



Our Year

Annual Report 2020/21



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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.

Our mission is to:

Care, educate, protect and inspire those in need.

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 2020/21.

This past year has been a time of dichotomies for Nugent, as we continued to operate and respond to our beneficiaries and our communities.

As I write this forward, almost 20 months after the UK first entered into the first 'lockdown', the day to day reality of Covid remains stark in our minds, and at the same time, part of our daily experience. The lasting impact of Covid on our beneficiaries and colleagues' health is yet to be fully experienced and the during next year or two we may see this present itself in unexpected ways.

During this year, we accelerated through several stages of our evolution plans, in terms of quality, IT, delivery and our commitment to not only the greater Merseyside area, but also our place within the global landscape.

In 2019, I wrote our '*Strategic Plan 20-25: Being Outstanding*' with the United Nations Sustainable Development Goals in mind. I also began the drafting of our first Environmental, Social, Sustainable and Governance (ESG) Strategy and the Equalities, Diversity and Inclusion (EDI) Strategy that sits within it.

In 2020, following an increased focus on inequality after the death of George Floyd, I took time to reflect, to learn, and to be curious as to where Nugent was in this matter.

We could do better and as such began an equality, diversity and inclusion journey that I expect we will be on for some time.

This journey began with an Inclusivity Statement and an Anti-Racism pledge. This evolved into the creation of staff forums and an EDI Assembly. I also drafted Nugent's first EDI Strategy and entered into consultation with colleagues and stakeholders.

We have increased our efforts to reduce poverty by committing to paying the Living Wage. I have also joined a Standing Action Group on Poverty and Life Chances working with other leaders in the Merseyside area.

Our focus on the environment will increase as we work together with the rest of the world to decrease our impact on our most valuable resource, our planet, so that there is a healthy and sustainable world for future generations to thrive.

Finally, I would like to acknowledge the passion and determination of our colleagues who have dedicated their careers to looking after others. I am humbled by the compassion that our staff share with the people in their care, particularly during the ongoing pandemic. Thank you to the organisations, individuals and groups that have supported and worked with us over the last year. You are all heroes of Nugent.



Normandie Wragg
Chief Executive Officer

Chair's message

I am delighted to introduce Nugent's Annual Report and Financial Statements for the year ended 31 March 2021.

The financial year that this report details closed whilst still in the midst of the Coronavirus pandemic.

This global crisis has since proved the most significant challenge that our charity has faced since its founding by Father Nugent 140 years ago. My fellow Trustees and I are extremely proud of the courage, dedication and compassion that Nugent colleagues and volunteers have displayed during these extraordinary times.

As we move through and hopefully 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 continue to develop our physical, and digital, fundraising efforts for a post-pandemic world, 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 dedicated communities.

Another important step has also been taken during this financial year, as we have published an inclusivity statement and an anti-racism pledge. 2020/21 was a year that Nugent pledged to increasing our commitment to Equalities, Diversity and Inclusion across the charity.

We now embark on the next chapter of Nugent's story with strong foundations including a robust financial plan, a solid framework for a culture of excellence, a new strategic plan allowing us to work towards continually being outstanding, and a growing reputation for our good work across the region.

I continue to be excited to be working with the Board, our CEO Normandie and the wider Executive Management Team in taking Nugent forward, putting in place the next key stones for the charity to thrive for a further 140 years.



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.

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. During the Coronavirus, we furloughed on average over the three lockdowns 3% of staff at peak, using the Government's furloughed job retention scheme ensuring that staff received 80% of their pay.



Charity Governance Code Alignment

The aim of the code is 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.

In December of 2020, Nugent's CEO instructed Nugent's Governance Department to undertake an audit of the charity's activities in line with the Charity Governance Code. The result of the audit indicated an 83% compliance rate with recommendations, which resulted in the following actions that were achieved and approved in March 2021.

- The development and approval of procedures relating to the CEO were improved and expanded – including a Remuneration Policy and a Disciplinary policy as suggested by the Code.
- An improved Board Assurance Framework was developed that included three new Board Committees, including, Finance and Investment (replacing the Trustee Finance Meeting), Audit

and Risk and Nominations and Remuneration. The Audit and Risk Committee will review any Whistleblowing concerns.

- Trustees annually meet with our financial auditors however; in September 2021 Trustees will meet the auditors without paid staff present.
- A 'register of interests' has been expanded.
- Safeguarding for Trustees was arranged for July 2021 with Trustees also having access to online learning.

A follow up audit will be conducted in November 2021 with results being shared with the Trustees in December 2021.

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 determine each executive's total individual remuneration package and set the targets for performance-related pay (if applicable).

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

Achievement and performance



Schools



Nugent House
School

59

**Special education for 59* children
and young people with behavioural
difficulties.**

schools



Homes

74

**24-hour residential care and support for 74
children, young people and mothers with
babies**.**



* 41 on roll, 18 leavers.

** Clumber Lodge will not be accommodating mothers and babies in 2021/22.

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

28

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

22

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

18

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



Families



nugent
adoption

156

156*** enquiries via Nugent Adoption

9

9 children were placed with 6 families - 3 individual children and 3x sibling groups of 2 children.

21

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

*** 49 domestic adoption enquiries; 107 access to records enquiries (Nugent, 40, Shrewsbury, 14, Leeds, 44, Middlesbrough, 8, Hallam, 1).

£23,000+

£23,000+ awarded in back pay to clients for successful benefit appeals.



