

# Annual Report

2021-22

## Our Mission

Care for, educate, protect and  
inspire those in need.

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# about us

At Nugent we offer a diverse range of support to adults and children in Merseyside through our flagship school, care homes, community and social work services. We work at the heart of some of the most vulnerable and disadvantaged communities. We strive also to generate interest, awareness and an understanding of the issues they face and the impact of this on our wider communities.

The origins of Nugent date back to the 1800's and the pioneering work of Father James Nugent (1822-1905) in relation to child welfare, relief from poverty and social reform. His work continues through Nugent and we are the social welfare arm of the Catholic Archdiocese of Liverpool.

## Our Mission

Care for, educate, protect and inspire those in need.

# ceo & chair's welcome

Welcome to our Annual Report for 2021/2022.

As we move through and beyond the pandemic, we have continued our Journey to Outstanding. We have continued to provide the highest quality of care to all of our beneficiaries by developing and (despite the challenges of the pandemic) opening new services with the tireless work from our staff and management teams. It is wonderful to see regulators recognise all the hard work of Team Nugent; by the end of the financial year 21/22 all of our services have now been rated good or outstanding by Ofsted and the Care Quality Commission!

This year not only have our services continued to develop for our staff and beneficiaries, but we have also been busy developing and publishing our first-ever Equalities, Diversity and Inclusion (EDI) strategy. Myself and Nugent's Head of People have been working with external consultants to develop a strategy that considers and benefits all those on their journey with Nugent, staff, volunteers, supporters and beneficiaries alike. We have also committed to

being a Real Living Wage employer as well as signing up to the Show your Salary campaign, and the Dying to Work charter to further develop a fair and just employment experience at Nugent.

This year has also seen Nugent achieve the most positive financial year in a decade, after some challenging years. This means that we continue to be a strong value-led organisation that is responsible not only in its duty to steward charitable funds, but also in the quality outcomes and improvements of the services that we provide.

On behalf of the Nugent Executive Leadership and the board of trustees, I want to say a huge thank you to all of our staff and volunteers for their continued dedication in supporting and caring for our beneficiaries. Thank you to all the businesses, individuals and organisations that have supported us and allowed us to continue our vital work.

Together, we are Nugent!



**Normandie Wragg**  
Chief Executive Officer

I am pleased to welcome you to the Annual Report for the year 2021/2022.

We continue to live in challenging and unprecedented times where the need for our services is expanding and growing. I want to take this opportunity to thank our dedicated staff and volunteer team who continue to face challenges and respond creatively with ambition and courage to continue to provide services to all those who may need them.

Our staff, trustees, volunteers, and supporters make a real difference in the lives of people in our communities through their expertise and dedication. Our staff and volunteers are essential in continuing the good work started by Father Nugent over a 140 years ago.



**John-Paul Dennis**  
Chair, Trustees

we are nugent

# Objective & activities

## Objectives & activities

The objectives of the charity are to provide for the:

- relief and care of children through the provision of an adoption service.
- provision of residential establishments and/or supportive community services for families, parents and children.
- advancement of education and religion (in accordance with the Roman Catholic Foundation of the charity) through its specialist schools, residential establishments and community-based provision
- support and improvement of the quality of life of people with physical and/or learning disabilities through the provision of residential establishments and supportive community services, including day provision and listening and advocacy services.
- provision of residential establishments and supportive community services for older people.
- support of such other charitable purposes for the furtherance of education or the relief of poverty or suffering of those in need as the Trustees think fit.

The Trustees are satisfied that the objectives of the charity are being met in the range of activities that it undertakes.

The Trustees believe that the charity's well founded reputation for excellence in the services it provides in the North West will enable it to meet any emerging needs in the future in the continuing advancement of its objectives

## Public benefit

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

## Nugent principles

To achieve our mission, all of our current activities and future development plans are based on the following principles:

- Ensuring our services will be of such a standard that we would be happy to receive them if we ourselves stood in need of them.
- The continuous development of a 'Service User first' culture and through which Service Users will attain influence and control over the service they receive.
- The provision of services through which we will endeavour to understand and respect the traditions, religions and cultures of all people. We will promote equality, value diversity and respect the dignity, human rights and intrinsic value of every individual.
- The delivery of high quality, cost effective, traditional and innovative services to meet need.
- Being an Employer of Choice by creating a work environment and culture for staff and volunteers that encourages development and effective leadership.
- iACCORD

## Nugent values

Nugent has a set of agreed values, which is iACCORD:

- **Integrity**
- **Ambition**
- **Courage**
- **Compassion**
- **Optimism**
- **Respect**
- **Dignity**

## Staff and Volunteers

The Trustees wish to record their appreciation to all staff and volunteers for their expertise, unstinting efforts and dedication. Through this dedication, Nugent Care is able to reach out and meet the needs of so many people in our community and make a real difference to their lives.

Our staff and volunteers are essential to the work that Nugent does. They dedicate their time, expertise, passion and compassion to the work that we do. In the previous year we furloughed on average over the 3 lockdowns 3% of staff at peak, using the Government's furloughed job retention scheme ensuring that staff received 80% of their pay. For 2021/22 this was taken down to one individual for April 2021 only.

# charity governance code alignment

The code aims to help charities and their trustees develop high standards of governance. It is not a legal or regulatory requirement; it draws upon, but is different to, Charity Commission guidance.

The Code sets the principles and recommended practice for good governance, and is deliberately aspirational: some elements of the Code will be a stretch for Nugent to achieve. It is to be used as a tool for continuous improvement towards the highest standards.

The charity was once again reviewed against the code in 2022 and achieved a 94% compliance rating with the code, which is an 11% improvement on the year prior and equates to a 5-star rating within Nugent.

Actions were provided for consideration and these actions will be implemented by the charity over 2022/23.

## CEO Remuneration

The CEO reports directly to the Chair of Trustees. The salary of the CEO and of the Executive is determined by the newly confirmed Nomination and Remuneration Committee.

The Nomination and Remuneration Committee, within its Terms of Reference, assist the Board in ensuring that the Board and Executive Leadership Team retain an appropriate structure, size and balance of skills to support the strategic objectives and values of the charity.

The Committee determines each executive's total individual remuneration package and sets targets for performance-related pay (if applicable). The Board references external information to determine executive salaries include the ACEVO Pay and Equalities Survey 2021 and Croner Market Rate reports.

In the event of a vacancy, the Chair and Committee would oversee the arrangements of the appointment of a new CEO.

# achievements & performance

The CEO and the DCEO personally worked on the 2021/22 budget, identified staff efficiencies, streamlined service budgets, reviewed income and increased fees, reviewed disposable assets and put together a growth plan. Through discussions with the Trustees and their support, difficult decisions were made, services were implemented and greater sustainability has been brought to the charity.

Following a history of negative financial outcomes, the result was that Nugent has achieved this year, our most positive financial year in a decade. Future cash flow forecasts, based on the Growth Plan and land sales indicate that the organisation has a strong opportunity to thrive for the benefit of the local community. It will also allow us to further invest in the experience of our staff. Our first commitment was achieved in becoming an employer that pays the Real Living Wage, and that has also signed up to the Dying to Work charter, in partnership with Unison.

We also experienced our first Outstanding (Marydale) rating since 2013. Whilst two of our services had experienced decreases in their regulatory rating during Covid, our internal governance checks indicated that they

were both well on their way to previous levels of performance. This resulted in both Clumber Lodge and Nugent House School returning to ratings of 'Good' with Ofsted.

## Outcomes from the 2021 Growth Plan

1. Positive cash flow
2. Reduction in central overheads
3. The sale of James Nugent Court
4. The progression of West Lane and Clarence (receipts to be achieved in 2022/23)
5. The opening of the Willows (separation of Brewery Lane from Clumber)
6. The re-opening of Marian House (The Willows) and a solid good rating from Ofsted
7. Successful attainment of a Department of Education Grant for bedrooms 13 and 14 at Marydale
8. Increased students at Nugent House School
9. An outstanding rating at Marydale

This was achieved against the backdrop of a worldwide pandemic, recruitment shortages, implications that arose with the legislation for mandatory vaccination, capacity issues, remote working and regulatory challenges.

Our Leaders, Staff and Volunteers have been exemplary and have dedicated themselves to our charity. The Executive committed to the following:

Reducing central office expenditure (mostly staffing costs and mothballing central office pending a sale)	<b>Achieved</b>
Accepting a reduced price at JNC of £3m and selling	<b>Achieved</b>
<b>The already agreed and planned sales of the land at:-</b>	
The lower field at Billinge West Lane in Formby Clarence High School in Formby	<b>Ongoing Ongoing Exchanged</b>
Reviews of all existing budgets with significant savings for 21/22.	<b>Achieved</b>
The development of a growth plan within Children's services to be in line with our strategic plan for 2020-2025.	<b>Achieved</b>
The potential refinancing of the CBILS Loan over 6 years	<b>Achieved (Repaid)</b>

The commitments made with respect to the growth plan have been largely achieved with the land sales taking slightly longer than anticipated. West Lane is making great progress and is currently out to community consultation through the home builder to whom we are selling the land.

# achievements & performance

## ● Real Living Wage Employer achieved

Nugent has fulfilled its pledge, by agreeing in March to the 2022/23 budgets, to become an employer that pays, as a minimum, beyond the Living Wage. This fulfils the Trustees long-standing wish to help alleviate child poverty and provide recognition of the important work that our staff provide. This came into effect on April 1st 2022.

## ● Charitable Activities

Nugent describes its charitable activities under four main families. These are School, Homes, Community and Family.



## Schools

# 56

Special education for 56 young people with behavioural difficulties, 40 remain on roll and 16 leavers with additional new starters to join before the end of the academic year.

## Homes

# 28

24-hour residential care and support for 28 older people.

