



Our year

Annual Report 2019/20



together we are
nugent

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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.

We support thousands of people each year. We are a major employer in the area, with over 600 staff and supporting over 200 volunteers. We advocate on issues of justice and fairness.

We aim to:

- Care, educate, protect and inspire those in need.
- Be an employer of choice.
- Be an advocate: a voice for the voiceless.

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.

CEO's welcome

Welcome to our Annual Report for 2019/20.

This document covers a year that ended just as the Coronavirus pandemic took hold in our region and across the globe.

These have been extremely testing times and it is difficult to reflect on the performance noted within this report in terms of cold facts, figures and metrics when faced on a daily basis with the very real and palpable human cost of the pandemic.

On behalf of Nugent's Executive Leadership Team and Board of Trustees, I want to thank all of our staff and volunteers for the extraordinary integrity, ambition, courage, compassion, optimism, respect, and dignity they have demonstrated throughout this period.

Our staff and volunteers have overcome major operational hurdles as well as personal and emotionally testing circumstances to keep Nugent services up and running. They have ensured that we have been able to continue to deliver all aspects of our charitable mission and enabled us to serve an essential role in offering additional support to those that need it most during a time of great regional and national need. Nugent's approach to the coronavirus crisis is summarised from page 44.

The pages of this report serve to highlight the vital role that Nugent continues to play in the provision of essential support, care and education services across the North West with a core focus on five metropolitan boroughs: Knowsley, St Helens, Sefton, Wirral and the city of Liverpool.

As we look towards our future and move into our 140th year of operation, Nugent will continue to contribute to society by making people's lives healthier, safer and more fulfilling.

There will be testing times ahead for our organisation particularly due to developments outside of Nugent over which we have no control. Our challenges are many but we are determined to achieve the aims set within our strategic plan. We must ask what we can do differently to achieve our goals; we must continue to control our costs and change the way we do things without compromising our services.

I have faith that whatever difficulties we face, that together with our wonderful community of supporters, donors and volunteers we can achieve our goals. Together we are Nugent.



Normandie Wragg
Chief Executive Officer

Chair's message

I am delighted to introduce, for the first time in my Chairmanship, Nugent's Annual Report and Financial Statements for the year ended 31 March 2020.

I would like to thank my predecessor Canon Michael Fitzsimons, who has diligently guided Nugent for the last five years with joy, enthusiasm and optimism.

During Canon Fitzsimons' term of office, Nugent has taken important steps towards improving the way we promote, provide and govern our services. We are very grateful for the important contribution Canon Fitzsimons has made in ensuring that Nugent services have remained financially sustainable, as well as dignified and outstanding in their delivery.

Canon Fitzsimons has been an exceptional Chair and I am delighted that he has agreed to remain with Nugent as a trustee.

We embark on the next phase of Nugent's history with strong foundations: a robust financial plan, a Culture of Excellence Framework, a new roadmap towards continued service improvement and a strong reputation for our good work across the region. I am excited to be working with the Board, our CEO Normandie and the Executive Management Team in taking Nugent forward.

The financial year this report details, closed on a disquieting note due to the outbreak of the Coronavirus pandemic.

This global calamity has since proved the most significant challenge that our charity has faced since its founding by Father Nugent in 1881. My fellow Trustees and I are extremely proud of the dedication and compassion that Nugent staff and volunteers have shown during these unprecedented times.

As we move through and beyond the pandemic, I am confident that we have the team and infrastructure in place to continue to support our beneficiaries and adapt to meet the changing needs of children, young people and adults who are vulnerable and at-risk.

In the year ahead, it will be vitally important that we redouble our fundraising efforts, and think creatively about how we generate vital resources. I hope and trust that Nugent will prove able to continue to draw upon the goodwill and kindness of our community.



John-Paul Dennis
Chair, Trustees

Objectives and activities

Objectives and aims

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 from time to time 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 continuing advancement of its objectives.

Public benefit

We have referred to 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.

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 is able to reach out and meet the needs of so many people in our community and make a real difference to their lives.



Achievement and performance

Schools



Rap star

Kian is a pupil at Nugent House School, and is a keen rapper, has made recordings previously and continues to write, it is a driving force in his life.

Recently Kian recognised the potential of Nugent's laccord values and focussed his creativity on them, and with one of our staff, Lotte, developed the laccord Rap.

Our marketing team met with Kian and Lotte at school and recorded them both performing Kians' latest work.

The piece is based on Nugent's laccord values which outline a series of behaviours that are the foundation of our beliefs and our behaviours throughout Nugent.

Nugent House School have taken them on board and developed them into the curriculum to tie in the themes to classroom work.

You can watch Kian's rap at wearenugent.org.

54
Special education for 54 children and young people with behavioural difficulties.

The School Social Work service supported 88* young people.

*Includes: 20 EHAT's**

Nugent describes its charitable activities under four main families; *Schools, Homes, Families* and *Communities*.

Homes

69

24-hour residential care and support for 69 children, young people and mothers with babies.

24-hour residential care and support for 78 older people.

78

22 24-hour residential care and support for 22 individuals with mental health difficulties and two respite placements.

Also: 24-hour residential care and support for 18 individuals with an acquired brain injury; Day care for 4 older people.



Families: Nugent Adoption



192

192** enquiries into our adoption service.

15 children were placed with 12 families - 9 individual children and 3x sibling groups of 2 children.

15

** 68 domestic adoption enquiries; 124 access to records enquiries (Nugent, 45, Shrewsbury, 19, Leeds, 43, Middlesbrough, 14, Hallam, 3).

Communities

66

Providing housing related support to 66 people.

275

275 people attended 24 BSL masses.

292

292 people supported by the Gubay Crisis Fund.