Also: Providing housing support to 11 people in supported tenancies; Providing community support to 12 people in supported tenancies with mental health difficulties; Providing support to 18 people with mental health outreach;

Community Sponsorship – 18 refugees resettled; Faith development of children and adults with learning disabilities - 49; BSL and deaf awareness workshops attended by 24 people;

24

Providing individualised community and day service support to 24 people with learning disabilities



Regular contact with Deaf people including the monthly newsletter totals 115; Pastoral support for Deaf adults, total – 18; Volunteers active throughout the pandemic – 53; Benefit application forms, medical appointments,

mandatory reconsiderations, appeals and tribunal appointments – total 272.



Developments in Services

Community Sponsorship Scheme

Nugent became the lead sponsor for four Parishes to become community sponsors under the Home Office community sponsorship scheme. Bishop Eton, Childwall, St Anne's, Ormskirk, St Bartholomew's, Rainhill and a collective of three parishes in South Liverpool have all welcomed and supported a refugee family from Syria.

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 first arrival through to settled independence as part of their local community. In total 18 refugees (7 adults and 11 children) have been re-settled and are now leading independent lives in their new communities.

Our communities have been enriched by diversity and the cultural exchanges that have taken place. The welcome and support given by the volunteers in this project has been outstanding and is a direct response to the call of Pope Francis "*May every parish, every religious community, every monastery, every sanctuary of Europe, take in one family.*"

Marydale Lodge

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 provides residential.

Marydale is part of the national Secure Accommodation Network; an umbrella organisation made up of the nationwide Secure Childrens 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 creating sustainable outcomes. These case studies are based around innovative practice, exemplary multi-disciplinary approached to risk and the creation of complex metalizing and psychologically informed systems.

Marydale is excited to be a flagship secure children's home and has plans in the next 18 months to share the developments it has seen in the last 12 months to ensure we are part of shaping the future.

Nugent House School

In response to the Ofsted inspection in March 2020 and a self-evaluation, Nugent House School has continued to drive improvements in curriculum, teaching and learning. The reintroduction of AQA Awards has resulted in over 70% of the pupil population achieving recognition of skills and knowledge from Primary through to Sixth Form. In August 2020, 32 qualifications were achieved, twice as many as in 2019, with double the number of grades 3 and 4 awarded.

In September, a new safeguarding system, MyConcern, was introduced, allowing improved reporting and monitoring of the safety and welfare concerns of pupils. This has also improved communication with local authorities by being able to provide immediate chronologies and information relating to children and young people.

2020-21 also provided us all with unprecedented challenges with the arrival of COVID-19. As a school, we have responded through regular hand washing, social distancing and PPE and in October 2020, bubbles were formed to reduce the impact of any potential positive cases. The creation of bubbles allowed learning to continue and support to be provided. Staff adapted well, began to develop new skills and think creatively about the curriculum. We have also been able to induct new pupils during this period and ensured they have felt settled and welcomed despite a global pandemic.

Finally an application for Nugent House School to become a residential special school has been submitted (2021-22) which will provide much needed support, care, education and inspiration for vulnerable children and young people pending OFSTED approval. We are optimistic that we will open our residential school in this forthcoming financial year, which will also improve our budgetary position and future viability.

New Services Development

Marion House, a residential children's home, was re-opened.

Service Closures

- Nugent House Residential Children's home was closed in January 2021 following Covid and regulatory challenges.
- Nugent Horticultural Training Centre.

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.

Evolution of the Governance Framework

Under the leadership of Nugent's Trustees and CEO, the Culture of Excellence (Governance Framework), originally implemented in 2019, has evolved to become truly embedded in all aspects of Nugent's services. All levels of management and service are now monitored, from Trustees (Charity Governance Code) through to frontline services (various audits).

The Governance function has transformed over the last 12 months, empowering Trustees and ELT with more information than they have ever previously been provided, enabling them to be more informed and make better decisions both operationally and strategically.

The Starting Point

At the start of the year, services were monitored using a number of self-audits, with adverse findings added to the individual Service Improvement Plan, allowing progress to be tracked through to satisfactory resolution. Daily, Weekly, Monthly compliance monitoring was in place across all services, with records maintained largely on electronic documents, with every detail reviewed each day.

Incidents and accidents were recorded on the new Events System, enabling services to easily record and report the action taken as incidents and accidents occurred. However, the quality and accuracy of the information received via the various reporting streams was inconsistent, both within each service and across all Nugent services.

Change in Leadership

In late June, the Executive Officer to the CGO, took on responsibility for the Governance function until

a new Manager was recruited in October. This period was used to conduct a thorough review of the department, and design a roadmap leading to the service providing Trustees, CEO, and ELT with increased visibility of service risks and performance.

This led to the creation of the Culture of Excellence on a page flow chart, which set out the fundamental processes required of the Governance function, but also vital improvements to enhance the quality and consistency of data reporting.

The key fundamentals of this roadmap included:

- Transition to Governance lead audits and away from service self-audits
- Identification of the 5 pillars that feed the Service Improvement Plan
- Linking critical Service Improvement Plan actions to the Risk Register
- Documented channels of communication to Trustees, CEO, ELT, and wider Nugent
- Creation of star rated audit results (early Healthy Establishment measures)

By Year End

As Nugent moved from 2020 and into 2021, Governance began the process of auditing

services independently. The first independent audit instructed by the CEO, was the Charity Governance Code, auditing the leadership of Trustees and CEO across Nugent against the Code and resulting in the creation of three new Trustee committees.