# 25

24-hour residential care and support for 25 children.

# 18

24-hour residential care and support for 18 individuals with an acquired brain injury.

# 23

24-hour residential care and support for 23 individuals with mental health difficulties.

# achievements & performance

## Communities

2,386

Food provision via the market and pantry has supported 2,386 people.

Including:

- Providing housing support to 11 people in supported tenancies.
- Providing support to 16 people with MH outreach.
- Providing individualised community and day service support to 26 people with learning disabilities.

386

35

Providing housing related support to 35 people, a total of 26 units are available.

68

Pastoral support for Deaf adults, total 68.

- Providing community support to 12 people in supported tenancies with mental health difficulties.
- 29 Crisis Fund grants that have supported.
- Community sponsorship – refugees resettled 4.
- Providing faith development of children and adults with learning disabilities.
- Faith development of deaf people with additional disabilities 141.

£22,838

£22,838 + awarded in back pay to clients for successful benefit appeals.

- Benefit application forms, medical appointments, mandatory reconsiderations, appeals and tribunal appointments – total 45.

- BSL and deaf awareness workshops via SYNOD zoom online and schools attended by 171 people.
- Regular contact with Deaf people including the monthly newsletter, and bumper summer and winter newsletter in total 240.
- Volunteers active throughout the pandemic total 50.

- Total beneficiaries from the Caritas team and Nugent volunteers is 8,732 people.

# achievements & performance

## Families

# 13

13 children were placed with 9 families. This was made up of 1 sibling group of 3, 2 x sibling groups of two children and 6 x individual children.

- We no longer take direct enquiries for Inter-Country adoption but are part of the Inter-Country Adoption Regional Adoption Agency (ICA RAA) and have been involved in the assessment of 2 families over this period.
- We are providing FER (Foreign Element Regulations) support and placement oversight to 2 families who have recently returned from Nigeria with their child. This involves supporting the placement up to the granting of a UK adoption order.
- There were 57 domestic adoption enquiries in 2021-22; a slight increase from 49 the previous year.
- We accepted 10 registrations of interest to move to full adoption assessments.

# 10

Our adoption panel approved 10 adoptive families this year.

- There were 97 access to records enquiries in 2021-22. This is specialist work, requiring an extensive amount of time in file summaries and counselling of adopted adults or birth relatives and supporting in tracing and reunion. As well as Nugent's own historic records, we also provide this service to 4 other Dioceses; Middlesborough, Shrewsbury, Sheffield and Leeds

- The Adoption Service continues to provide Non-agency (Step Parent) adoption assessments for Bolton Council and St Helens Council when required. 4 assessments have been commissioned during the reporting period.

- We have collaborated as part of the Hope University partnership to support the training of Student Social Workers and our Registered Manager has had the opportunity to undertake the Practice. Educator Mentoring certificate through this partnership. The whole team benefited from having a Student Social Worker on placement and her feedback about her time with Nugent Adoption has been extremely positive.

# 20

20 Life Story Books were commissioned by St Helens Council for children with a plan for adoption and long term Fostering.



# achievements & performance

## Developments in Services

### Community Sponsorship Scheme

Nugent continues the lead sponsor community sponsors under the Home Office community sponsorship scheme.

Community Sponsorship is a way to welcome and resettle refugees, putting local communities at the heart of a family's journey to a new life in the UK. The community assumes responsibility for a refugee family, from the first arrival through to settled independence as part of their local community. This year we have supported a young family who were displaced and previously living in Egypt in recent years to a new home in Wavertree. The children have started school and are enjoying their new life and home in Merseyside.

We have established an excellent relationship with the Liverpool Muslim Outreach Society whose volunteers have been the main source of support for the family.

### Open Children's Homes

Nugent provides open children's homes, regulated by Ofsted. This year we changed the name of Marion House to The Meadows and separated the home known as Brewery Lane from our home known as Clumber, to become its own registered home. This home is known as The Willows.

Under an Ofsted scheme where one Registered Manager can be responsible for two homes and up to six children, we have enabled one Registered Manager over the Meadows and the Willows.

The Meadows and The Willows achieved good ratings in all areas during their last inspections (The Willows first Ofsted Inspection being in May 2022). The Leadership team continue to adapt and grow strong with shared vision and values for both our beneficiaries and to make the services become an employment of choice.

The vision is very much into phase 2 at The Meadows, looking at the model of care and looking at culture as a fundamental aspect to enable the plan to be put into practice and to think about developing a hybrid framework of communication with our regulators which underpins aspects of the Social Care Review (published in May 2022) - this will come with challenges, when dealing with complex trauma in residential children's homes - to do this we will work in collaboration with Marydale Lodge and Nugent House School.

The Homes continue to provide safety and continuity of care for our beneficiaries, who are thriving everyday despite the daily and personal barriers that sadly a lot of our beneficiaries can face, this is through the dedication and commitment that the staff team offer to our young people.

### Marydale Lodge

Marydale Lodge achieved an OUTSTANDING Ofsted rating this year in September 2021 and sustained this rating at a second inspection in January 2022.

Marydale Lodge is a Secure Children's Home; that provides trauma-informed care for 11-18-year-old young people. It currently has the capacity to support 12 young people and is the only home of the thirteen national provisions that is a charitable organisation and not local authority operated. The home offers onsite education and hosts a collocated full health provision.

Marydale is part of the national Secure Accommodation Network; an umbrella organisation made up of the nationwide Secure Children's Homes. Marydale has, in the last 18 months become part of sub-committees leading the development of the secure estate, working with partners in DfE and OFSTED and national leading

experts in ensuring that the welfare provision is responding to the increase of complexities in children and that has a dynamic responsive fit-for-purpose provision to ensure that the country's most vulnerable children have improved outcomes.

Marydale is leading and creating an evidence base for implementing psychologically informed models of care that ensure resilient workforces, who are able to deliver targeted and evidenced-based interventions. This piece of work will culminate in the creation of a best practice trauma-informed model that leads the way for the country.

Marydale has been the subject in the last 13 months of three DfE case studies that have highlighted its exceptional and outstanding approach in meeting complex and traumatised children's needs and creating sustainable outcomes.

These case studies are based around innovative practice, exemplary multi-disciplinary approaches to risk and the creation of complex mentalizing and psychologically informed systems.

Marydale has successfully secured Department for Education funding to continue to update some of the building areas, and progress our feasibility of a new build secure children's home.

Marydale hosted a visit from Minister Will Quince and Josh MacAlister (author of the Social Care Review, June 2022) as a testament to their forefront position in the secure children's home estate.

## Developments in Services (Cont)

### Nugent House School

Following the emphasis in the previous year on academic programmes, this year, the emphasis was much more on the social, emotional and behavioural aspects of the school. There were two key threads to this: first, the decision was made to engage in a project with a Canadian company, called Captains and Poets, to add a strong focus on EDI and self-regulation as part of the PSHE programme. The Captains and Poets programme has added a clear steer and direction to the Social and Emotional side of the school's curriculum and further development of this is planned for the following year.

The second thread has been a complete overhaul of the approach to behaviour on site. As a SEMH school, the students can become dysregulated very quickly, and staff work tirelessly to support them while they re-regulate. However, coming out of the pandemic, there was a clear need to refresh the

whole school approach and a shift to a more 'positive' and restorative model that is being introduced. This is a long-term project, with further, deeper developments planned for the following years, but in the first year of change, there has been a marked reduction in the number of significant incidents recorded, which is a good sign.

Pupil numbers have also started to pick up through the year, with a 30% increase in accepted referrals over the academic period.

Finally, the application to include a small residential element to the school is still ongoing. The submission has been accepted by the DfE and conversations have been had with Ofsted for their statutory material change visit.

This is now set for August 2022. The budget has been adapted and monitored through this period to mitigate risk, and once approval is granted, the future budgetary position will become much more positive.

### Clumber Lodge

Clumber Lodge, a children's home experienced regulatory challenges and staffing issues throughout Covid. Originally this home looked after 15 children, and with approval from Ofsted, the home will now look after up to 6 children. The home and the staff within the home, worked diligently to ensure their home and their practice improved and that children had a positive experience. The home was rated 'Good' by Ofsted in June 2022.

### New Services Development

- Marian House, a residential children's home was re-opened. This was renamed The Meadows.
- Brewery Lane children's home, a part of the Clumber Lodge Ofsted registration, was split from their original registration to become a separate registered children's home. This home is known as The Willows.

### Service Closures

Epson Street Community Centre, originally an asset transfer, was returned to Liverpool City Council in August 2021.

## Other Developments

### Culture of Excellence Framework (Governance, Risk, Assurance, and Improvement)

The Culture of Excellence Framework has now been embedded into all aspects of Nugent operations, providing visibility of service performance and emerging risks. The standalone Culture of Excellence document has now been merged within the Governance, Risk, Assurance, and Improvement Policy and Procedures, and within the Executive Policy.

This year has seen the first year of Governance led audits being conducted, providing an independent view of service performance and compliance with relevant regulatory requirements. The last 12 months have enabled Nugent to identify services at risk and seek to resolve poor performance through structured support, where necessary.

The year has also allowed the Governance Team to better understand what works within the Nugent environment and how to work in more efficient and effective ways to maximise exposure to the services, whilst maintaining internal processes. This learning and experience has been key in developing the model deployed for year 2 and the creation of a suite of Health Check audits and Emerging Risks scale.

### Audit Schedule

The Audit Schedule for 2021, running from March to December, set out a range of audits to be conducted by the Governance Team. This included:

- Full audits (services and support services)
- Quarterly audits (safeguarding, medication, care/risk plans)

A period of review, taking into account the growth of the Governance department, particularly in relation to increased support offered to services and the embedding of the daily Event Reporting System reviews, was conducted in Q1 of 2022. The vision and purpose of this was to learn from the lessons gleaned from the first Audit Schedule and, implement a revised schedule that permits appropriate monitoring of services whilst maintaining the additional workload acquired throughout 2021, as well as enabling greater flexibility in its application.