140

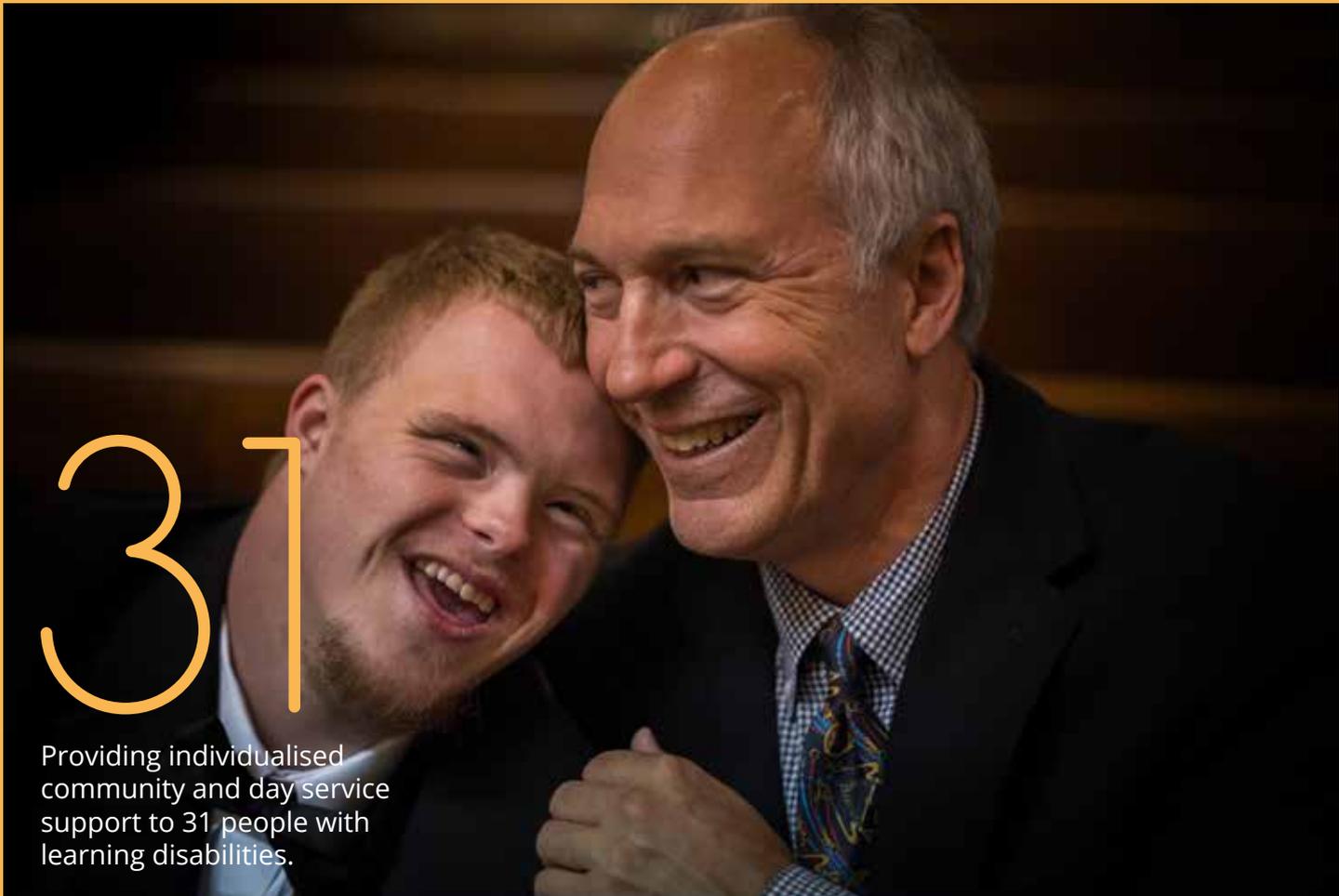
Over 140 local children and families benefited from the Christmas Panto at St John Stone, self-funded by the fundraising volunteers at Place2be St John Stone.

16,000

Over 16,000 hours of voluntary support this year from 210 volunteers.

Also: Horticultural programmes for 7 individuals with learning disabilities; Providing housing support to 11 people in supported tenancies with learning disabilities; Providing community support to 31 people in supported tenancies with mental health difficulties; Provided a community support service to over 70 individuals with learning

difficulties and their carers; Over 140 local children and families benefited from the Christmas Panto at St John Stone, self-funded by the fundraising volunteers at Place2be St John Stone; 4 parishes involved in Community sponsorship, welcoming 18 refugees to a new life within the Archdiocese; 8 priests/deacons have received training in



31
Providing individualised community and day service support to 31 people with learning disabilities.

liturgical sign language; 444 Deaf people have received community support; 20 BSL masses have been organised; BSL/Deaf Awareness course delivered to 190 people; 40 people in parishes supported through catechist workshops; 19 children with learning difficulties supported to make Holy Communion; Lead on the 'In your

Name' parish appeal which raised over £20,000; Set up two community markets supporting approximately 90 people each week who live with food insecurity; Approved 84 Gubay Crisis Fund grants, which supported 292 children and adults in their time of crisis.



Developments in Services

Community Sponsorship Scheme

Three years on from the arrival of the first refugee family to be resettled by a community group in the UK, the Community Sponsorship Scheme continues to have a transformative impact on refugee families and Catholic communities.

Nugent is the lead sponsor for community sponsorship in the Archdiocese of Liverpool and is working with five parishes; two in Liverpool, one in Rainhill, one in Ormskirk and one in Warrington.

The Home Office and Local Authorities have been impressed with the patience, professionalism and dedication of Catholic projects. With training and support from Nugent, these projects are increasingly seen as exemplars of best practice in this important work.

Marydale Lodge

Marydale Lodge is the only secure children's centre in the country owned and operated by a charity. Following on from several years of operational challenges the home received an inadequate rating in October 2019. Following this rating, a significant culture change took place alongside significant improvements to the centre itself. The rating is now good with ambition to be outstanding.

Where we began the change:

- We identified and implemented a skilled project team.
- Analysed the current processes and systems in place.
- Identified the existing methods of communication.
- Identified existing IT systems to implement.
- Planned improvement to living areas and activities.
- Reviewed existing safety and security processes, including Governance reporting methods.
- Analysed existing staffing structure and rostering.
- Reviewed working partnerships with Health and Education teams.

What we improved:

- From tired and old to bright and fresh furniture.
- Projectors, rugs, bean bags, party activities and a hot tub.
- Chickens, hamsters, rats, guinea pigs, lizards, gerbils, budgies, tropical fish.
- Archive, clear and reconfigure of offices.
- Introduction of electronic means of recording,

-
- banding system and recreational time.
- Improved communication (Nozbe, Daily Briefing, Meetings).
 - Implemented Governance mechanisms using check sheets to ensure greater oversight.
 - Transparent scrutiny, answering questions, hosting visits, empowering staff to make decisions.
 - Introduced a new staffing roster and structure, recruitment and training.
 - Tablets for Young People within the Living Area Improved training compliance - PRICE and Safeguarding at 100%.

These are just some of the steps we took in this journey along the Road to Outstanding.

We have identified a Registered Manager. Ensuring they are the right person with a passion and drive to deliver outstanding outcomes for young people remains a vital piece of the overall plan for Marydale Lodge. We continue to recruit more SCCWs and CCWs, ensuring they receive comprehensive initial training prior to starting, providing them with the necessary skills to be successful.