The new Audit Schedule for 2021 was ambitious, striving to achieve the following objectives:

- Introduction of support services audits
- Governance lead audits
- All services and support services to be audited by end of August 2021
- Quarterly audits of high-risk subjects
 - Safeguarding
 - Medication
 - Care/Risk Plans
- Re-audit of services from September to December dependent on assessed level of risk
- All audits to summarised and shared with ELT and service leads

During Q1 of 2021, Governance were allocated two confidential whistleblowing allegations. The way that the investigations were conducted, and findings disclosed to ELT, provided validation that Governance were on the right path, and producing quality recommendations and outcomes.

By the end of Q1 2021, Governance were providing ELT with the clearest evidence-based picture of the standard of service being offered to beneficiaries.

This was achieved through:

- Regular audit summaries, including star rating, following audits
- Daily review of Events System entries for need to report to regulators, and production of recommendation to CEO when Charity Commission notification was required
- Daily review of Events System entries to ensure all relevant information is captured and cross referenced against Caresys, ensuring a true source of evidence is being recorded and retained
- ELT notifications of critical/high/police involvement/hospitalisation Event System entries via email

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:

- Transfer Service Improvement Plan and Risk register to SharePoint list, bringing them in-line

with Event System and other reporting systems.

- Transition compliance monitoring to an app (currently in place at Marian House).
- Implement quarterly beneficiary surveys to better understand how our beneficiaries are feeling about the service we are providing.
- Embed the Healthy Establishment KPI's to monitor performance of services across 9 critical KPI's.
- Validation and development path for Governance audit team through membership and training with the Chartered Quality Institute.
- Devise Audit Schedule for 2022 that allows:
 - Flexibility of fixed audits to allow for unplanned investigations
 - Deployment of an audit team to conduct more comprehensive audits
- Creation, implementation, and monitoring of environmental KPI's to track our progress towards becoming greener as a Charity, in alignment with the UN Sustainability Goals.

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. We welcome applications for employment from all prospective employees regardless of disabilities. We are a Disability Confident Employer.