# achievements & performance

## Other Developments (Cont)

### Evolution of the Governance Framework

Aside from delivering the Audit Schedule, the Governance Team have evolved and implemented the following:

#### Risk Register

The Risk Register was reviewed and rationalised in August 2021 and re-imagined in a SharePoint list format. The rationalisation work, combined with a redesign of risk categories, enabled the number of risks to be reduced by approximately 50%. The move to a SharePoint list was 3-fold; to reduce unintentional errors, alignment as familiarity as SharePoint lists are now used frequently across Nugent, and to enable better data usage.

#### Risk Appetite Statement

Complementing the revisions to the Risk Register was the creation of Nugent's first Risk Appetite statement, outlining the key

fundamentals of the Risk register and defining Nugent's position in relation to the different types of risks being identified.

#### Audit Schedule

The Audit Schedule itself was transferred to a SharePoint list, outlining all scheduled audits to be conducted and the timeframe for them to be completed, and the functionality to add in ad-hoc or requested audits. This data now feeds a dashboard enabling greater visualisation and understanding of service performance. This will grow and improve as more audits are completed.

#### Creation of Health Check Audits

Using the learning from 2021, the Governance Team undertook a capacity-building exercise to create a set of regulation-based Health Checks audits. Each Health Check covers the key fundamentals of a full

inspection but only focuses on the pertinent regulatory requirements under each area (care/risk plans, safeguarding, medication). The Health Checks also include key deliverables from the Support Service departments, such as personnel files.

#### Root Cause Analysis

At the end of the year (Q1 of 2022), Governance implemented a section to the audit templates were a determination of perceived root cause of non-conformance regulatory requirements can be made. This is in the early stages, but the ambition is to better understand the trends of non-conformance across Nugent and all of its services, allowing for enhanced improvement processes to be devised and defined where needed.

#### Service Improvement Plan (SIP)

The SIP was transferred to SharePoint list format in 2021. The data generated from this has fed into the Healthy Establishment KPI table to enable greater monitoring of service performance and improvement.

#### Daily Monitoring of Event Reporting System (ERS) entries

The Governance Team have now fully embedded daily reviews of ERS entries. Each review assesses the requirement to report to the appropriate regulator, local authority, or Health and Safety Executive, as well as ensure that a full picture of each event is recorded. This full picture enables Nugent to better respond when needing to refer back to historical events, allowing Nugent to be better protected. Where shortfalls are identified, additional information is requested and recorded, and notifications are made.

#### On the Horizon

The Governance Team continues to progress and develop methods of improving transparency across Nugent, enabling Trustees, CEO, and ELT, to be better informed of the way services are operating. Planned developments include:

- Initiate a project to devise and undertake the largest and most comprehensive beneficiary survey Nugent has ever conducted, enabling Nugent to hear the beneficiary voice.
- Embed better data analysis processes within the Governance Team itself.

#### Equal Opportunities

In March 2022, Nugent Trustees approved their first-ever Equalities, Diversity and Inclusion Strategy. This initiative was passionately championed by Nugent's Chief Executive Officer and Nugent's Head of People.

Nugent has an Equalities policy and is compliant with the Equalities Act.

The charity's systems are effective and rigorous in their compliance with statutory requirements and clearly defined procedures are in place to ensure fair and equitable consideration in the selection process for all applicants. All suitable applicants will receive consideration for employment without regard to their religion (or none), ethnicity, culture, gender identity, sexual orientation, and physical and mental health. Nugent is also committed to compliance with all fair employment practices.

The charity has a positive approach to the employment of disabled persons. It ensures that all people with disabilities have proper access to their right to Equal Opportunities, both to enter employment with the Charity and also to progress their career and achieve their individual potential. We welcome applications for employment from all prospective employees regardless of disabilities. We are a Disability Confident Employer.



# achievements & performance

## Other Developments (Cont)

### Equality Diversity and Inclusion

Since August 2020, work has been ongoing to focus on how we can promote equality, diversity, and inclusion (EDI) and embed this at the heart of our work.

It is a credit to our Chief Executive Officer (CEO) that we have made such great strides in our journey to be culturally competent. The journey started following the death of George Floyd in the United States, where the issue of systemic racism and anti-racism work was highlighted. Nugent took the time to reflect on those issues and an anti-racism statement was issued by our CEO and supported by the Trustees. Following months of learning and reflection, Nugent also published an inclusivity statement and an anti-racism pledge in August 2020.

2020/21 was a year that Nugent committed to increasing our commitment to Equalities, Diversity and Inclusion across the charity.

The journey has required the promotion of the positive progress and well-being that is central to the EDI role. The people we care for, protect, educate and inspire come from all walks of life and so do we. We work with and care for people from a wide variety of backgrounds, not just because it's the right thing to do, but because it makes our charity stronger.

We value diversity in people, cultures, experiences, ideas, and aspirations. By recognising the benefits that different perspectives bring, we nurture personal ambition, encourage kindness and understanding, excellence and champion cultural competency across the charity.

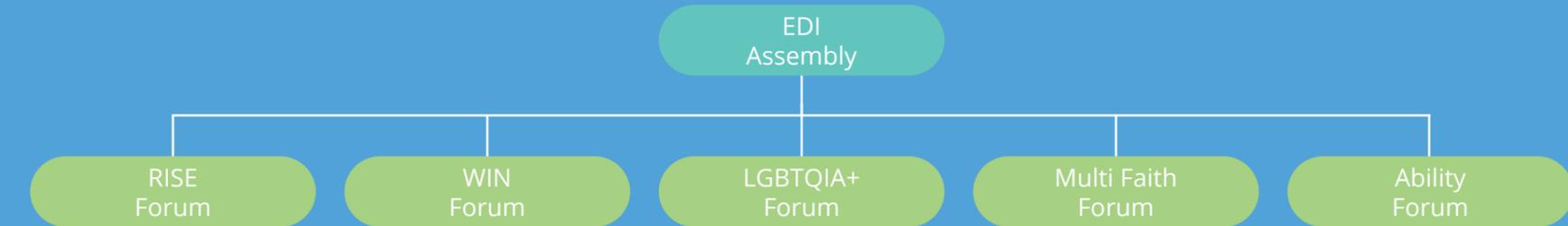
The initial work focussed on how we can support the vital anti-racism work in opposing racism and promoting inclusion. This led to the creation of the BAME staff forum, renamed as the Racial Inclusion Staff Engagement

(RISE) Forum. The work supported us to focus on how we can develop and grow in our journey to understand inequalities and work to become culturally competent in our journey to support liberation.

This journey led to the creation of the EDI assembly and staff forum groups creating a framework and clear focus.

### Framework and EDI Assembly

The creation of the EDI Assembly and agreed terms of reference provided a formalised structure for ensuring the journey and work was embedded within our Board Assurance framework noted under the Trustee Sub-Committees section below. The staff forums structure that currently sits beneath the EDI Assembly is below.



### Progress update

Nugent's first EDI Assembly meeting took place on 18th January 2021; this was Martin Luther King Day. To date, we have had seven EDI Assembly meetings.

A range of areas have supported the development of our journey and are highlighted below:-

- Staff Forums – creation, ensuring time taken to appropriately name the groups and look at the associated marketing for each forum
- Educational and thought-provoking discussions about intersectionality and conscious and unconscious bias being discussed at the EDI Assembly and Leadership Meeting.

- Production of EDI Dashboard for the Assembly
- Inclusive Leadership and Unconscious Bias training for our leaders and managers
- Unconscious bias training our Trustees
- Focus on awareness days and calendar
- Providing clarification on our organisational stance on marketing for adopters
- Presentation by CEO and Head of People at the St Helen's Inclusion Conference
- Brave conversations - Recognising unconscious biases
- Evolution of language
- Comfortable with being uncomfortable
- Open culture to talk about inclusion and diversity

- Changing technology to include staff with a range of abilities (Teams/Zoom)
- Alignment to several initiatives to reduce inequality
  - *Show the Salary*
  - *Dying to Work*
  - *Armed Forces Covenant*
- Disability Confident Employer
- Leadership Summit session on Radical Candour
- Signing up to being a Real Living Wage Employer from 1st April 2022

# achievements & performance

## Other Developments (Cont)

### EDI Strategic Framework

In November 2021, we launched consultation on the draft EDI Strategic Framework.

The draft strategic framework has been refreshed to incorporate the feedback received and an action plan has been produced for the organisation to focus on to continue in our journey.



EDI is at the heart of everything we do.

Creation of our Strategic Framework and action plan are a significant start in our EDI work, but there is still a long road ahead of us.



# section 172 statement

The trustees have a duty to promote the success of the charity and in doing so are requested by section 172(i) of the companies act 2006 to have regard to;

- The likely consequences of any decision in the long term
- The interests of the charity's employees
- The need to foster the charity's business relationships with suppliers, customers (in Nugent's case, beneficiaries) and others
- The impact of the charity's operations on the community and the environment
- The desirability of the company maintaining a reputation for high standards of business conduct

Our vision for the organisation continues the spirit of our purpose which is to continue to provide and develop the kind and essential work of Father Nugent. Nugent developed its current, 'Being Outstanding Strategy' with its

mission to continue the kind work started by Father Nugent that is to 'care for, educate, protect and inspire those in need'.

## **Our vision is to be a totally dignified and outstanding organisation**

The vision of our 'outstanding' attainment has been developed to fit our purpose into the context of a sector that is rigorously regulated by regulators such as the Care Quality Commission (CQC), Ofsted, Local Authorities, the Charity Commission and other quality mark organisations. Further, the vision takes into account our attainment of our own chosen quality markers through our Governance Framework: A Culture of Excellence.