This is supported with the continued roll out of training for existing staff ensuring all members of

the team can meet the needs of the young people in our care. At all levels, we have acknowledged where our provision was not good enough and collectively set about changing the direction we were going in. We have bought into the vision of what Marydale Lodge should be achieving and worked hard together to make huge strides towards that vision.

Nugent House School

Following many months of interim headship, in November 2019 we appointed a new Headteacher to Nugent House School. On appointment, a full review of the school's curriculum and behavioural policy took place as well as outcomes for children. We acknowledged that there was significant room for improvement. In January, the new Headteacher undertook a significant culture, values and behaviour change at the school. Alongside of this a significant facility upgrade was taking place to move our primary provision to an area of the school more suitable. In March, there was an Ofsted visit that although saw the rating of the school lower from 'Good' to 'Requires Improvement' the report is something we are very proud of. The first lines of the report read;

"Nugent House is a place where pupils are 'loved fiercely' and helped to overcome their considerable barriers to learning. Pupils' personal development

is nurtured, and they thrive in the care of dedicated staff."

Incidents have significantly decreased and learning outcomes have increased. Staff are aligned to the culture and values of the school and this is a key driver for continued improvement throughout 2020/21. We will see the curriculum develop to further improve outcomes for young people.

New Services Development

The Chester Mental Health Floating support service was opened in October 2019 and supports 18 people with Mental Health issues and daily living needs. Working in partnership with care co-ordinators and Community Psychiatric Nurse's we are able to on-board as many referrals as we are able to and the service has a fluctuating capacity. We are hoping within the next six months to double the number of people we support.

Nugent created a Multi Academy Trust (operating as Nugent Academy Trust). It is currently empty.

Service Closures

James Nugent Court was closed in December 2019 due to financial unattainability due to the low value of statutory bed fees.

Other Developments

Culture of Excellence Framework (Compliance, Governance and Risk)

The development of our governance framework, a Culture of Excellence, continues to evolve at a rapid pace.

Advancement of Governance across Nugent

Following investment by the Trustees to support the implementation of a new governance system to monitor compliance across Nugent's services, the Culture of Excellence Framework was refined and embedded into existing processes. The Framework has led to a baseline standard across services enabling monitoring of compliance against regulatory expectations and aligned with Nugent values.

The key fundamental aspects of the Culture of Excellence Framework include:

- Regular auditing of services
- Completion of daily, weekly, and monthly compliance checklists by services
- Collation of identified actions using Service Improvement Plans

Throughout 2019/20, services have been regularly audited by Nugent's Governance Team, with identified actions captured on the Service Improvement Plan for the audited service, along with actions identified in regulator and independent inspection reports. Service Managers have been supported to resolve identified actions resulting in improved levels of compliance.

The implementation of daily, weekly, and monthly checklists enabled services to self-audit on a regular basis, with the results analysed by the Governance Team. By the end of March 2020, there were approximately 17,000 compliance checks being conducted by services each month, with a cumulative total of almost 96,000 checks since their implementation.

To support the increased level of compliance monitoring, a new Events Reporting System was devised to replace the SIRF incident reporting method. The introduction of technology to aid the reporting of incidents not only allowed more accurate data to be harvested, it also ensured that critical incidents were highlighted to Trustees, CEO, and ELT earlier, allowing remedial action to be initiated sooner. An additional benefit to migrating to more technological solutions and improved staff familiarity with such systems, was the number of incidents being recorded on Caresys, further improving our ability to better analyse how our services were performing.

A number of monthly dashboards were designed to enable the data to be easily viewed and issues identified, covering Trustees, ELT, and service level staff. Each dashboard was created to provide assurance of the compliance assessments being undertaken, analysis of service delivery and identification of trends. At the end of 2019/20, this information was used to produce an annual dashboard report showing progression throughout the year.

Evolution of the Governance Framework

As Nugent embarks on its ambitious journey to deliver the objectives set out in the Being Outstanding Strategic Plan for 2020/25, the Culture of Excellence Framework will evolve to better support the delivery of the objectives. Under the leadership of the Trustees and CEO, our framework will not only monitor compliance, it will actively identify services who are achieving, or positively moving towards, outstanding service for our beneficiaries, as well as demonstrating outstanding quality improvements to our Trustees, stakeholders, staff and communities. This will be achieved through the introduction of the following:

- Levels of compliance will be awarded a star rating, with the baseline standard rated as one star. Services will achieve 2 and 3 stars when performance exceeds the audit requirement.
- Proactive monitoring for best practice across the industry.

- Assessment of staff behaviours and service compared to training delivered, encouraging training to be tailored to better suit the services we provide.
- Introduction of a non-conformance stage for managing critical events, and actions that reach 60 days without resolution - ensuring the completion of actions is time bound.

Furthermore, our framework will require analysis and cross reference of all Service Improvement Plans to be undertaken, to identify trends and concerns earlier, and improving the information available to Trustees and the CEO. This will include the monitoring of all Events Reporting System entries, and early identification of critical issues.

The evolution of the Governance Framework will positively support all aspects of Nugent services, and will play a role in securing a bright future for the charity and the people it serves.

Communication

- Employee SharePoint intranet.
- Regular updates on Social Media (Facebook, Twitter and LinkedIn).
- Employees are consulted and informed on issues of concern to them by means of regular staff meetings.

- Yearly Leadership Summit in April for the leaders of the organisation to be involved in the development of yearly business plans.
- Yearly Start of the Year Conference for all staff and volunteers.
- Emails from the CEO on issues of significant concern or interest.
- Regular e-newsletters from the Governance Department.
- Executive Leadership Team member visits to projects.
- An 'asknormandie' email address for staff to directly communicate with the CEO.
- Regular attendance of Trustees at meetings across the charity.
- The charity offers an exit interview for all staff resigning from the organisation.

Equal Opportunities

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.

Equality Diversity and Inclusion in 2020/21

Following the death of George Floyd in the United States, the issue of systemic racism and anti-racism work has been highlighted. Nugent has taken time to reflect on these issues and issued an anti-racism statement through the CEO and supported by the Trustees. Following months of learning and reflection, Nugent also published in August 2020 an inclusivity statement and an anti-racism pledge.

Anti-Racism Statement from Normandie Wragg, Nugent CEO

Over recent weeks there have been important conversations around the issue of race. Nugent, as an organisation whose mission it is to care, protect, educate and inspire people, must hold a mirror to itself and consider how it can learn, adapt, and evolve

in response to these important issues, both internally and externally. We aim to have the courage to take a stand on inequality and be honest as to where we can improve. Our values mean everything to us -we all deserve dignity and respect.