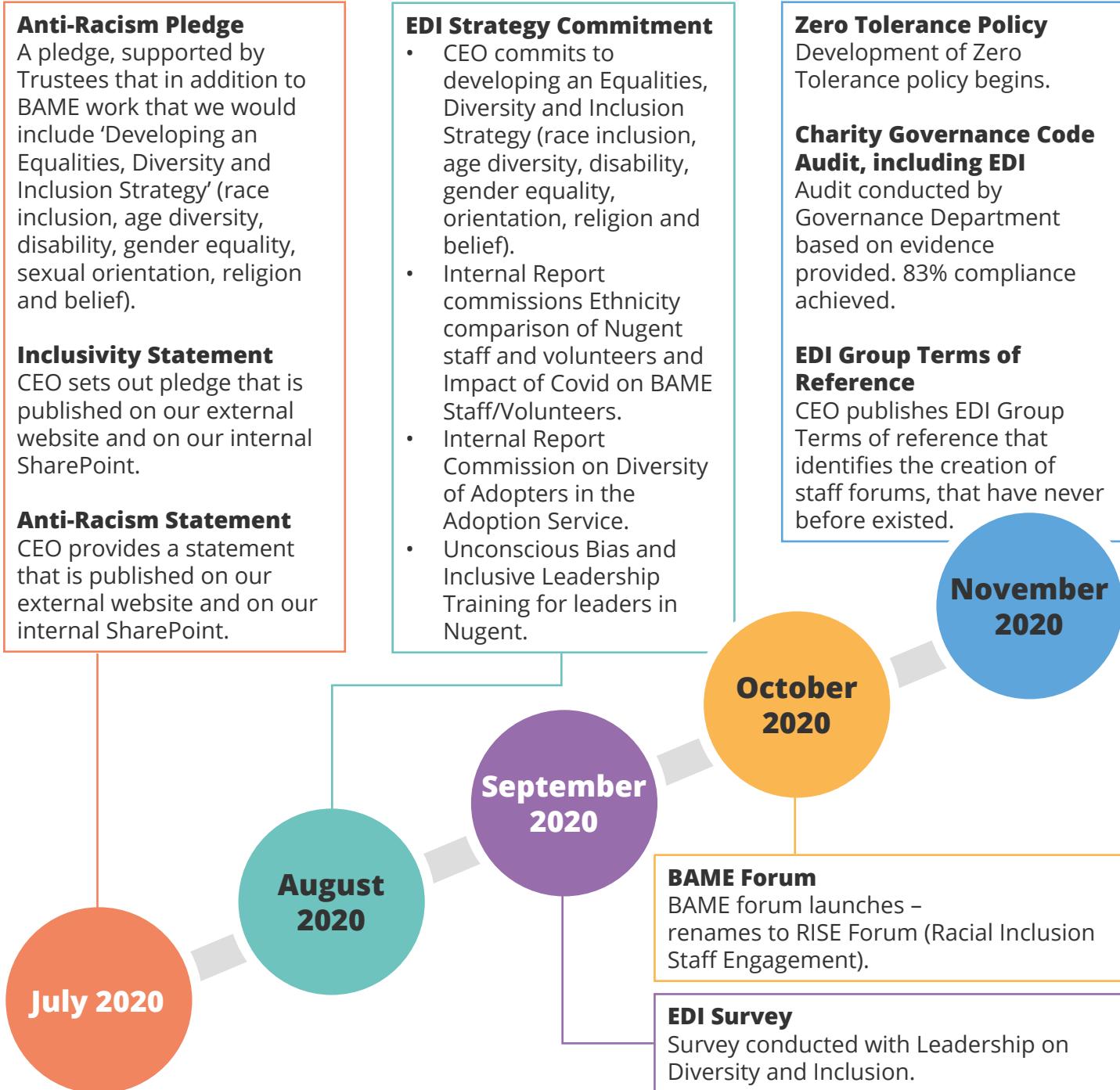
Equality Diversity and Inclusion

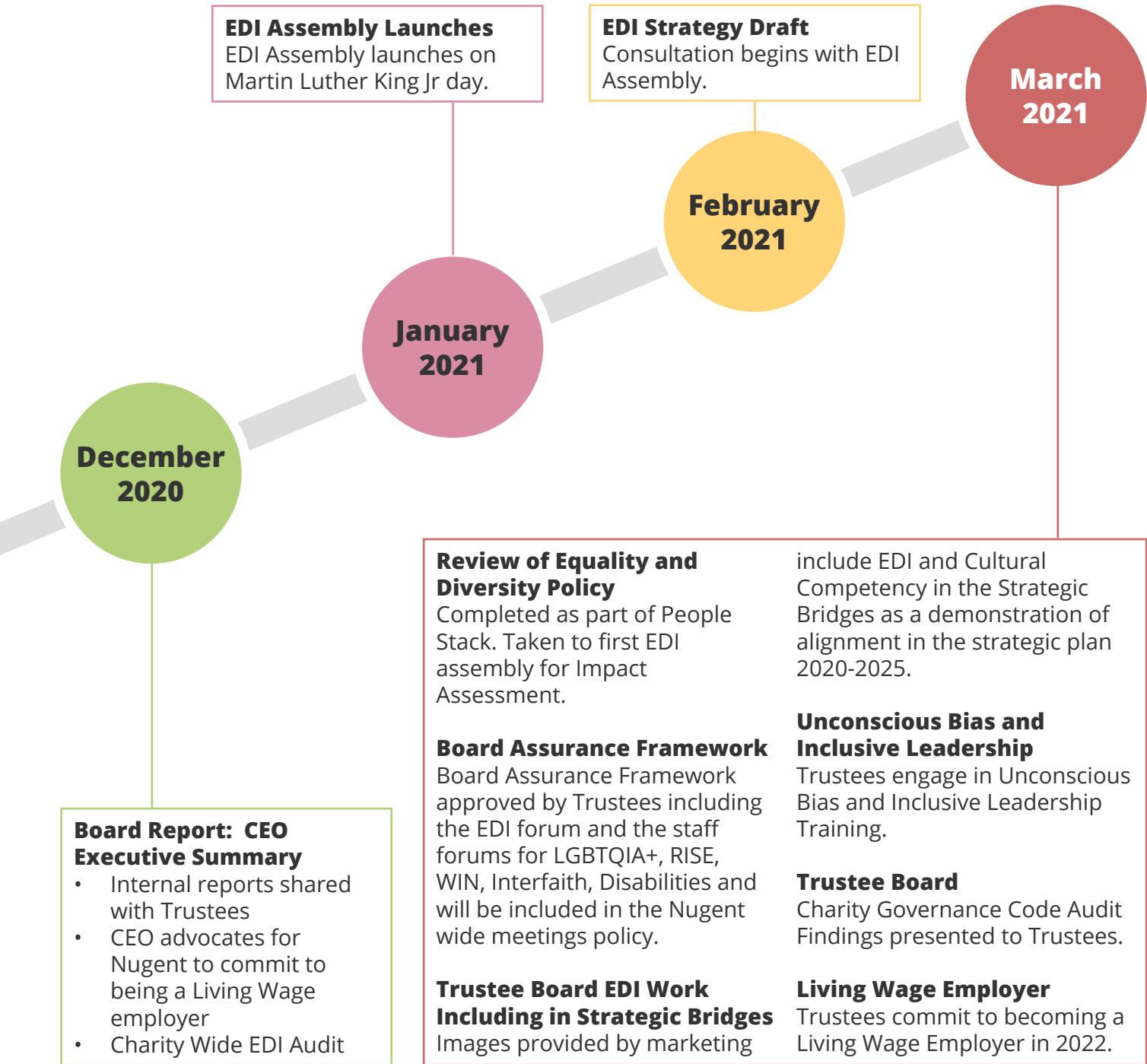
Following the death of George' Floyd in the United States, the issue of systemic racism and anti-racism work has been highlighted. Nugent has taken time to reflect on these issues and issued an anti-racism statement through the CEO and supported by the Trustees. Following months of learning and reflection,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

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

See timeline overleaf.







Anti-Racism Statement from the CEO, Normandie Wragg (2020)

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 (2020) 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
- We will start by sharing the Catholic Association for Racial Justice's (CAR.J) statement on the death of George Floyd, and in response to CAR.J'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%.
- 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.
- 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).



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 supplies, 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, 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, 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 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 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 Chief Executive.

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 had a high compliance level (83%). The charity will re-audit against the code in November 2021 to ensure areas for development were achieved.

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

A Board Assurance Map was updated to include these Committees.