With regards to the 'dignified' element of the vision, this relates back to a value check against our faith-based origins within the Catholic Social Teachings including:

- Human Dignity
- Community and Participation
- Care for Creation
- Dignity in Work
- Peace and Reconciliation
- Solidarity

and long-standing and respected values within our charity.

Therefore, our vision acknowledges the standards of a holistic environment which includes service users, stakeholders (including staff), regulators and a strong value base. We are making sure that we are making significant changes to the way we provide and govern our services. We will make sure that, above all, the dignity of the people we serve is paramount.

## **Our Mission**

To care for, educate, protect and inspire those in need.

We have five strategic themes that we will work to ensure that we are directed towards our mission. These are:

1. Health and Well being
2. Independence and Resilience
3. Shaping Futures
4. Collaboration
5. Financial Sustainability

Themes 1 and 2 are focussed on developing our services for the people we serve. Theme 3 is about our internal process and the governance of this work, collaboration is an externally facing theme guiding our work about how we interact and support the wider health and social care economy. In addition, the fifth theme is about ensuring that we are providing robust financial stewardship of charitable funds.

## **Structure**

Nugent is a registered charity and a company limited by guarantee and is governed by its Articles and Trust Deed. The Charity has two subsidiaries, Nugent Community Interest Company and Nugent Academy Trust. Both are currently dormant.

## **Trustees**

From April 1st 2020, Nugent Care, the charity (working under the branded name of 'Nugent') are governed by Nugent Care 2019 Ltd.

The role of the Trustee is to ensure Nugent, as a major employer and provider of services to people in need, operates effectively within an ever-changing environment thus ensuring maximum service delivery to all service users. To also provide strategic guidance and direction to Nugent in line with Nugent Care's Charitable Trust Deed and Nugent Care 2019 Memorandum and Articles of Association and the Principles which underpin Nugent's work. The responsibilities of a Trustee are clearly laid out in Charity Commission guidance and other literature.

Nugent's Board of Trustees consists of 11 Trustees who meet at least 4 times per year to review strategy, business plans and finance and operations. Trustees also meet for one whole day once per year to look at the future direction of Nugent.

Trustees are appointed for three-year terms that are renewable for up to 9 years with the exception of the Archbishop appointed Trustee who would remain in their role for as long as they or the Archbishop chooses. The Nomination and Remuneration Committee oversees appointments to the board.

Trustees are recruited through recruitment campaigns and personal recommendations. All successful candidates are selected through a safer recruitment process involving the Nominations and Remuneration Committee and the Chair of Trustees.

Any person that is offered a role as a Trustee, (or Chief Executive or Director), will be required to submit an automatic disqualification declaration as part of the pre-employment checks.

All new Trustees take part in an induction programme, led by the Chief Executive with support from the People team, to ensure that they fully understand their roles and responsibilities and Nugent's values, mission and activity.

The Board is dedicated to achieving high levels of governance and has in recent years invested in the development of a governance framework. The Board audited itself against the Charity Governance Code framework (December 2020 and 2022) and had a high compliance level (83% and 94%).

## Trustee Sub Committees

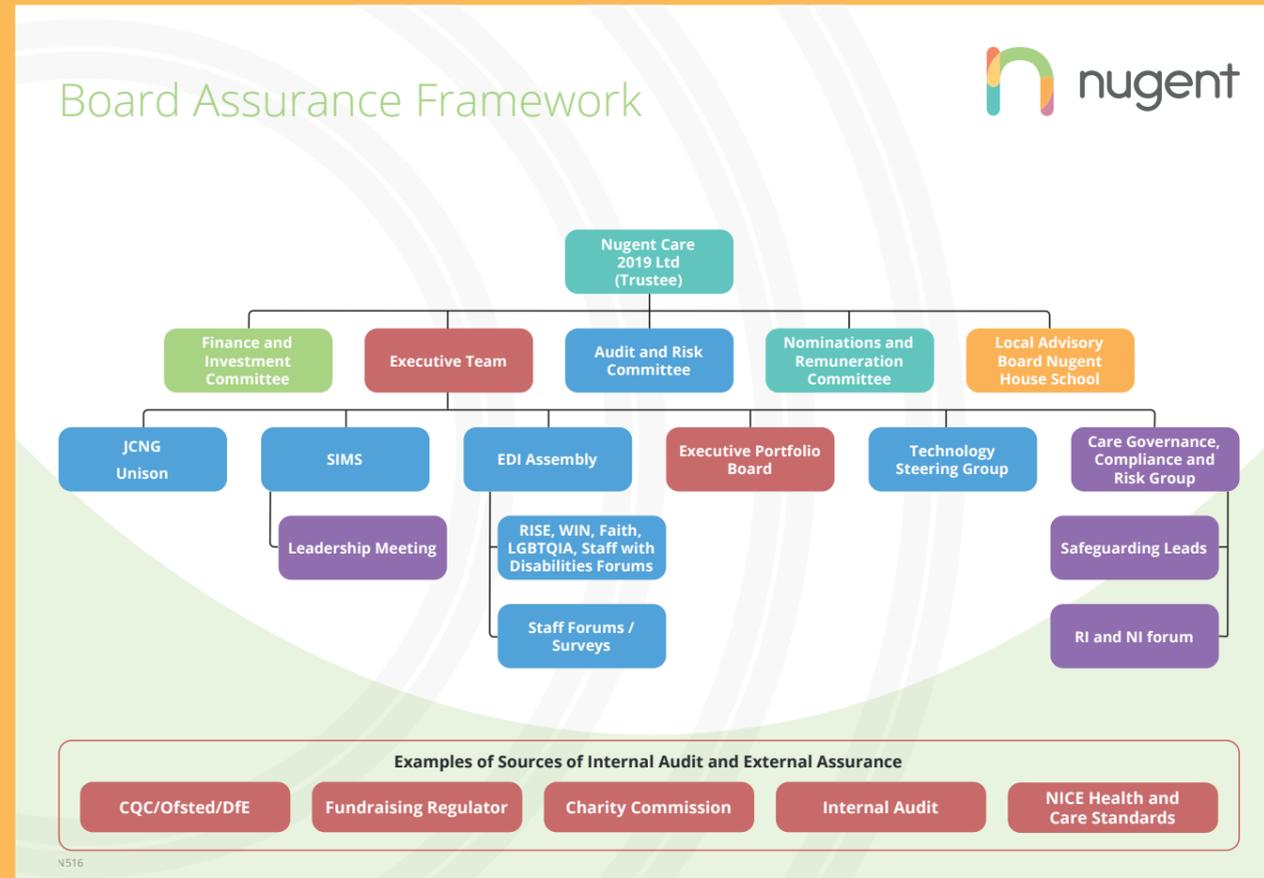
As a result of the audit, three new committees were created for 2021/22 financial year, these being

1. Finance and Investment Committee (replacing Trustee Finance Meeting)
2. Nominations and Remuneration Committee
3. Audit and Risk Committee

These committees have continued to meet and refine their activity across 2021/22. Each committee chair provides an update to the main Board at the regularly scheduled Trustee Meeting.

A Board Assurance Framework was updated to include these Committees. In 2022/23 the Local Advisory Board (LAB) to Nugent House School was added to the Board Assurance Framework, reporting directly to Trustees. The Vice Chair of Nugent Trustees has been appointed as Chair of the LAB.

Each Committee has an agreed Terms of Reference.



## Related Parties and relationships with other organisations

Nugent chooses to align itself with the Archdiocese of Liverpool.

## Executive Leadership Team

In everyday practice the Trustees delegate the day-to-day operations of the charity to the Chief Executive and the Executive Leadership Team to ensure that systems are in place to adequately safeguard against mismanagement, misdirection or mistake. The ELT comprises the Chief Executive and three other members with clear lines of responsibility for specific areas of the organisation.



The Trustees have worked with the Executive Leadership Team to develop our long-term strategy for the charity. Responsibility for implementation of the plans is delegated to the ELT through agreed one-year business plans.

## Remuneration Policy for Executive Leadership

The remuneration of members of the Executive Leadership team is determined by the Nomination and Remuneration Committee and is in line with our Executive Remuneration Policy (also published on our website). The committee takes into consideration;

- Benchmarking pay against the lower quartile of the relevant market (Croner Market Reports)
- Takes into account internal pay differentials
- Provides an overall package of rewards and recognitions that is good within the charitable sector
- Is consistent and open in how employees are rewarded and recognised

## Sharing Information with Employees

Communication is key across the organisation and we endeavour to ensure that information is communicated clearly and regularly.

- The CEO aims to visit every service at least once per year where she is able to

speak with staff and beneficiaries of our services.

- Prior to the pandemic, face-to-face sessions were held where staff could attend and speak about topics important to them. These will resume in 2022.
- The CEO has a monthly newsletter – The CEO Update where our CEO celebrates achievements, and shares information about plans, financial performance, quality of services and interesting stories as shared from our services. This newsletter is shared across Sharepoint and will be visible on staff emails and newsfeeds.
- In 2022/23 a Podcast will be developed to further communicate with staff who do not use email in their regular day-to-day roles.
- During the pandemic, we launched a daily survey regarding people's moods and mental health with support available to any employee who would like to access it.
- Our Business Support Department puts out a monthly newsletter with a view to transactional information that assists employees in their roles.
- Each month there is a Leadership Meeting held on Teams, where all leaders across the organisation come together for a review of the previous month's performance and activities, to share information, and to work together on projects. The CEO attends these meetings.