Every human person, regardless of religion, culture, nationality, orientation or economic standing has a right to dignity. Each one of us is unique and beautiful. We are called to treat every person and every creature with loving respect and compassion. I do not pretend to have the answers to these important issues, however, I am proactively listening, reading, watching, and self-reflecting, as well as acknowledging my privilege. Personally, and in my role as CEO, I am being more vocal in highlighting issues of racism and inequality, and to support vital anti-racism work in opposing racism and promoting inclusion. I ask you to join with me in supporting this vital work in the interest of human dignity.

Nugent's Inclusivity Statement - Nugent Heroes

Some may call the people who work for them, staff, or employees. We call them heroes. The people we care for, protect, educate and inspire come from all walks of life and so do we. We hire great people from a wide variety of backgrounds, not just because it's the right thing to do, but because it makes our charity stronger. Our values mean everything to us. 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.

Anti-Racism and Equality Pledge

We need the ambition and optimism to look for a brighter future for all of our beneficiaries and staff. We will start by:

- The amplification of Black or Asian or Ethnic Minority (BAME) voices*¹
- We will start by sharing the Catholic Association for Racial Justice's (CARJ) statement on the death of George Floyd, and in response to CARJ's recommendation will increase our equalities training to include anti-racism training for our staff, volunteers and Trustees.
- Supporting our Trustees in actively looking for BAME representation on the Trustee Board.
- We will support the development of a working group to openly and transparently discuss how we, as an organisation, can challenge our ways of working to be more inclusive and anti-racist; covering, but not limited to:
 - Convening an independent listening group and inviting interested staff to have a conversation on race.
 - Following conversations and feedback with our staff, review this pledge to ensure that our pledge remains relevant.
 - Ensuring that our recruitment and retention process are even more objective and further reduces risk of unconscious bias and discrimination.
 - To set a pledge for Nugent to increase BAME representation in the organisation to match the ethnicity profile of the Liverpool City Region 13.8%.^{*2}
 - Reviewing our policies on inclusion, equalities and diversity.
 - Review our services to identify where we could improve our offer, and culture to support our BAME beneficiaries.
 - We will review our behaviour statement expectations, in line with our values, to actively include being anti-racist.
 - Publishing an Inclusivity Statement on our website and publishing in all our HR processes.
 - We will review our counselling provider to ensure that they are able to meet the emotional needs/wants of our BAME colleagues.

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- Including further work on anti-racism through delivery of our services and education, through our Pathways and Partnerships element of our plan.
 - Convene workshops for managers and staff and on diversity, hate and religious crime. We will work with other individuals and providers, preferably local charities, who are experienced in providing this work.
 - We will conduct an Equality Audit on with our services and our charity, share the findings and respond to the recommendations.
 - Being transparent in learning from objective HR data on ethnicity within our charity and responding to our findings.
 - Developing an Equalities, Diversity and Inclusion Strategy (race inclusion, age diversity, disability, gender equality, orientation, religion and belief).

*1 Nugent recognises that there are many people from ethnic minority communities in the UK and from overseas who do not identify themselves as being Black or Asian or Ethnic Minority (BAME), but whom because their ethnic origin, language, culture or religious differences share a common experience of racial discrimination and inequality. We acknowledge the term BAME is limited, however we would encourage anyone who identifies with experiences of racial discrimination to take part in the listening sessions.

*2 Data identified as of June 2020. Currently our ethnicity data demonstrates Nugent has 10% BAME representation based on available ethnicity 535 staff. 120 staff were not counted in this data due to no ethnicity data being available. The actual representational figures are expected to be lower due to other data not being available.



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 decreased in value by £5,913,000 to £4,286,000 (2019: £10,199,000). This included the disposal of part of the

portfolio during the year amounting to £5,165,000. The portfolio produced an income stream of £247,000 to support our charitable activities.

The fair value of investment property at the year-end amounted to £143,000 (2019: £310,000) and relates to a legacy property with a value based on an informal valuation following a review of similar properties. Investment property in the form of land was disposed of during the year at a value of £170,000.

Reserves policy

Nugent 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 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.

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- 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 (being 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 increased by £1,313,000 this year to produce an accumulated surplus of £757,000.

The Trustees have assessed the attendant risks and are satisfied that, given that the charity's operations are substantially funded from statutory sources, the level of resources is sufficient to meet them.

Income

Total

2018/19	£19,743,000
2019/20	£17,466,000

Schools

2018/19	£2,861,000
2019/20	£2,557,000

Donations

2018/19	£214,000
2019/20	£187,000

Residential Homes and Individual Day Services

2018/19	£14,223,000
2019/20	£13,115,000

Legacies

2018/19	£13,000
2019/20	£500

We also had grant income of **£429,000**.

Expenditure

Total

2018/19 £20,915,000

2019/20 £21,002,000

Schools

2018/19 £3,355,000

2019/20 £3,188,000

Residential Homes and Individual Day Services

2018/19 £16,047,000

2019/20 £16,324,000

Childrens, Adults and Community Services

2018/19 £1,160,000

2019/20 £1,145,000

Expenditure includes an accrual for holiday pay not previously recognised. At 31 March 2020 this totals **£296,000**.

Surplus/Deficit

The Statement of Financial Activities shows Net Expenditure of £4,281,000 after taking into account gains on investments of 745,000. This is compared to Net Expenditure of £481,000 in 2019.

Nugent's Strategic Plan is ambitious and rigorous in order to turn around the financial performance of the charity.

Nugent continues to operate within a difficult environment as a result of the financial constraints placed on Local Authorities with regard to the funding of adults' and children's homes. Fee increases are difficult to obtain from Local Authorities.

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

Marydale Lodge

The refurbishment works to the bedrooms at Marydale lodge are now complete at a cost of £880,659. This represents an overspend in the

grant funding made available of £44,531 (5.3%). This was due to enhancement to the IT infrastructure, changes to the work schedule (two rooms at a time as opposed to six) and variations to the specification during the works such as Corian doors rather than timber. All invoices are now discharged and grant received.

Applications for six additional grants were lodged following invitation from DfE. These totalled £113,111 and were granted in respect of:

- CCTV improvements
- Keytracker security system
- WC locks on corridors
- Dining Room furniture
- InVentry visitor system
- Replacement control panel doors

Subsequently the Keytracker security system application was varied to include additional works to improve the admissions journey for young people adding a further £18,534.00 to the funding. These works are now complete save for the additional works to the admissions corridor which are waiting on the fabrication of the specialist door frames which are due in August 2020.