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 every day practice the Trustees delegate the day-to-day operations of the charity to the Chief Executive and the Executive Leadership Team 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 Remuneration Committee (from April 2021) and 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
- Takes into account internal pay differentials
- Provides and overall package of rewards and recognitions that is good within the charitable

sector

- Is consistent and open in how employees are rewarded and recognised

Diversity

As part of our commitment to be culturally inclusive and competent organisation we have initiated, in 2020 and 2021 networks for

- Black, Asian and Minority Ethnic People (the forum have chosen to refer to themselves as RISE – Racial Inclusion Staff Engagement)
- LGBTQIA+
- Women (Win – Women in Nugent)
- Disabled People
- And Faith

These staff networks contribute to a collective of staff networks, noted as the Equalities, Diversity and Inclusion (EDI) Assembly. The EDI Forum through the staff networks, have consulted on changes to HR policy and our EDI Strategy. We intend to publish our EDI Strategy after consultation, in 2022.

Unconscious Bias and Inclusive Leadership learning was provided to our managers, leaders and Trustees in 2020 and 2021.

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, 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.
- During the pandemic, we launch a daily survey regarding peoples moods and mental health with support available to any employee who would like to access.
- Our Business Support Department puts out a monthly newsletter with a view to transactional information that assist 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.

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

Registered with:

- Care Quality Commission
- Ofsted
- Fundraising Regulator

We are unionised with a recognition agreement with Unison and an MOU with Teaching Unions. We are committed to being an entirely Living Wage Employer by 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;

- The energy use of our homes, school and offices
- 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 has previously taken part in ESOS Phases 1 and 2. With this new requirement to report our progress we are developing at

Environmental strategy.

Nugent has utilised technology and Office365 meeting tools, primarily as a response to the Covid 19 pandemic. This has enabled us to reduce our carbon emissions due to reduction of travelling. Further, the majority of our business support staff are now working from home rather than office based (with the offer of collaboration hubs for when team work or one to one meetings are needed).

Many of our buildings have solar panels attached with provide a renewable source of energy. Further, we have been working to ensure replacement of inefficient bulbs are replaced by efficient bulbs.

Summary

Nugent has been monitoring its environmental performance and has identified that there is further work to be done to have a greater impact on our world and be in alignment with the UN Sustainability Goals. Nugent will continue to work towards developing a programme of greenhouse gas reduction initiatives through the organisation.

Element	2019-20 (tCO2e)
Gas Consumption – at a premises where Nugent holds control over metering and invoicing (Sco)	660.5 tonne
Owned Transport – for vehicles rented/leased by Nugent for work purposes	207,598 CO2 emissions
UK Electricity – At premises where Nugent holds control over metering and invoicing	273.89 tonne
Total(tCO2e)	
Transmission and Distribution of UK Electricity – at premises where Nugent holds control over metering and invoicing	1,74,775 kWh
Business Travel (land) - Private staff and volunteer mileage	124,126.468 Miles for 2019
Total Emissions (tCO2e)	2.721 tonne per person
<i>Intensity metric tonnes of CO2e per full time employee</i>	



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's ethical considerations. Nugent'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 £769,000 to £5,055,000 (2020: £4,286,000). The portfolio produced an income stream of £132,000

to support our charitable activities.

The fair value of investment property at the year-end amounted to £143,000 (2020: £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 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.
- 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 were in deficit by £915k.

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

2019/20	£17,466,000
2020/21	£17,425,000

Schools

2019/20	£2,557,000
2020/21	£2,549,000

Residential Homes and Individual Day Services

2019/20	£13,115,000
2020/21	£13,695,000

Donations

2019/20	£187,000
2020/21	£171,000

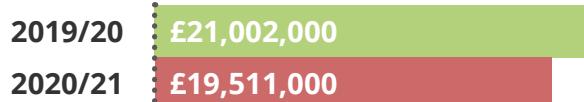
Legacies

2019/20	£500
2020/21	£1,486

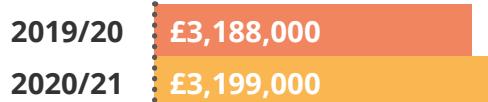
We also had grant income of £55,000.

Expenditure

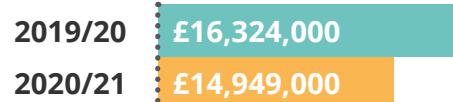
Total



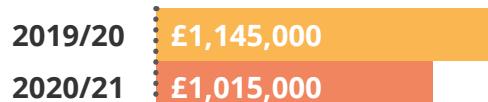
Schools



Residential Homes and Individual Day Services



Childrens, Adults and Community Services



Surplus/Deficit

The Statement of Financial Activities shows Net Expenditure of £1,909,000 after taking into account gains on investments of £769,000 and revaluation of fixed assets of £592,000. This is compared to Net Expenditure of £4,281,000 in 2020.

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.

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 funded through a grant by the Department of Education. 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 (2 rooms at a time as opposed to 6) 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 £126,971 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 three phases: Fire Doors; Basement compartmentation and fire escapes. Works are complete to phases 1 and 2 with phase 3 due to complete in July 2021, 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 on the East side of West Lane Formby

Heads of terms have been agreed for the sale of the site and progress is being made towards a final contract for sale.

Ravenmeols Lane, Formby

An offer on the site has been accepted and papers are agreed for sale at £275,000 with a completion end date of November 2021.

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

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

Clarence High School

Heads of terms have been agreed for the sale of the site and progress is being made towards a final contract for sale.