- The CEO will send ad hoc emails to the organisation on topics of interest that may fall between publications of the CEO update.
- Together Magazine is published at least three times per year. This is also shared with external partners.
- We regularly share information about our activities across social media platforms, including LinkedIn, Facebook, and Twitter.
- The CEO publishes an Article in the publication, The Catholic Pictorial on a monthly basis. This is read by employees, volunteers and stakeholders.
- We have a yearly Leadership Summit.
- iACCORD Awards – Long-standing services and employee recognition.

## Commitments

Nugent promotes our organisation from a values-based standpoint. We have a set of values that our decisions are made against. We also have a set of principles that we work with that set out how we operate. Our first decision is about whether a decision ultimately benefits the people we serve, our beneficiaries and secondly is it financially sustainable in that we achieve full cost recovery and that we are able to pay a real living wage.

We have signed up to several frameworks within the Liverpool City Region to publically declare our alignment with certain initiatives.

# section 172 statement

## Collaboration

### Memberships

- Nugent is a member of;
- Knowsley, and the Liverpool and Sefton Chambers of Commerce
  - Liverpool Community and Voluntary Services (LCVS)
  - National Association of Special Schools (NASS)
  - Independent Children’s Home Association (ICHA)
  - The 800 Group of Charities (the CEO of Nugent is currently the Chair of this group)
  - National Council of Voluntary Organisations (NCVO)
  - Association of Chief Executives (ACEVO)
  - Caritas Social Action Network (CSAN)

Has signed up to:

- Liverpool Social Value Charter
- Armed Forces Covenant
- Show the Salary
- Dying to WorkRegistered with:
- Charity Commission
- Care Quality Commission
- Ofsted
- Fundraising Regulator

We are unionised with a recognition agreement with Unison and an MOU with Teaching Unions.

We achieved our commitment to being an entirely Living Wage Employer in April 2022. We are a Disability Confident Employer.

## Environment

### Streamlined Energy and Carbon Reporting

Due to the creation of Nugent Care 2019 Ltd, Nugent is now mandated to disclose our UK energy use and associated greenhouse gas (GHG) emissions. As a minimum Nugent is required to report those GHG emissions, and as a minimum are required to report natural gas, electricity and transport fuel as well as an intensity ratio under the Streamlined Energy and Carbon reporting (SECR) regulations.

### Scope of Report

The scope covered under this report includes;

1. The energy use of our homes, school and offices
2. Transport – private and volunteer mileage

### Quantification and reporting methodology

Nugent works with Utility Aid to monitor and report on our energy usage.

### Energy efficiency actions and targets

Nugent Care is a UK registered charity and is the social welfare arm of the Catholic Archdiocese of Liverpool who offer a diverse range of support to adults and children in Merseyside through schools, care homes, community and social work services and social enterprise. As an independent charity, Nugent with no other associated entities is therefore the highest UK parent entity. Nugent qualifies for Phase 2 of ESOS based on the number of employees (approx. 650 staff). The chosen route to compliance was through energy audits (100% coverage).

### Summary

We are in the process of reviewing our sustainability and energy consumption. Working alongside our utilities management contractors for the purpose of analysing consumption and decreasing cost and maximising our own efficiency and ways of delivering a more sustainable environment for the workplace.

### Energy

We are currently looking at proposals and options for recommendations for improving our mechanical and electrical plant life, reviewing alternative BMS systems, lighting options and reviewing our solar panel efficiency across the estate this also comes with the possibility of Grant funding in conjunction with our are principal contractor.

The following figures below have been accumulated with the collaboration of Utility Aid/ HR and the Finance Department.

The electricity and gas consumption is based on estimates accumulated by utility aid and advised us to increase by 5% which have already been added to the figures below which show the total figures including the 5% to give us a more accurate estimate of consumption.

Element	2020-21 (tCO2e)
<b>Gas Consumption</b> – at a premises where Nugent holds control over metering and invoicing	<b>693.5 tonne EST + 5%</b>
<b>Owned Transport</b> – for vehicles rented/leased by Nugent for work purposes	<b>208,060 CO2 emissions</b>
<b>UK Electricity</b> – At premises where Nugent holds control over metering and invoicing	
<b>Total(tCO2e)</b>	<b>287.58 tonne</b>
<b>Transmission and Distribution of UK Electricity</b> – at premises where Nugent holds control over metering and invoicing	<b>1,74,775 kWh</b>
<b>Business Travel (land)</b> - Private staff and volunteer mileage	<b>47,239.31 Miles for 2020/21</b>
<b>Total Emissions (tCO2e)</b>	<b>2.439 tonne per person</b>
<b>Intensity metric tonnes of CO2e per full time employee</b>	

# financial review

## Investment Policy and objectives

The Trust Deed gives the Trustees unrestricted powers to determine investment policy.

The Trustees appoint investment managers and have agreed arrangements for reviewing and assessing their performance and portfolio selection. All investment decisions are delegated to the appointed investment managers but must comply with Nugent Care's ethical considerations. Nugent Care's ethical investment policy states that no investments are knowingly to be made in any company which generates more than 10% of turnover from military activity or 10% from the production or distribution of pornography and/or adult entertainment or more than 10% from the production of anything which threatens the sanctity of life.

The investment objective of the Trustees is to limit the risks to which the charity is exposed through its stockholdings, whilst maintaining the portfolio's capital valuation in real terms, and to provide an income stream to support charitable objectives. The instructions to the investment managers reflect this objective.

The listed investment portfolio increased in value by £339k, to £5,394k (2021: £5,054k). The portfolio produced an income stream of £130k to support our charitable activities. The fair value of investment property at the year-end amounted to £143,000 (2021: £143,000) and relates to a legacy property with a value based on an informal valuation following a review of similar properties.

## Reserves policy

Nugent Care is a charitable trust with activities dependent on donations, legacies and other charitable gifts. It also functions as a service provider, managing fees and grants from statutory bodies for specific activities, projects and services.

Reserves are held to enable Nugent Care to meet its legal and moral commitments to the people it serves and its obligations as a good employer. The specific purposes of the reserves held are to enable the Trustees to:

- Cover the financial risks involved in providing the level of services and activities already approved.
- Provide for the development of existing and new services appropriate for the charity; and
- Meet the shortfall between, expected levels of fundraising and the economic cost of activities wholly or partially dependent on voluntary funds.

The Trustees consider and review the appropriate requirements for free reserves (those unrestricted funds not expended on fixed assets, designated for specific purposes or otherwise committed).

After deducting designated funds, uncommitted reserves freely available for current activities were at £5m. The reserves policy for the Charity is to hold reserves in the region of 6-8 months (£9-£12m) of operating costs. Given that the annual operating cost budget for the Charity is £17.5m the current level of reserves is 3-4 months of operating costs which is below the reserves policy. Therefore the Trustees acknowledge that the charity is not operating within its reserves policy.

The Trustees have considered the Charity's financial performance for the year by moving to a near break-even position, (especially in the backdrop of the Covid pandemic) and the imminent impact of some of the growth plan initiatives. Conversely, Trustees are aware of the risks to that position, (the most pertinent of which are the risks of non-compliance with regulatory requirements and the risk of inflation), through the downside scenario planning and cash flows. Trustees recognise that the mitigations required to meet the reserves policy in the future will be potential increases to surpluses and if required, the sale of assets and investments. It also recognises that asset

sales may exceed current asset values. Therefore Trustees have considered the reserves policy and still consider it to be appropriate - they have assessed the above risks and are satisfied that, given also that the charity's operations are substantially funded from statutory sources, there is sufficient access to mitigation to meet its obligations if required.

# financial review

## Income £'000

Total	
2020/21	£17,425
2021/22	£15,650

## Schools

2020/21	£2,549
2021/22	£2,437

## Residential Homes and Individualised Day Services

2020/21	£13,695
2021/22	£11,703

## Donations

2020/21	£171
2021/22	£86

## Legacies

2020/21	£1
2021/22	£415

## Expenditure £'000

Total	
2020/21	£19,511
2021/22	£15,685

## Schools

2020/21	£3,199
2021/22	£2,836

## Residential Homes and Individual Day Services

2020/21	£14,949
2021/22	£11,617

## Childrens, Adults and Community Services

2020/21	£1,015
2021/22	£986

## Surplus/Deficit

The Statement of Financial Activities shows a Net Gain on total funds of £304k after taking into account gains on investments of £339k. This is compared to Net Expenditure of £2,018k in 2020/21. This is due to the dedication and hard work of all staff following the budgeting review for the year.

Nugent Care's Strategic Plan is ambitious and rigorous in order to turn around the financial performance of the charity. Nugent Care continues to operate within a difficult environment as a result of the financial constraints placed on Local Authorities with regard to the funding of adult and children's homes.

The Trustees regularly review operations to ensure that there is no jeopardy to the charity's objectives and that the level of approved deficit funding of some services provided is consistent with the longer-term objective stated in the reserves policy.

## Significant Events Existing Services – Major Capital Works

**Operational overview**  
The Assets and Facilities (A&F) department has had a fantastic start to the New Year, building on the back of the very successful challenging and demanding last year. We are taking this opportunity to review all

contractual and service level agreements with all our contractors and suppliers, which have given us a more robust and streamlined service providers which in turn has been cost-effective for the business by adding value to our contractor and supplier list.

This has also been able to assist us to deliver a more robust in-house service, benefiting all departments throughout the estates by having a more programmable proactive maintenance regime and forecasting projects with our principal contractors, within the realistic budgetary requirements that we have implemented and our collaboration with the extended service providers and support and encouragement from the Senior Leadership Team, this has helped in the motivation of the department to achieve best practice practical visionary and a common goal, listed below is a percentage and brief overview of some of the projects and refurbishments to the facilities within the last few months.