Lime House

Following the review of the Fire Risk Assessment for Lime House additional capital works were identified in respect of fire safety. These included:

- Compartmentation survey and improvement to the basement
- Replacement of notional fire doors to ensure sufficient separation
- Installation of additional fire doors to ensure sufficient separation
- Installation of two additional fire escape routes to ensure timely evacuation

Works were tendered at £283,000 and delivered in 3 phases: Fire Doors; Basement compartmentation and fire escapes. Works are complete to phases 1 and 2 with phase 3 due to complete in July 2020, subject to any final account variations works are on time and on budget.

Nugent House School

Nugent House School benefitted from a number of initiatives during the course of 2019/20 including:

- 490 internal hours of cyclical and targeted decoration
- Repairs to the defective chimney to main building
- Replacement of the heating boilers

- Refurbishment of the dining room
- Refurbishment of Segal House and the relocation of ACE provision
- Relocation of Primary provision
- Repairs and works to staff car parking
- Security fencing works
- The formation of a multi function suite in the main building allowing increased agile working and so Senior and Executive presence on site.

Total investment in the works extended to £200,000 +. Agreed virements within budget lines allowed the following projects to be initiated at zero increase to school budget.

Land Disposals

The land at 38 Newarth Lane, Hesketh Bank

The land at Newarth Lane was sold in June 2019 for £170,000 following a number of abortive offers. The Residential premises were refurbished at a cost of circa £15,000 and now generate a rental income of £6,000 pa by way of rent though an Assured Shorthold Tenancy agreement. The value of the property has also been increased by some £30,000.

The land on the East side of West Lane Formby

Following the break down in negotiations between

the purchaser and LPA in respect of planning permission for the residential element of the proposed scheme both parties agreed to rescind the contract for sale to allow Nugent to progress alternative opportunities.

Negotiations are ongoing with other bidders in a rapidly evolving landscape. The Formby Neighbourhood plan was adopted in late 2019 affecting land values.

Ravenmeols Lane, Formby

An offer of £275,000 on the site has been accepted and exchange is expected shortly with planning and commensurate completion allowed within the contract for 24 months.

The former Blackbrook House site in St Helens

The proposed disposal continues to be on hold whilst alternative redevelopment options as a Nugent service are considered.

Lower field, Billinge

Unsolicited offers and development plans for Nugent House School have prompted a discussion in respect of the value of the field to Nugent operations. The field has been recommended for disposal to fund the aforementioned development.

Clarence High School

Clarence High School continues to be the subject of numerous unsolicited offers of sale. These are held on file pending Trustee agreement for disposal. It has been recommended that the site be disposed in conjunction with West Lane Field to improve values on both plots

Fundraising

Nugent is registered with the Fundraising Regulator and has an Ethical Fundraising Statement:

- We respect the rights of our Donors and supporters to clear, truthful information on the work of Nugent. We manage Donors' information responsibly.
- We comply with the Charity Commission and UK law in every respect including openness and honesty with our donors, supporters and members of the public.
- We do not employ any external fundraisers to contact members of the public to obtain donations. We never 'cold call' a member of the public either by telephone, door to door contact or stop people in the street to obtain donations.
- We have never sold or passed on any data or donor information.

-
- We do not accept gifts or donations if they are from a source that is that is said to be ethically dubious, or whose behaviour is inconsistent with the aims of the charity.
 - All fundraising undertaken by Nugent is conducted in an ethical, honest and transparent basis.
 - Spending on fundraising and administration is kept as low as is cost-effective.
 - We put the interests of our donors at the very heart of our fundraising activity. We value our donors and supporters and connect our donors to the cause at every opportunity.
 - We act in the best interests of the Charity when deciding to accept or refuse a particular donation.
 - Our website provides clear information on how people can remove themselves from mailing lists.
 - Nugent is a fully paid up member of the Fundraising Regulator and complies with the Fundraising Regulator's Code of Fundraising Practice.
 - This promise outlines the commitment made to donors and the public by fundraising organisations which register with the Fundraising Regulator. Those who register with the regulator agree to ensure their fundraising is legal, open, honest and respectful.

Additionally;

- The standards for fundraising are set out in the Code of Fundraising Practice.
- We provide information on our website linked to the Fundraising Regulator and to the Nugent Governance department should an individual wish to complain.
- Nugent has a Fundraising Promise.

Nugent's Fundraising Promise

We will commit to high standards

- We will adhere to the Fundraising Code of Practice.
- We will monitor fundraisers, volunteers and third parties working with us to raise funds, to ensure that they comply with the Code of Fundraising Practice and with this Promise.
- We will comply with the law as it applies to charities and fundraising.
- We will display the Fundraising Regulator badge on our fundraising material to show we are committed to good practice.

We will be clear, honest and open

- We will tell the truth and we will not exaggerate.

-
- We will do what we say we are going to do with donations we receive.
 - We will be clear about who we are and what we do.
 - We will give a clear explanation of how you can make a gift and change a regular donation.
 - Where we ask a third party to fundraise on our behalf, we will make this relationship and the financial arrangement transparent.
 - We will be able to explain our fundraising costs and show how they are in the best interests of our cause if challenged.
 - We will ensure our complaints process is clear and easily accessible.
 - We will provide clear and evidence based reasons for our decisions on complaints.

We will be respectful

- We will respect your rights and privacy.
- We will not put undue pressure on you to make a gift. If you do not want to give or wish to cease giving, we will respect your decision.
- We will have a procedure for dealing with people in vulnerable circumstances and it will be available on request.
- Where the law requires, we will get your consent before we contact you to fundraise.

- If you tell us that you don't want us to contact you in a particular way we will not do so. We will work with the Telephone, Mail and Fundraising Preference Services to ensure that those who choose not to receive specific types of communication don't have to.

We will be fair and reasonable

- We will treat donors and the public fairly, showing sensitivity and adapting our approach depending on your needs.
- We will take care not to use any images or words that intentionally cause distress or anxiety.
- We will take care not to cause nuisance or disruption to the public.

We will be accountable and responsible

- We will manage our resources responsibly and consider the impact of our fundraising on our donors, supporters and the wider public.
- If you are unhappy with anything we've done whilst fundraising, you can contact us to make a complaint. We will listen to feedback and respond appropriately to compliments and criticism we receive.
- We will have a complaints procedure, a copy of which will be available on our website or available on request.

-
- Our complaints procedure will let you know how to contact the Fundraising Regulator in the event that you feel our response is unsatisfactory.
 - We will monitor and record the number of complaints we receive each year and share this data with the Fundraising Regulator on request.