Fundraising Governance

At Nugent we fundraise to sustain, improve and extend our vital services so that we can better support and care for children, adults and families facing adversity across Merseyside. Our charitable activity encompasses our residential care homes for both adults and children, school, adoption service, and wide variety of community services. Our supporters are exceptional - they volunteer their time, donate money, fundraise on our behalf, take part in events, campaign, raise awareness and give us their expertise so we are even more effective.

Support from local philanthropists, corporate partnerships and charitable trusts helps to fund our therapeutic services. Financial investment and pro-bono support mean we can amplify our influence and make even more impact on the lives of those that rely on our support.

Nugent is a member of the Fundraising Regulator, who holds the Code of Fundraising Practice for the UK.

Our approach is to ensure that we comply with the standards as set out in the Code across all of our fundraising activity. We do not engage with any third party fundraisers. We comply with the key principles and behaviours of the Code to ensure that any vulnerable persons are treated fairly. We are transparent about how we raise and use donations and the impact they have on the lives of our beneficiaries.

CC20, published by the Charity Commission, gives trustees guidance on their duty to oversee their organisation's fundraising. The Board of Trustees has received guidance and updates on fundraising best practice.

We strive to employ the highest standards of professional fundraising and encourage our staff to join relevant Institute of Fundraising's training courses and specialist interest groups. All staff go

through mandatory training when they join our organisation. All fundraising is coordinated via our central Fundraising Team.

We work hard to ensure all of our donors enjoy the best possible experience when supporting Nugent. We understand things can go wrong and we take all concerns and complaints seriously. We received no complaints this year relating to Fundraising.

NB: Our current Head of Fundraising and Income Generation joined Nugent in October 2020 and since then has instigated a wholesale review and subsequent internal audit of fundraising-specific policies, practices and procedures. Implementation of audit recommendations commenced with effect from July 2021.



Future plans

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

It was updated in March 2021 to include fifth theme, *Financial Sustainability*.



Priorities and direction

Strategic Bridges



NOW / 2020

£17.5m annual turnover
re-occurring deficits

£5m investments

7 Months of reserves

£18m un-realised assets

96% Unrestricted income

1% Fundraised income

2% Restricted income

1% Investment income

Support services costs
(approx. 14% of total cost base)

Negative annual operating cash flows

Mixed regulator ratings

Limited therapeutic focus

Good beneficiary outcomes

Improving outcomes measurement

Improving recruitment and retention

Developing managers

Compliant environmentally

Suitable environments

Improving technology

EDI compliance

Theme 1: Health and well-being *People feel good about the service we provide.*

Healthier people	Activity, recreation, and the arts	Nutrition	Medicines management	Beneficiary experience
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Theme 2: Strength and resilience *People get the best care, when they need it.*

Therapeutic connection	Rapid access	Enhanced learning outcomes	Need	Environment
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Theme 3: Shaping futures *We feel proud about our work.*

Continuous improvement	Professional practice	Ongoing learning	Tools and resources	Best employer
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Theme 4: Collaboration *We work with our communities to improve people's lives.*

Collaborative and trusted partner	Alignment of outcomes	Raise our profile	Outcomes and research	FCR best value
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Theme 5: Financial sustainability *Our financial affairs are well managed.*

Sustainable income	Appropriate expenditure	Asset management	Cash	FCR
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FUTURE / 2025

£25m annual turnover commensurate with 10% sustainable annual surpluses

£11m investments

Optimal level of reserves linked to risk

£18m realised assets

90% Unrestricted income

5% Fundraised income

3% Grant income

2% Investment income

Target reduction by 2% over the strategic plan period

Positive annual operating cash flows

Outstanding regulatory ratings

Leaders in therapeutic focus

Outstanding beneficiary outcomes

Reliable and responsible outcomes measurement

Employer of choice

Value-led ambitious leaders

Eco sustainability

Outstanding environments

Excellent technology

Cultural competency

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

Nugent Care 2019 is the Sole Corporate Trustee of Nugent Care. The names of the Nugent Care 2019 Trustees are shown on page 46.

The Archbishop of Liverpool is the 'President' of the charity. 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 and Memorandum of Articles of Association of Nugent Care 2019.

Trustees 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 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. The community interest 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.

Nugent, as a charity, is consistently reviewing its key risks. As a result of the Covid 19 world-wide pandemic, further risks have emerged.

- Strategy
- Operations
- Income and Sustainability
- Governance and Compliance
- Technology

Strategy

People, Leadership and Culture

Weaknesses, failure or lack of accountability of leadership, inability to develop and retain talent effectively and an organisational culture that is not an enabler in the pursuit of a charity's strategic objectives.

Business Continuity

The occurrence of incidents (including Covid 19) that limit an organisation's ability to operate as it normally would in business as usual situations.

Reputation

A range of occurrences including current and non-recent incidents, events and outcomes that may consequently damage our reputation.

Operations

Staffing

Insufficient numbers of qualified or experienced staff to ensure safe staffing levels to protect beneficiaries and enable income.

Safeguarding

Failure to safeguard a charity's beneficiaries or associated vulnerable persons, including children, from abuse and maltreatment.

Regulatory

The charity fails to comply with or is unable to meet applicable regulatory requirements, leading to reputational damage and financial penalties.

Income and Stability

Insufficient income and reserves for the charity
sector to achieve its strategic objectives and maintain its operations.

Governance and Compliance

Data Protection and GDPR

An event or incident such as an external data breach or inadvertent internal error resulting in the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of or access to personal data.

Governance

The charity does not achieve its strategic, charitable, regulatory and ethical objectives due to inadequate governance at the board and senior management or operational levels.

