
	£	£	£	£	£
Welsh Government Children & Families	58,271	214,076	(191,212)	-	81,135
Welsh Government Language Unit	-	116,666	(116,666)	-	-
Welsh Government Foundation Learning	-	60,000	(60,000)	-	-
Scottish Government Strategic Funding Partnership	-	145,000	(145,000)	-	-
UK Shared Prosperity Fund	-	127,991	(127,991)	-	-
The Veterans' Foundation	-	24,682	-	-	24,682
The Moondance Foundation	-	59,820	(29,910)	-	29,910
The Armed Forces Covenant Fund Trust	-	68,210	(37,547)	-	30,663
East Ayrshire Local Employability Partnership	-	69,887	(69,887)	-	-
Baily Thomas Charitable Trust	-	10,000	-	-	10,000
Best Practice Network	-	17,500	(17,500)	-	-
Education Endowment Fund	-	430,229	(430,229)	-	-
Early Years Stronger Practice Hubs	-	3,000	(3,000)	-	-
The Mercers' Company	28,935	65,340	(75,538)	-	18,737
The Foyle Foundation	-	50,000	(37,000)	-	13,000
Eastern Counties Educational Trust	-	25,000	-	-	25,000
Peter Harrison Foundation	-	30,000	-	-	30,000
	87,206	1,517,401	(1,341,480)	-	263,127

14 Analysis of net assets between fund balances

	Unrestricted funds	Designated funds	Endowment funds (restricted)	Restricted funds (other)	Total 2026
	£	£	£	£	£
Tangible fixed assets	12,689	4,263	728,200	-	745,152
Intangible fixed assets	-	96,238	-	-	96,238
Investments	1	-	-	-	1
Net current assets	968,965	(34,831)	-	225,143	1,159,277
	981,655	65,670	728,200	225,143	2,000,668

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

14 Analysis of net assets between fund balances - continued

2025 Comparatives

	Unrestricted funds	Designated funds	Endowment funds (restricted)	Restricted funds (other)	Total 2025
	£	£	£	£	£
Tangible fixed assets	30,750	97,871	740,000	-	868,621
Intangible fixed assets	-	16,666	-	-	16,666
Investments	1	-	-	-	1
Net current assets	852,069	61,552	-	263,126	1,176,747
	882,820	176,089	740,000	263,126	2,062,035

15 Operating lease commitments

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2026	2025
Operating leases which expire:	£	£
within one year	4,659	9,080
in two to five years	750	2,289
	5,409	11,369

16 Related parties disclosures

The company has taken advantage of the exemption in Financial Reporting Standard number 102 from the requirement to disclose the transactions with group companies on the grounds that they are wholly owned.

Payments to trustees are in line with the Memorandum and Articles of Association.

Nil (2025: £5,000) was paid for the legal services of Lupton Fawcett, a firm in which trustee David Smyllie is a partner.

Christie & Co, a company in which Courteney Donaldson is a Director, paid the charity £16,353 (2025: £15,300) for advertising and sponsorship. At the end of the year Christie & Co owed the charity Nil (2025: Nil).

The following companies in which Lesley Dawson is a Director / Member paid the charity for nursery membership and training:
Children's Corner Childcare LLP £128 (2025: £122)
Children's Corner Leeds Dock Limited £64 (2025: £61)
Children's Corner (Headingley) Limited £151 (2025: £176)
Children's Corner (Harrogate) Limited £64 (2025: £61)
Children's Corner (Farsley) Limited £176 (2025: £169)
At the end of the year they all owed the charity Nil (2025: Nil).

Wellside Kindergarten Limited, a company in which Susan Hill is a Director, paid the charity £686 (2025: £609) for nursery membership, training, publications and NDNA Awards tickets. At the end of the year Wellside Kindergarten Limited owed the charity Nil (2025: Nil).

Humpty Dumpty Day Nurseries Ltd, a company in which Philip Siddell is a Director, paid the charity £519 (2025: £1,593) for nursery membership, training, and NDNA Conference and Awards tickets. At the end of the year Humpty Dumpty Day Nurseries Ltd owed the charity Nil (2025: Nil).

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac

17 Reconciliation of net income/(expenditure) to net cash flow from operating activities	2026	2025
	£	£
Net movement in funds	(61,367)	(434,115)
Add back depreciation charge	33,605	64,781
Add back amortisation charge	53,338	25,000
Loss on disposal of fixed assets	15	-
Deduct property revaluation	-	(23,600)
Deduct interest income shown in investing activities	(55,016)	(76,167)
Decrease / (increase) in stock	602	7,083
Decrease / (increase) in debtors	(210,881)	(89,860)
(Decrease) in creditors	185,403	2,856
Decrease in amount due from group company	-	-
Net cash provided by operating activities	(54,301)	(524,022)

18 Analysis of changes in net debt	Balance at 1.4.25	Cash-flows	Balance at 31.3.26
	£	£	£
Cash at bank and in hand	342,741	199,841	542,582
Bank loans and overdrafts	-	-	-
TOTAL	342,741	199,841	542,582

Document ID: f6720fb459fdab8beeb8c5f640f45467fdfd54d527000c1f505d474abc6acdac