**COMMUNITY
FOOD MARKET**

KIRKDALE
SINCE 2019

Operated by

 together we are
nugent

 Micah
Liverpool

Supported by

 **FareShare**  **Sainsbury's**

Marketing materials provided by Nugent, 38 Edge Lane, Liverpool



Future plans

Following the Trustees agreement in principle to the future direction of the charity a new Strategic Plan entitled 'Being Outstanding', was developed.

Priorities and direction

Our goals for 2025 strategy are to:

- Increase to a £25-30m Annual Turnover commensurate with 10% sustainable annual surpluses.
- Return to £11m of Investments.
- Ensure we have an optimal level of Reserves linked to risk.
- Dispose of un-realised assets reinvested for return/charitable objects or held for specifically identified future purpose.
- Decrease our Unrestricted Income to 90% of turnover (diversifying income portfolio).
- Increase our Fundraised Income to 5% of turnover.
- Increase our Grant Income to 3% of turnover.
- Increase our income from investments to 2% of turnover.
- Reduce central support costs by 2% over the strategic plan period.
- Increase our positive annual operating cash flows (cash generation in operations greater than cash consumption).

- Expect 'Outstanding' regulatory ratings.
- Be Leaders in Therapeutic Focus.
- Demonstrate outstanding Beneficiary outcomes.
- Demonstrate and promote reliable and responsible outcomes measurement.
- Be an employer of choice.
- Be value-led ambitious leaders.
- Be an eco sustainable organisation.
- Be recognised for outstanding physical environments.
- To have excellent technology that helps us in our work.
- To be a culturally competent organisation.

Therapeutic Connection

Where we want to be:

- We want to be a leading provider for 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.
- We want to offer a holistic therapeutic environment where children and young people feel 'contained', are able to develop secure attachment behaviours, feel safe, feel empowered to communicate and participate.

-
- Our therapeutic model and interventions will be evidence based and compliant with current best practice guidance.

Plans

- Possibility of new modular school at NHSch and improvement to the existing building (within next five years).
- Potentially to sell Central Office (Edge Lane) in the next three years - utilising a mixture of environments to provide a support function or to deliver services.
- 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 three new children's homes in the next five years.

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 in relation to 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.

Structure, governance and management

Organisational structure

In 2015 the charity revised its Trust Deed. The Archbishop of Liverpool is now noted as the 'President' of the charity and the role of 'Controller' has been removed. The Archbishop of Liverpool, in accordance with the powers vested in him by the Trust Deed, appoints one Nominee to the Trustees. Further Trustees are appointed by a resolution of the Trustees in accordance with the powers vested in them by the Trust Deed.

Additionally, the Trustees, in accordance with the powers vested in them by the Trust Deed, appoint all members of the Governing Body. Governing Body members are recruited via an Equal Opportunities recruitment process to ensure a balance of skills and experience to oversee strategic and operational objectives. All new Trustees and Governing Body members undergo an induction process, and on-going training and yearly appraisal is conducted.

Related parties

Nugent is linked with the Roman Catholic Archdiocese of Liverpool and the incumbent Archbishop is the President of Nugent. This link is a contributing influence on the ethos, culture and objectives of the charity.

Nugent Social Enterprises CIC* (NSE) was formed by Nugent. The company is a community interest company and as such is a separate entity from Nugent but its activities are controlled by the NSE Board of Directors. The activities of NSE are not considered material to show a true and fair view and have not been consolidated into these accounts.

NSE was incorporated on 23 December 2013 and began trading in May 2014. It ceased trading as The Courtyard in May 2017 and the company is currently dormant.

Nugent Multi Academy Trust (operating as Nugent Academy Trust) was incorporated on 26 September 2019. The company is an academy trust and as such is a separate legal entity from Nugent. However, the Corporate Trustee Nugent Care 2019, Normandie Wragg, Nugent CEO and Alan Dean, current Trustee and Director of Nugent Care 2019 are the members of the Academy Trust and are registered as persons with significant control over the entity at Companies House.

Risk management

The Trustees examine and review the significant strategic, financial and operational risks that the charity faces. They have established systems and structures for ongoing identification and

monitoring of risks, and receive regular written reports relating to the operations and finances of the charity in all relevant respects.

The Trustees have regard to the recommendations contained in 'Guidance on Risk Management, Internal Control and Related Financial and Business Reporting' issued by the Financial Reporting Council in pursuit of sound Corporate Governance. The Trustees are satisfied that all reasonable steps are being taken to manage all identified risks.

Reference and 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'.

Registered charity number

222930

Changes to Trustee Structure 2020/21

In February of 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;

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

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 steps are being taken by Brabners to update 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 the 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.

Principal address

99 Edge Lane
Liverpool
L7 2PE

Trustees

Mr M Boardman
(Date of cessation 31 March 2020)

Mrs K Batt
(Date of cessation 31 March 2020)

Mr JP Dennis
(Date of cessation 31 March 2020)

Father M Fitzsimons (chair)
(Date of cessation 31 March 2020)

Mrs Susan Worden
(Date of cessation 31 March 2020)

President

Most Rev Archbishop Malcolm McMahon OP

Central Governing Body

Mrs K Batt
(Date of cessation 31 March 2020)

Mr J Berry
(Date of cessation 31 March 2020)

Mr M Boardman
(Date of cessation 31 March 2020)

Mr JP Dennis
(Date of cessation 31 March 2020)

Ms M Ennis
(Resigned 31 March 2020)

Father M Fitzsimons
(Date of cessation 31 March 2020)

Mrs S Johnson
(Date of cessation 31 March 2020)

Mr D O'Connor
(Resigned 31 March 2020)

Mr W Stead
(Date of cessation 31 March 2020)

Mr A Dean
(Date of cessation 31 March 2020)

Mrs S Worden
(Date of cessation 31 March 2020)

Mrs N Sampson
(Date of cessation 31 March 2020)

Nugent Care 2019 Sole Corporate Trustee of Nugent Care

Nugent Care 2019 Trustees

Mrs K Batt
(Date of Appointment 1 April 2020)

Mr J Berry
(Date of Appointment 1 April 2020)

Mr M Boardman
(Date of Appointment 1 April 2020)

Mr JP Dennis (Vice-Chair)
(Date of Appointment 1 April 2020)

Father M Fitzsimons (Chair)
(Date of Appointment 1 April 2020)

Mrs S Thomas nee Johnson
(Date of Appointment 1 April 2020)

Mr W Stead
(Date of Appointment 1 April 2020)

Mr A Dean
(Date of Appointment 1 April 2020)

Mrs S Worden
(Date of Appointment 1 April 2020)

Mrs N Sampson
(Date of Appointment 1 April 2020)

Chief Executive Officer

Ms Normandie Wragg MA, NCW

Chief Operating Officer

Mrs Liz Jackson, CQSW (Resigned 30.09.2019)
Mrs Elizabeth Ambler (Appointed 04.11.2019)

Chief Governance Officer

Mrs Joanne Henney

Chief Finance Officer

Mr Adrian Bloor

Auditors

Malthouse & Company
Chartered Accountants and Statutory
Auditors

America House
Rumford Court
Rumford Place
Liverpool
L3 9DD

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 LLP

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

Martin Currie Investment Management
Limited

Saltire Court
20 Castle Terrace
Edinburgh
EH1 2ES

BlackRock Investment Managers
12 Throgmorton Avenue
London
EC2N 2DL

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

Covid 19 Pandemic

During the 2019/20 financial year, we saw the advent of a global pandemic. This event has had a significant impact on the health and well-being of communities and the economy. In the third sector, many organisations have seen a loss of revenue and increase in demand for services combined with staffing shortages, Covid infections and staff and beneficiary deaths.