Technology

Organisational Change and Digital Transformation

The failure to execute organisational change and transformation programmes effectively and to achieve the intended benefits of these, resulting primarily in inefficient use of the charity's resources.

Cyber Security

Cyber incidents (typically unauthorised or inappropriate access to an organisation's network) executed by external or internal parties that negatively impact the confidentiality, integrity and availability of a charity's information systems and data.



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'.

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 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;

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.

The various properties held by Nugent Care have been vested by the Charity Commission Scheme in Nugent Care 2019 and steps are being taken to update 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 Nugent Care 2019 in a manner whereby Nugent Care 2019 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

Nugent Care 2019 Sole Corporate Trustee of Nugent Care

President

Most Rev Archbishop Malcolm McMahon OP

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 (Chair)
(Date of Appointment 1 April 2020)

Father M Fitzsimons
(Date of Appointment 1 April 2020)

Mrs S Thomas nee Johnson (Vice-Chair)
(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 (Treasurer)
(Date of Appointment 1 April 2020)

Mrs N Sampson
(Date of Appointment 1 April 2020)

Rev Paul Rooney
(Date of Appointment 1 April 2020)

Chief Executive Officer

Ms Normandie Wragg MA, NCW

Chief Operating Officer

Mrs Elizabeth Ambler (Resigned 14.08.2020)

Chief Governance Officer

Mrs Joanne Henney

Chief Finance Officer

Mr Adrian Bloor

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

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MANCHESTER
M2 2AS

Hill Dickinson LLP
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Liverpool
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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

Information relating to events since the end of the year is given in the notes to the financial statements.

James Nugent Court, a former Nugent Adult Residential Care facility, was sold in August 2021.

The HSBC Business Interruption Loan Scheme (CBILS) facility granted for an 18 month period during the last financial year was repaid early in August 2021.

Covid-19 Pandemic

Throughout 2020/21, Nugent has operated diligently and flexibly to mitigate the impact of Covid-19 on all aspects of the services that it provides. Staff have continued to maintain robust infection control processes to minimise the risk to beneficiaries and each other. As with many charitable organisations, revenue has been impacted, including the ability to organise undraising events that attract vital income and opportunity to increase the overall profile of the charity.

Management of Covid-19

During 2020/21, Nugent altered its management of Covid-19 to align it with its 'business as usual' incident management processes. This change

opened the day-to-day control of the pandemic to the wider incident control structure, using dedicated Gold, Silver, and Bronze (Adult Services and Children Services). The key processes in place following this change were:

- Weekly Incident Management Handover Meeting
- Regular maintaining and updating of Local Emergency Response Plans (LERP's)
- Streamlined reporting through amalgamation of existing daily reporting requirements
- Reporting via Event System and monitored by Governance Team

As Government guidance was published, small teams worked on reviewing the impact on Nugent, with information shared and cascaded through the command structure to the individual services. This allowed Nugent to react swiftly to any potential changes and ensure the information reached the frontline of services as rapidly as possible. Where cases were identified, an incident log was maintained to aid communication across teams, and record actions taken to mitigate the risk. Any identified issues were then discussed during the weekly handover meeting, and support provided where required.

Impact on Services

The impact of Covid-19 was, and still is, felt by all

services and support functions. Generally, the impact has been low, predominantly due to the hard work of staff within the services to maintain effective infection control measures, and swift communication of process changes through the command structure. Whilst there are occasional staffing concerns due to the requirement to self-isolate (test and trace), the main factors still impacting services include:

- Regular lateral flow testing (prior to entry in most services for staff outside that service)
- Wearing of PPE
- Staff required to self-isolate

The Charity Shop was impacted the most by the Government restrictions, resulting in its closure on 6 January 2021 until 12 April 2021.

At the start of 2021, Nugent permitted more flexibility for staff in support functions to visit services. This enabled these functions to better support services and increase the visibility of services for ELT and Trustees, keeping them abreast of both positive and negative concerns at the point of service delivery.

PPE and Supply Chain

Nugent has not experienced any real issues with its supply chain, or access to PPE. Regular

deliveries of food and essential consumables has remained in place throughout 2020/21.

Impact on Staff, Volunteers and Beneficiaries

We sadly experienced two beneficiaries pass away due to Covid-19 in February 2021. Both were residents of Margaret Roper House. Nugent reached out to the affected families and offered support to the beneficiaries and staff at Margaret Roper House.

One member of staff, a long serving employee passed away early in the pandemic. This staff member had not been in work for sometime.

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 39, 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. Visits to beneficiaries were permitted throughout 2020/21, with infection control measures in place to minimise the risk as much as possible.

As the roll out of the Covid-19 vaccinations gathered pace, previous issues, such as sickness, were reduced for both beneficiaries and staff. This reduced the staffing impact felt by some services. Where services were at potential risk of major staffing issues, working bubbles were introduced to minimise the number of staff exposed when a positive case was identified. Staff also worked above and beyond, particularly in relation to overtime and shift length, to ensure Nugent's beneficiaries felt little to no impact from Covid-19. They are the true heroes of this pandemic and, are living embodiment of the culture and values Nugent holds dear.

From the start of lockdown to the end of December 2020, the Caritas team and volunteers supported over 7,500 contacts with food. A free weekly community market was set up in the car-

park of one of our projects. For those that couldn't get to the market we set up a weekly delivery service. We could not have reached the number of beneficiaries supported without the help of our wonderful volunteers who gave so tirelessly of their time and skills.