### Asset Management

- Sale of James Nugent Court. This transaction took place on the 1st July 2021 and was purchased by Kingsley
- Clarence House School and West Lane Field are currently sitting with the Chartered Accountants and Surveyors with redevelopment by a housing provider

- We are progressing on both sites with the housing provider with a minimum payable on West Lane of £5,450,000 and the offer of the same price per developable acre for the Clarence site.
- We are anticipating the development of 2 properties for the benefit of Nugent as part of the deal along with the construction of a Community Sports Centre on the Clarence rear site that is subject to restrictive covenants.
- Lower Field at Nugent House School remains available for available but we have had surveyors visiting the property for ground testing and suitability for redevelopment.

# financial review

## **Development**

Within the past 12 months, we have implemented some minor refurbishments along with project work and Capex expenditure to ensure that our buildings are appropriately maintained. This included general replacements, refurbishments and hubs for collaborative working during the pandemic.

### Grant Work

- Admissions Room – Marydale – Approved Grant from the Department of Education - £50,895.

IPAF licences for P & D and Joiner – MEWP – Gives us the availability to work from at height.

Fire Door Inspector course completed by Joiner.

## **Fleet**

- Fleet management is a key expense across the Charity.
- Fleet purchasing and vehicle management now benefit from a fully visible tracking and dash cam facility. This is delivering a downward trend on fleet miles.
- Many of the services have ordered new

vehicles, due to the previous vehicles coming to the end of their contract. We have ensured that all new vehicles accurately match the service's current requirements.

- Market tests for the supply of replacement vehicles have demonstrated Arnold Clark's ability to deliver and work with the charity and resulted in the renewal of their non-binding preferred supplier position.

## **Ongoing projects**

- Clarence High School to remove renewable assets fire doors and renewable plant equipment have been sourced to be used on other services.
- Marydale bedroom and kitchen conversions we are currently working alongside principal contractors under CDM regulations for the refurbishment of bedrooms to improve capacity.
- Central office Refurbishments including tenancy agreements for Local Solutions and a quiet place.
- Minor refurbishment works which included full PPM regulations so we can comply with fire and building regulations this is at the last stage of the project with just a few minor electrical

redeemable works to be completed.

- Nugent House School CCTV Project has now been completed. Also on recommendations from the insurance company, we have put out to tender for a new fire suppression system for the kitchen canteen area and again with the same recommendation an intruder alarm to be fitted to all lower level of the school.
- Clumber Lodge minor refurbishment works. The A&F team have been heavily involved in implementing more robust facilities for a greater experience for the children including a cinema room and the beauty room and refurbishment of the kitchen area as well as decorating and Landscaping. Windows have been replaced in May.

### **Two Houses at Hope Lane (to be known as The Orchards)**

We are currently in the process of bringing these homes back online reviewing all PPM schedules and instructed all contractors so the services can be utilised within the next few weeks as well as minor refurbishment and decoration. These will be re-purposed as homes for Supportive Living.

## **PPM works**

PPM works or ongoing throughout the estate. We have completed a full water risk assessment throughout the estate and also implemented workplace risk assessments as well as all usual PPM scheduling. In addition, we have increased the electrical testing certification and recommendations due to covid restrictions we endeavour to achieve 100% electrical compliance at central office and Marydale St Catherine's. And a review is currently underway for most services as well as all building regulations and fire regulations including compliance work.

## **Projects completed**

Minor refurbishment works Willows, Brewery Lane refurbishment of kitchen area decoration and compliance to improve the facilities and services.

## **Recruitment**

We have two new starters to the A&F department one mobile maintenance officer. And also one new property services assistant. We have also assisted the service departments with support for recruiting static maintenance offices, which has helped the services deliver and more robust maintenance regime.



# financial review

## **Environmental and Energy**

Nugent has partnered with BiU Limited. We are in the process of reviewing our sustainability and energy consumption. Working alongside our utilities management contractors for the purpose of analysing consumption and decreasing cost and maximising our own efficiency and ways of delivering a more sustainable environment for the workplace.

## **Energy**

We are currently looking at proposals and options for recommendations for improving or mechanical and electrical plant life, reviewing alternative BMS systems, lighting options and reviewing our solar panel efficiency across the estate this also comes with the possibility of grant funding in conjunction with our principal contractor.

## **Training and Development**

The A&F department are constantly reviewing, and upscaling our departmental skill sets, outsource training has been sourced to improve our individual delivery of in-house services saving on contractual expenditure.

## **Future developments**

We are in conjunction and working alongside Nugent House School education department looking at opportunities for development of our young people with implementing work placement opportunities within our department and reviewing a more robust apprenticeship program.

## **Land Disposals**

### ***The land West Lane Formby (east side)***

The sale of land has been agreed and is progressing in 2022/23.

### ***Ravenmeols Lane, Formby***

Sale was completed in February 2022.

### ***Lower field Billinge, adjacent to Nugent House School***

The site has received a number of offers which are currently being considered following the marketing of the site.

### ***The land at Clarence High School, West Lane, Formby***

The sale of land has been agreed and is progressing in 2022/23. The sports field at the back of the school will be

retained with a Community Sports Centre for use by the local community.

## **Fundraising Governance**

The Fundraising department is an integral part of Nugent to ensure we continue raising vital funds to care for, educate, protect and inspire those in need. We continue to raise our profile and build partnerships to ensure we secure valuable income whilst ensuring our beneficiaries, such as young people, feel empowered to reach their full potential.

Fundraising plays a fundamental role in the development of services across the organisation by raising funds for a variety of projects, which make a huge impact on those we support. We work closely with our range of services; homes, communities, education and families to address areas of development and initiate creative ideas. We raise funds to continue operating our services, whilst also assessing where the need is greatest. We also often tie different events to specific projects, which helps strengthen donor relationships.

We have built strong relationships with partners from various industries which

contribute to achieving our growth plans and our journey to outstanding. Our partners are a key asset to every service and help far beyond income, whether it be work experience, mentoring or helping us grow our network. All of our relationships are account managed effectively through cultivation and stewardship plans.

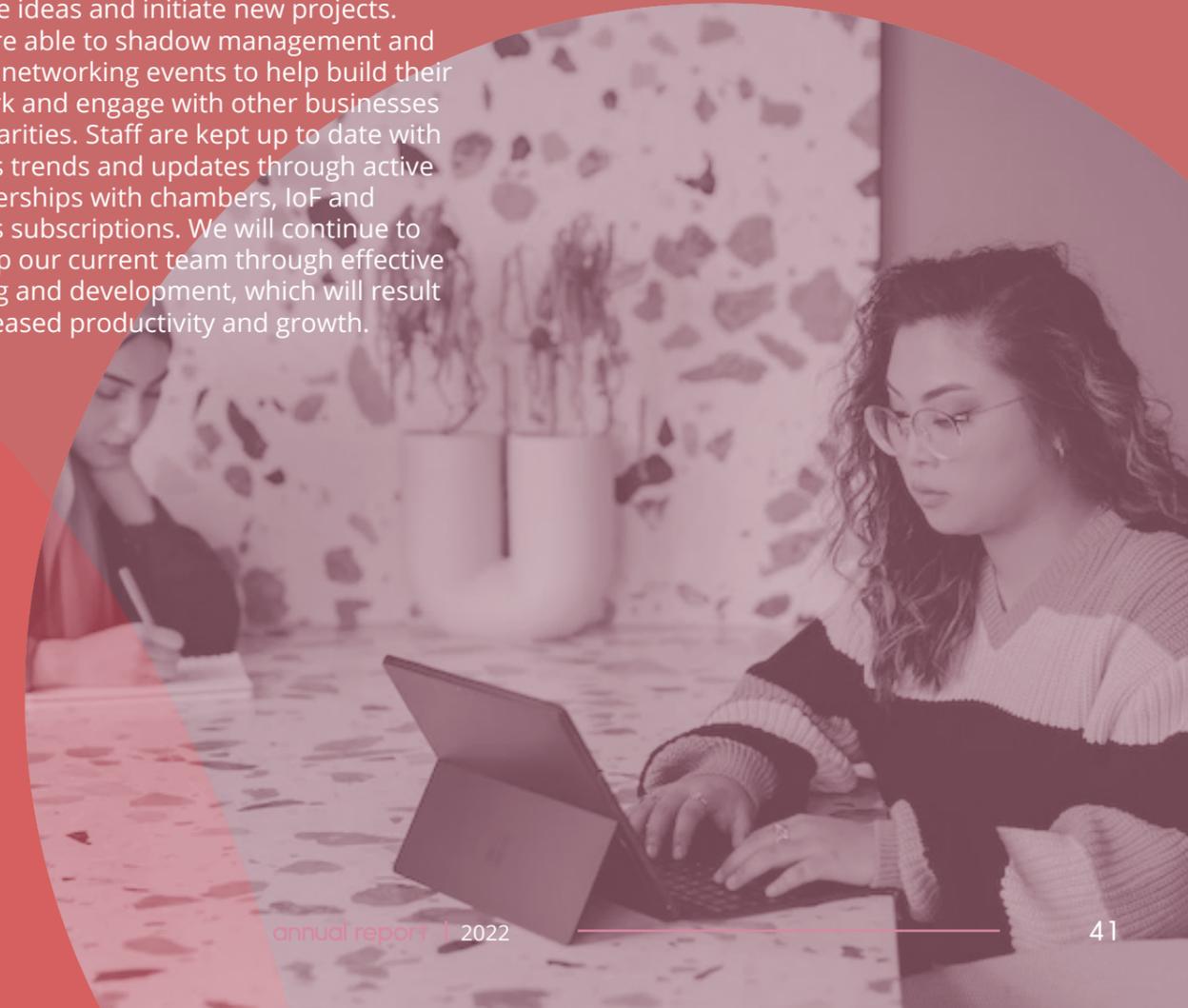
Nugent remains a member of the Fundraising Regulator, which holds the Code of Fundraising Practice for the UK. Additionally, our processes have vastly improved since the implementation of the CRM system which enables us to track and report on donors' gifts, communications and relationships. Working effectively with our Finance department ensures we are transparent and compliant in all processes. Over the last year, we have limited our donation platforms to reduce transactional costs and ensure all donations are centralised.