Our Initial Response

Our emergency response protocols were implemented on 18 March 2020, which saw each service identify and update their local emergency response plan, and opened our Gold Command Suite. The purpose of the Gold Command Team was to identify and mitigate risks to supply chain and procurement, communications, remote working, and finance, to devise and implement new processes, and put in place new communication channels to ensure all staff and beneficiaries were kept up to date with the latest information. The majority of our systems were cloud based and therefore communication between services and support staff who may have been remote, was easily mitigated.

Some of the processes that were implemented include:

- A Covid 19 Incident Management Log.
- Dedicated Coronavirus information SharePoint site.
- An electronic and cloud based App called Nozbe that facilitated communication between members of the Gold Command Team and to ensure a record is maintained of steps and decisions to allow review to take place when required. Allowed specific monitoring of Government information being published and immediate update of information on the Coronavirus SharePoint site, updating staff frequently asked questions, as well as maintain a record of decision-making at all levels of the command structure.
- Bi-weekly CEO Covid-19 Communications Update to all staff.
- Weekly Covid 19 update to Trustees.
- Redeployment of staff across services.
- Robust remote working systems (utilising our IT systems).
- Stakeholder communications.
- Response to staff concerns.
- Daily and weekly update spreadsheet for all services Used to monitor PPE stocks, absence

with Covid-19 symptoms, staffing levels, agency usage, and provide a means for services to report Covid-19 issues immediately.

- Covid-19 electronic Dashboard that provides service specific data on a range of areas including, staffing, length of time staff absent with Covid-19 symptoms, redeployment of staff and staff skills.
- Supply chain and procurement (food and PPE).
- Risk Assessment.

This system of review and mitigation proved extremely sophisticated and effective. There is a direct correlation between our early response to the pandemic, a robust and rigorous incident response, staff competence (as a direct effect of clear guidance) and our avoidance of infection. During the pandemic CQC conducted three remote inspections of our Adult residential care homes and all were strong position to evidence their care and response.

PPE and Supply Chain

Generally, we have not experienced any real issues with sourcing PPE or our supply chain. In preparation for an increase use in PPE, we reviewed our Needs Assessments for each service and increased stock levels where appropriate. To ensure we could mitigate any disruption with

accessing PPE, we consistently held approximately 3 months stock. This remains our position at the current time as we plan ahead for recurrent waves of the pandemic.

Impact on Services

From December Nugent had been observing the reports emerging from China and Italy about the impact of Covid on the health of the community. As such, Nugent swiftly moved into the restrictions of visitors at care homes and moved to protect our beneficiaries, prior to the official government lockdown. With our initial efforts, particularly over the first few days, we were able to maintain our levels of service across all aspects of the Charity. As a health and social care provider the majority of our services remained open and operational throughout lockdown, however our charity shops, and community services were put on hiatus following government guidelines. Support services moved to working remotely, largely from home.

- We embedded processes at Nugent House School to ensure that it remained open. This was achieved through a system of remote working for staff where appropriate, enabling these staff to devise teaching packs for children who couldn't attend school, and the provision of school meals. Alterations were made to lessons for those attending school to ensure the service remained safe.

- The Charity Shop was closed due to our following of Government guidance. Prior to its closure, the charity shop was operating in a safe manner, adhering to social distancing and cleaning methods. It reopened on 15th June 2020 and has been inundated with donations which is testament to its standing in the local community.
- All other services continued to operate. This was achieved through the introduction of PPE where appropriate, and a rigorous cleaning regime. Whilst visitors to services were minimised to essential visits only, beneficiaries were encouraged to maintain contact with family and friends through video calls and supported by staff.
- We reduced all visits by Nugent support services to essential visits only. Whilst this has reduced physical visibility of the services for support staff, this has been mitigated with the introduction of the daily and weekly update spreadsheet. Services have continued to work through SIP actions and have been supported by Governance and other departments to close actions.

Impact on Staff, Volunteers and Beneficiaries

Our staff, our heroes, continued to work throughout the pandemic. Those who were

shielding were furloughed (less than 1%) when the scheme was announced.

We took the decision to only furlough those staff who were required to shield or had care responsibilities for others who were required to shield, subject to them providing a letter from their Doctor.

The total staff that were furloughed was 29, broken down as follows:

- Shielding = 29
- Care responsibilities = 10

The requirement to shield finished on 31 July 2020 and all staff returned from 1 August 2020.

We experienced high levels of sickness within the organisation however these were not directly attributable to Covid infection, but to anxiety and fear about the pandemic itself.

In order to mitigate staff absences and to continue to provide a safe environment for our beneficiaries, we redeployed staff across the organisation from services that were furloughed or staff, including senior managers, from support services (with appropriate training and recruitment checks) to cover gaps at front line services. We increased the efficiency of our recruitment process

to bring in and train new staff, utilising the internet for assessment centres and interviews and created a central point of access for our services to identify gaps in shifts and to re-deploy bank or part time staff where needed - keeping familiar staff within a consistent environment. Our conscious intention was to reduce the use of agency staff and thereby reduce the risk of bring in Covid from other services outside of Nugent. Volunteers were recruited and assisted at our community food markets which evolved to helping to deliver food hampers to at risk older people in our communities.

Many of our volunteers had to shield as they are over the age of 70. However, many volunteers continued to support the work of Nugent. The community sponsorship groups embraced new ways of supporting their families, WhatsApp videos, Zoom, Google duo were some of the platforms used. English lessons continued for our Resettlement Programme, over Zoom or the phone and some volunteers took to writing letters to their family.