Our Deaf colleagues provided pastoral support to Deaf adults and this included regular signed zoom events on the Gospel of the Day and included opportunities to share prayers and offer support.

All welfare benefits work went online with beneficiaries being supported with benefit claims and support.

A monthly accessible online prayer service was set up by the Living Fully group for adults with learning disabilities, members of the Caritas team and volunteers led several sessions and this project is now led by the people with learning disabilities.

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.

Throughout the past year, our efforts to stay connected and in touch with our beneficiaries, commissioners, partners and supporters has been more important than ever before. Against a backdrop of a necessary reduction in marketing expenditure we have endeavoured to streamline our communications and further develop our digital engagement channels.

Our various marketing and communications channels have provided us with the tools we have needed to keep our supporters up-to-date with how they can best support Nugent. Importantly, we have been able to keep our beneficiaries and commissioners abreast of how our services have adapted and changed to meet the pandemic head-on – enabling us to continue to reach new people and take on board new service users, even whilst operating through a period of immense uncertainty.

Our fundraising efforts have continued to bring in reasonable amounts of income for our organisation – contributing to continued financial sustainability during a period which has rocked not only the third sector but the broader social care sector. Whilst most of our organised fundraising events had to be cancelled and/or postponed, we

were lucky enough to benefit from the support of loyal individual supporters, parish groups and schools who took up their own fundraising events and challenges on our behalf.

These fundraising efforts have been accompanied by a fantastic up-take in financial and in-kind support from local, regional and national corporations – with businesses proactively engaged by our fundraising staff to support a number of projects – several focussed on ensuring that we can do more to help those facing adversity to preservice through these turbulent times.

We are very thankful for the continued kindness and thoughtfulness of our friends and supporters. Whether they have made a donation(s), fundraised on our behalf, shared our content across social media or championed our cause amongst associates – they have made a real difference! Without our friends and supporters we simply would not have been able to support as many children, adults and families as we have been able to.

Donations and Legacies total in excess of £172,000 during the year. Notable receipts were from the following organisations:

- Gubay, £30,783
- Carmelites, £20,000
- MPAC, £3,262

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 access to an overdraft facility via HSBC Bank and the 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 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:

- Financial Sustainability
- Positive Regulatory Ratings
- Strong Leadership
- Recruitment and Retention of Staff
- Realisation of Assets

Mitigating our main risks of:

- Strategy
- Operations
- Income and sustainability
- Governance and compliance
- 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 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.



Following the closure of Hope Lane Children's Home in January 2021, an ambitious and realistic growth plan was presented to Trustees by Nugent's CEO. This growth plan was greed and was formulated into the budgets and business plans for 2021-2022 and beyond.

This plan includes increasing capacity at Marydale, adjusting our fees to market rates, returning our Independent Special School to a Residential Special School, increasing roll at our School, splitting Clumber Care's registration and opening two further Children's Homes.

As part of ensuring future sustainability a difficult decision was taken to find staff efficiencies and other cost savings. Going forward into 2021-22, these efficiencies combined with asset sales, good regulatory ratings, our growth plan and being mindful about our expenditure is beginning to demonstrate a stronger financial return and further re-assurance that quality compassionate services will be sustainable.



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 the 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.

Approved by order of the Board of Trustees on
24 September 2021 and signed on its behalf by:

Mr JP Dennis - Chair of Trustees

Closing statement

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 directors 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.

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 58, 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; Enquiries 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;
- Review of legal and professional expenditure

to identify any evidence of ongoing litigation or enquiries.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at 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 2021.

	31.03.2021	31.03.2020
	Total funds	Total funds
	£'000	£'000
INCOME AND ENDOWMENTS FROM		
Donations and legacies	227	617
Other trading activities	49	85
Investment income	132	247
Income from services		
Childrens', adults' and community services	614	824
Special schools	2,549	2,557
Residential homes and individualised support projects	13,695	13,115
Miscellaneous	3	10
Other income	156	11
Total Operational Income	17,425	17,446
EXPENDITURE ON		
Raising funds	348	345
Expenditure on services		
Childrens', adults' and community services	1,015	1,145
Special schools	3,199	3,188
Residential homes and individual day support projects	14,949	16,324
Total Operational Expenditure	19,511	21,002
Increase/(decrease) in market value of investments	769	(745)
Net movement in funds	(1,909)	(4,281)
Total funds brought forward	15,279	19,560
TOTAL FUNDS CARRIED FORWARD	13,370	15,279

BALANCE SHEET

	31.03.2021	31.03.2020
	Total funds	Total funds
	£'000	£'000
FIXED ASSETS		
Tangible assets	9,383	10,358
Investments	5,054	4,286
Investments property	143	143
	14,580	14,787
Current assets		
Debtors; amounts falling due within one year	2,105	2,335
Investments	-	19
Cash at bank and in hand	713	547
	2,818	2,901
Creditors		
Amounts falling due within one year	(3,815)	(2,115)
Net current assets	(997)	786
TOTAL ASSETS LESS CURRENT LIABILITIES	13,583	15,573
Creditors		
Amounts falling due after more than one year	(213)	(294)
NET ASSETS	13,370	15,279
Funds		
Unrestricted funds:		
General	1,926	757
Designated - tangible fixed assets	8,049	9,023
Designated - investments	2,500	4,429
	12,475	14,209
Restricted funds	895	1,070
TOTAL FUNDS	13,370	15,279



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