We have various income streams including monetary donations, grants, legacy, partnerships and charitable trusts; all of which help us to fund services which may not receive local authority funding, whilst developing current services to improve facilities and beneficiary experiences.

Since the lockdown ended, the Fundraising team have organised and delivered various successful events which have been reflected across income whilst raising awareness of

Nugent. This includes events such as Phil Thompson Golf Classic, Sleep out with Nugent, Nugent Now development group, iACCORD Awards, Good Shepherd Mass and Light up a Life.

All Fundraising staff are encouraged to actively visit our wider services to develop their business acumen which prompts creative ideas and initiate new projects. Staff are able to shadow management and attend networking events to help build their network and engage with other businesses and charities. Staff are kept up to date with various trends and updates through active memberships with chambers, IoF and various subscriptions. We will continue to develop our current team through effective training and development, which will result in increased productivity and growth.

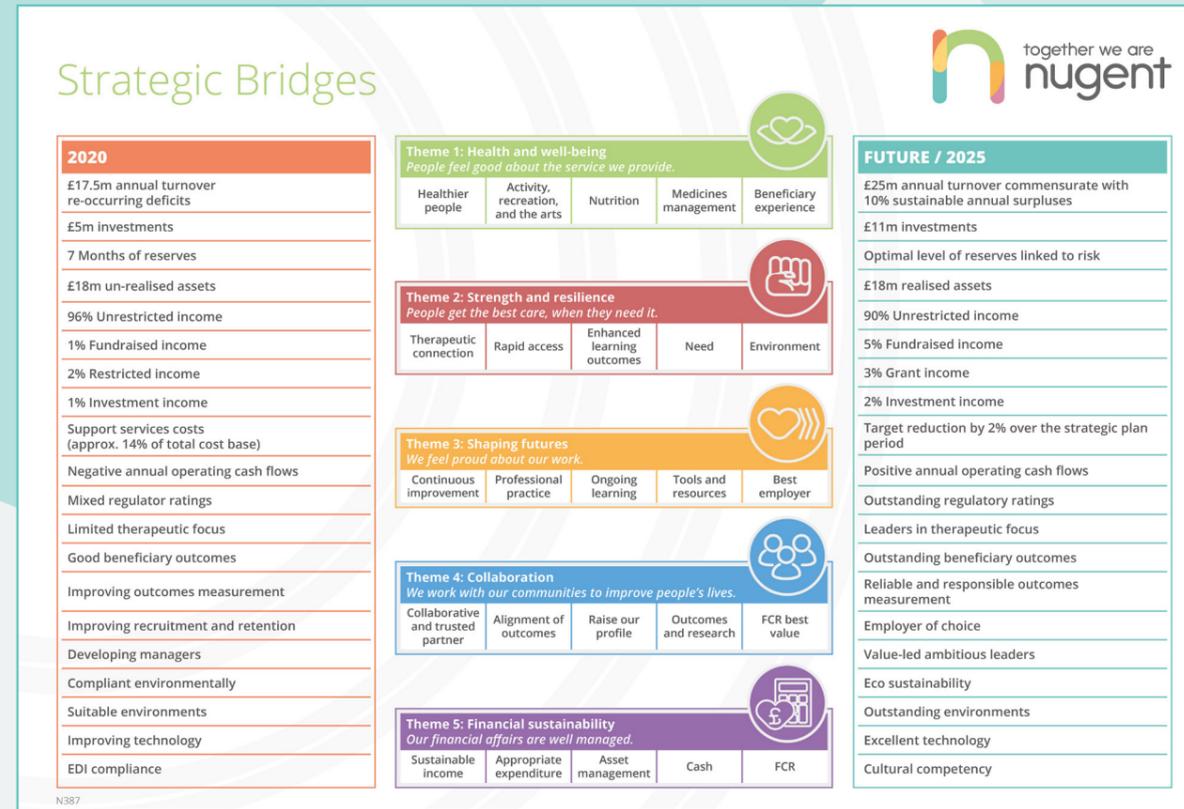


# future plans

Following the Trustees agreement in principle to the future direction of the charity a new Strategic Plan entitled 'Being Outstanding', was developed. This was updated in March 2021 to include 5th theme, "Financial Sustainability".



## Priorities and direction



## Therapeutic Connection

In 2022/23 Nugent is developing its Model of Care which will be in alignment with Nugent's Safeguarding Strategy.

Where we want to be:

1. We want to be a leading provider of high-quality, evidence-based therapeutic care and education, where children and young people are at the very centre of their assessment, care planning, risk management, achievements and outcomes.
2. We want to offer a holistic therapeutic environment where children and young people feel 'contained', are able to develop secure attachment behaviours, feel safe, and feel empowered to communicate and participate.
3. Our therapeutic model and interventions will be evidence-based and compliant with current best practice guidance.

## Plans

The Trustees have agreed on a Growth Plan for the charity, which includes;

- Possibility of a new modular school at NHS and improvement to the existing building (within the next five years).
- Plans to sell our central office at Edge Lane have been shelved for now. The plan is to develop a multi-service and multi-organisational hub where charities and services can collaborate and co-produce their services to others.
- Invest in Therapies and Research.
- Refurbishment of Clumber Lodge children's home.
- Dispose of unrealised assets to invest in services.
- To see the Clarence site used for a charitable purpose rather than sold entirely for housing.
- Focus on Children's Services going forward - opening 3 new children's homes in the next five years.
- Open two new Supportive Living Services in 2022/23.
- Return Nugent House School to a Special Residential School in 2022/23.
- The development of homes/services for young people who are leaving care.

- Continue to invest in technology.
- Continue to review our investment in our staff and consider the implications of the rising cost of living and recruitment challenges.
- Implement a new electronic care management system across our adult and child services.
- Further, develop ESG.

## 2022/2023 Business Plan (EBIP)

Strategic Theme	Objective
Financial Sustainability	<ul style="list-style-type: none"> <li>• To ensure that income in budgets is realised and</li> <li>• Expenditure does not go beyond what is budgeted for</li> </ul>
Financial Sustainability	<ul style="list-style-type: none"> <li>• Growth Targets are met to ensure sustainable income</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>• Nugent engages with relevant strategic and operational partners</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>• To maintain or exceed good in all regulator rated services</li> <li>• To ensure non regulated services achieve at least 3 star rating</li> </ul>
Shaping Futures	<ul style="list-style-type: none"> <li>• To build, maintain, engage an effective Executive Leadership Team</li> </ul>
Health and Well-being	<ul style="list-style-type: none"> <li>• Beneficiary Experience</li> <li>• Safeguarding Strategy</li> </ul>
Strength and Resilience	<ul style="list-style-type: none"> <li>• Model of Care</li> </ul>
Shaping Futures	<ul style="list-style-type: none"> <li>• Best Employer</li> <li>• ESG</li> </ul>
Financial Sustainability	<ul style="list-style-type: none"> <li>• Efficient and Effective financial systems</li> </ul>
Financial Sustainability	<ul style="list-style-type: none"> <li>• Commercial and Charitable Model</li> </ul>

Nugent aims to continue to serve the needs of its community through the provision and adaptation of existing services and the development of new services. Nugent will continue to respond to relevant tender opportunities that fit with its mission and strategic plan but also look for other development opportunities. We will ambitiously search out and enter into tender processes for block contracts with a view to increase our turnover and, ability to help more people. To focus on block contracts with regard to substance misuse, mental health and offending.

The Trustees acknowledge that in relation to existing services, difficult decisions may have to be made concerning services that cannot attract sufficient income to be economically viable.

New services will be fully self-funded through a variety of income streams such as grants, fees and tender bids, but there will be flexibility to develop some innovative services that are not initially fully self-funded. In making applications for new services, the service will be assessed for its adherence to Nugent's philosophies, strategic direction and objectives.



# reference & administrative details

## Governing document

Nugent Care (also known as Nugent) is a registered, unincorporated charity founded in 1881 and constituted under an original Trust Deed dated 1889 and revised in May 1906, April 1924, September 1976, March 2002, December 2005 and June 2015. The 2005 Trust Deed incorporated the appropriate amendments to enable the charity to change its name to 'Nugent Care' from 'The Nugent Care Society'.

**Corporate Trustee:** Nugent Care 2019 Ltd (Company No: 12227571), Registered Charity 1187072 and Nugent Care Registered Charity: 1187072-1

## Changes to Trustee Structure 2020/21

In February 2019, at a Trustee away day, the Trustees reviewed the structure and governance of the Governing Body and Trustee board. With solicitor advice, they agreed, following that day to move

to a scheme and structure that would offer increased protection to individual Trustees whilst limiting the impact on the charity. Activity to fulfil this objective was undertaken throughout 2019/20 financial year.

The Scheme was made by the Charity Commission on 27 March 2020 taking effect on 1 April 2020. From April 1st 2020, the new arrangements are as follows:

### Details of change

Nugent Care was originally established as an unincorporated charitable trust registered in 1963 with Charity Number 222930. Nugent instructed Brabners solicitors in respect of a process of incorporation designed primarily to allay concerns that the trustees of the unincorporated charitable trust had in relation to personal liability should any problems arise within the Charity.