We could not have run such a successful food market and delivery service without the commitment of our wonderful volunteer van drivers and food sorters at Epsom Street. The community food market was run from the car in all weather, our volunteers and Caritas staff

ensured that those who needed food and a friendly chat were there to support. Over 2000 people have benefitted from the weekly market to date.

As soon as was practicable, the charity shop volunteers returned to work alongside the charity shop manager and have enabled her to bring in bumper sales during the first few weeks of opening again.

As we have been operational there has been heightened anxiety amongst front line staff, with regard to providing services directly to beneficiaries during a pandemic. Nugent strictly followed government guidelines, according to the environments that it related to. We followed different guidance for residential care homes, children's homes, special independent schools, offices, community services, and retail. In order to communicate to staff, the constantly shifting guidance, we utilised our Incident Command protocols, a sharepoint site that contained information, resources, and FAQs and a weekly Covid update shared via Mailchimp (email). We furloughed our staff who were shielding which was less than 1% of our staff cohort. All staff continued to receive their wages on time. Sadly, we had one member of our staff who passed away, who prior to his death was not in work for some time due to a pre-existing illness.

At the time of writing this, August 2020, we have not experienced Covid infections or deaths in any of our homes, services, or school. A beneficiary of Integrated Community Services which was on hiatus during lockdown, sadly passed away in his family's home. Visits have been restricted during lockdown and as lockdown has eased, socially distanced outdoor and risk assessed visits have been facilitated.

Impact on Finance and Income Generation

Unlike many charities that have been adversely financially affected during the pandemic due to their reliance on fundraised income which was frustrated due to the inability to conduct fundraising events, Nugent has been in a much stronger position. Nugent's fundraised income is less than 5% of our total revenue, with 90% of our income derived from contracts with statutory authorities.

We took an early decision to defer all non-critical capital expenditure to manage our finance position.

The LCVS awarded us a £3,000 grant for Epsom Street Food Market.

HSBC agreed to a deferral of loan payments for an initial six-month period. Agreement was also

reached with HMRC for a 3-month deferral of PAYE payments until 24th June 2020.

We had productive conversations with HSBC which resulted in a suggested route to provide Nugent with the back-up of an extended overdraft facility.

We were successful in our grant application to LCR Cares and were awarded £3,000 for the community market.

HSBC processed and approved our Business Interruption Loan Scheme (CBILS) application arranged for 18 months allowing us time to sell one of the assets we have on the market.

We were successful in our application for a grant from the Albert Gubay Charitable Foundation. We were awarded £30,783, which was the full amount applied for, with a breakdown as follows:

- £13,000 Food Market.
- £15,000 Crisis Fund.
- £2,783 Staff costs to co-ordinate the above for four months.

Our fundraising department pivoted its plan for community events and translated these to online events. Members of the fundraising team, were diligently applying to community Covid grants to support the work that we were doing internally and in the community.

Impact on Investments, and Reserves

Due to the successful application of the CBILS loan, an extended overdraft, and continued revenue expected from our 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 re-invest into our services. Several land assets are currently on the market or will be placed on the market 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.

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. Revenue would also be impacted if we were not adequately staffed to provide our services to beneficiaries.

Although regulators have been limiting their visits during the lock down, 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. As our services are deemed essential, it is likely the case that our services will continue to be essential and therefore the risk to our future aims and activities would not have as much impact as businesses in the commercial sector or charities that are reliant on fundraising.



Statement of Trustees responsibilities

The Trustees are responsible for preparing the Report of the Trustees 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”.

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those 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;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the Board of Trustees on 3 December 2020 and signed on its behalf by:

Mr JP Dennis - Chair of Trustees

Closing statement

Malthouse & Company

We have examined the summarised accounts of Nugent Care for the year ended 31 March 2020 which comprises the statement of Income and Expenditure and Other Gains and Losses and the Balance Sheet.

This report is made solely to the charity's Trustees, as a body. Our audit work has been undertaken so that we might make this statement and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of Trustees and auditors

The trustees are responsible for preparing the summarised accounts. Our responsibility is to report to you our opinion on the consistency of the summarised accounts with the full annual financial statements and the Report of the Trustees.

Basis of audit opinion

We conducted our work in accordance with Bulletin 2008/3 'The Auditors' Statement on the Summary Financial Statement in the United Kingdom' issued by the Auditing Practices Board.

Our report on the charity's full annual financial statements describes the basis of our audit opinion on those financial statements.

Opinion

In our opinion the summarised accounts are consistent with the full annual financial statements and the Report of the Trustees of Nugent Care for the year ended 31 March 2020.

Malthouse & Company

Chartered Accountants and Statutory Auditors
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006

America House
Rumford Court
Rumford Place
Liverpool
L3 9DD



Accounts

Income and expenditure account and other gains/losses for the year ended 31 March 2020.

	31.03.2020	31.03.2019
	Total funds	Total funds
	£'000	£'000
INCOME AND ENDOWMENTS FROM		
Donations and legacies	617	835
Other trading activities	85	84
Investment income	247	372
Income from services		
Childrens', adults' and community services	824	799
Special schools	2,557	2,861
Residential homes and individualised support projects	13,115	14,223
Miscellaneous	10	9
Other income	11	560
Total Operational Income	17,446	19,743
EXPENDITURE ON		
Raising funds	345	298
Expenditure on services		
Childrens', adults' and community services	1,145	1,160
Special schools	3,188	3,355
Residential homes and individual day support projects	16,324	16,047
Miscellaneous	-	55
Total Operational Expenditure	21,002	20,915
Increase/(decrease) in market value of investments	(745)	691
Net movement in funds	(4,281)	(481)
Total funds brought forward	19,560	20,041
TOTAL FUNDS CARRIED FORWARD	15,279	19,560

BALANCE SHEET	31.03.2020	31.03.2019
	Total funds	Total funds
	£'000	£'000
FIXED ASSETS		
Tangible assets	10,358	9,956
Investments	4,286	10,199
Investments property	143	310
	14,787	20,465
Current assets		
Debtors; amounts falling due within one year	2,335	2,146
Investments	19	53
Cash at bank and in hand	547	14
	2,901	2,213
Creditors		
Amounts falling due within one year	(2,115)	(2,721)
Net current assets	786	(508)
TOTAL ASSETS LESS CURRENT LIABILITIES	15,573	19,957
Creditors		
Amounts falling due after more than one year	(294)	(397)
NET ASSETS	15,279	19,560
Funds		
Unrestricted funds:		
General	757	(556)
Designated - tangible fixed asses	9,023	8,768
Designated - investments	4,429	10,509
Restricted funds	14,209	18,721
	1,070	839
TOTAL FUNDS	15,279	19,560



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