- As a result of this, a new, charitable company limited by guarantee known as Nugent Care 2019 was incorporated with Companies House and subsequently registered with the Charity Commission with Charity Number 1187072. Brabners subsequently arranged for the new charitable company to be appointed as the sole corporate trustee of the original unincorporated charitable trust by way of a Charity Commission Scheme.
- The Scheme was made by the Charity Commission on 27 March 2020 taking effect on 1 April 2020.
- As a result of the Scheme, the charitable company is now the sole corporate trustee of the original unincorporated charitable trust. The incorporation process as a whole has simply inserted a corporate structure that now sits between the individual trustees (who are now directors/trustees of the charitable company) and the original unincorporated charitable trust.

- This provides for better protection to the individual trustees from any personal liability but also the additional benefit of having structured matters in a way whereby all of the activities previously conducted through the unincorporated charitable trust will continue to be conducted through the unincorporated charitable trust and so there has been no requirement to transfer the assets and undertaking of the unincorporated charitable trust to the new charitable company, nor has there been any requirement to have a TUPE transfer of staff.
- The various properties held by Nugent have been vested by the Charity Commission Scheme in the new charitable company and Brabners have updated the Land Registry records but otherwise, there has been no need for the ownership records of any assets to be transferred.
- The Charity Commission on 30 June 2020, confirmed by letter, the linking of Nugent Care 2019 and Nugent Care, the charity. The purpose of a linking direction is to enable charities who qualify to link one to the other for accounting and registration purposes.
- Nugent Care charity (the unincorporated charitable trust) has been linked to the new charitable company in a manner whereby the new charitable company is now the "reporting charity" for both charities.

- This process does not in any way constitute a merger nor does it constitute the winding up or dissolution of the original unincorporated charitable trust. The original unincorporated charitable trust continues to exist in the same manner as it did prior to the linking direction being made and does still constitute a separate charity.
- The linking of the charities (effected under Section 12 of the Charities Act 2006) is an administrative process and not one that serves to extinguish the existence of the linked charity.
- The regulated activities carried out by Nugent Care through the unincorporated charitable trust are continuing in exactly the same way as was the case before the incorporation process and linking direction were completed.

# reference & administrative details

## Principal address

99 Edge Lane  
Liverpool  
L7 2PE

## Nugent Care 2019 Sole Corporate Trustee of Nugent Care

### President

Most Rev Archbishop Malcolm McMahon OP

### Nugent Care 2019 Trustees

Mr JP Dennis (Chair)  
Mrs S Padmore (nee Thomas nee Johnson) (Vice-Chair)  
Mrs S Worden (Treasurer)  
Rev Paul Rooney (Archbishop Appointee)  
Mr J Berry  
Canon M Fitzsimons  
Mr W Stead  
Mr A Dean  
Mrs N Sampson  
Mrs K Batt (Resigned 28th June 2021)  
Mr M Boardman (Resigned 17th September 2021)

### Chief Executive Officer

Mrs Normandie Wragg MA, NCW

### Deputy Chief Executive and Chief Governance Officer

Mrs Joanne Henney

### Chief Operating Officer

Ms. Sarah Dimmelow (Resigned February 2022)  
Dr Kate Herod, Interim COO, (Appointed March 2022)

### Chief Finance Officer

Mr Adrian Bloor (Retired October 2021)

### Auditors

MHA Moore and Smalley  
Chartered Accountants and Statutory Auditors  
Richard House  
9 Winckley Square  
Preston  
PR3 5AL

### Bankers

HSBC  
99-101 Lord Street  
Liverpool  
L2 6PG

### Solicitors

Brabners  
Horton House  
Exchange Flags  
Liverpool  
L2 3YL

Keoghs  
2 The Parklands  
Bolton  
BL6 4SE

Hill Dickinson  
No. 50 Fountain Street  
Manchester  
M2 2AS

Hill Dickinson  
No. 1 St Paul's Square  
Liverpool  
L3 9SJ

### Property Advisors

Excello Law  
Peter McHugh  
4th Floor 1 Derby Square  
Liverpool L2 9XX

### Investment Advisers

Rathbone Investment Management  
Port of Liverpool Building  
Pier Head  
Liverpool  
L3 1NW

### Insurance Brokers

Howden Insurance Brokers Limited  
30a Port of Liverpool Building  
Pier Head  
Liverpool  
L3 1BY



# events since the end of the year

We will continue to work with supporters who strive to make the world a better place and create long-term value through sustainable connectivity.

## ***Impact on Investments, and Reserves***

Due to the access to an overdraft facility via HSBC Bank, and improved financial performance from operational services, we do not expect to need to realise (any of) our current investments.

As per our 2020-2025 Strategic Plan, we have taken a decision to realise unutilised capital assets in order to reinvest into our services. Several land assets are currently on the market in order to achieve this goal.

## ***Impact on principal risks and uncertainties***

As per our Strategic Plan, our principal risks and uncertainties within the charity primarily focus on the following five key objectives:

1. Financial Sustainability.
2. Positive Regulatory Ratings.
3. Strong Leadership.
4. Recruitment and Retention of Staff.
5. Realisation of Assets.

Mitigating our main risks of:

1. Strategy
2. Operations
3. Income and sustainability
4. Governance and compliance
5. Technology

There is a risk to our ongoing revenue if our services experience a Covid infection, an embargo levied by a regulator, or a customer (i.e., a local authority) is no longer able to cover their financial contracts.

Although regulators have been limiting their visits during the lockdown, we have had contact with both the CQC and Ofsted who have been supportive of our work and working with us to achieve the best possible arrangements for our beneficiaries during these challenging times.

Clear leadership is definitive during a pandemic and as such we have seen an increase in the skills, leadership and effectiveness of our leaders.

## ***Future Aims and Activities***

Nugent launched a new strategic plan in April 2020 and has continued, throughout the pandemic to implement our strategic objectives during this time.



# statement of trustees' responsibilities

The Trustees (who are also directors of Nugent Care 2019 for the purposes of company law) are responsible for preparing the Report of the Trustees Annual Report (including the strategic report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 the income and expenditure, of the charitable company for

that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charity SORP (FRS 102).
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. 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.

## Auditor

A resolution proposing that MHA Moore and Smalley be re-appointed will be put at a General Meeting.

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as each trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- each trustee has taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

Signed on behalf of the trustees on 21/10/22.

Approved by order of the Board of Trustees on 21st October 2022 and signed on its behalf by:

**JP Dennis - Chair of Trustees**

# report of the independent audits to the trustees

## Opinion

We have audited the financial statements of Nugent Care 2019 (the 'charity') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 accompanying financial statements:

- give a true and fair view of the state of the charitable company's affairs as of 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 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 Auditors' 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 Report of the Independent Auditors thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## 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, incorporating the director's report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors report has been prepared in accordance with applicable legal requirements.

# report of the independent audits to the trustees

## 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 directors' 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 directors' 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 Statement of Trustees' Responsibilities statement on page 28, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations;
- Enquires with management about any known or suspected instances of fraud;
- Reviewing minutes of meetings of those charged with governance;
- Examination of journal entries and other

adjustments to test for appropriateness and identify any instances of management override of controls;

Because of the field in which the client operates we identified that employment law, health and safety legislation, safeguarding and compliance with the UK Companies Act are the areas most likely to have a material impact on the financial statements.

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 regulations. 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 for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.

## 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 auditors' 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.

**Nicola Mason (Senior Statutory Auditor)**  
For and on behalf of MHA Moore and Smalley  
Chartered Accountants  
Statutory Auditor  
Richard House  
9 Winckley Square  
Preston  
PR1 3HP

# accounts

Income and expenditure account and other gains/losses for the year ended 31 March 2022	31.03.2022	31.03.2021
	Total Funds	Total funds (re-stated)
	£'000	£'000
<b>INCOME AND ENDOWMENTS FROM</b>		
Donations and legacies	501	227
Charitable activities	14,694	16,861
Other trading activities	67	49
Investment income	132	132
Other income	256	156
<b>Total Income</b>	<b>15,650</b>	<b>17,425</b>
<b>EXPENDITURE ON</b>		
Raising funds	246	348
<b>Charitable activities</b>		
<b>Total Expenditure</b>	<b>15,685</b>	<b>19,511</b>
<b>NET INCOME/(EXPENDITURE)</b>	<b>(35)</b>	<b>(2,086)</b>
<b>OTHER RECOGNISED GAINS/(LOSSES)</b>		
Impairment in value of fixed assets	-	(701)
Net gains/(losses) on investments	339	769
<b>NET MOVEMENTS IN FUNDS</b>	<b>304</b>	<b>(2,018)</b>
Total funds brought forward	13,261	15,279
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b>13,565</b>	<b>13,261</b>

BALANCE SHEET	31.03.2022	31.03.2021 (re-stated)
	£'000	£'000
<b>FIXED ASSETS</b>		
Tangible assets	6,218	9,274
Investments	5,394	5,054
Investment property	143	143
	<b>11,755</b>	<b>14,471</b>
<b>CURRENT ASSETS</b>		
Debtors: amounts falling due within one year	1,424	2,105
Cash at bank and in hand	<b>1,745</b>	<b>713</b>
<b>CREDITORS</b>		
Amounts falling due within one year	(1,273)	(3,815)
<b>NET CURRENT ASSETS/(LIABILITIES)</b>	<b>1,896</b>	<b>(997)</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<b>13,651</b>	<b>13,474</b>
<b>CREDITORS</b>		
Amount falling due after more than one year	(86)	(213)
<b>NET ASSETS</b>	<b>13,565</b>	<b>13,261</b>
<b>FUNDS</b>		
Unrestricted funds:		
General	5,017	1,926
Designated – tangible fixed assets	6,005	7,940
Designated - investments	2,500	2,500
Restricted funds	13,522	12,366
	43	895
<b>TOTAL FUNDS</b>	<b>13,565</b>	<b>13,261</b>



**0151 261 2000**



**info@wearenugent.org**



**wearenugent.org**



99 Edge Lane,  
Liverpool, L7 2PE

