

annual report

2022-23

Our Mission

care for, educate, protect and
inspire those in need

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about us

At Nugent we offer a diverse range of support to adults and children in Merseyside and surrounding regions 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 also strive to generate interest, awareness and an understanding of the issues they face and the impact of this on our wider communities.

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

Our Mission

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

ceo & chair's welcome

Welcome to Nugent's annual report for 2022/23.

As we look back in the rear-view mirror at the pandemic and the impact it has had across the social care sector, Nugent has embraced new ways of working, such as hybrid and remote working, to improve the quality, efficiency, and flexibility of its workforce and standards of care. Additionally, we have retained our position of all services being rated as either good or outstanding with their respective regulators.

During the financial year, we opened two new services: The Orchards, providing 24 supported living places, and Lime Grove Cottage, a children's home offering placement for up to 3 young people. These new services, whilst supporting Nugent's desire to improve our financial position, enable it to offer increased provision for its long-term objective of creating a whole life pathway of care.

Nugent has launched its Safeguarding Strategy to position itself at the forefront within the sector, with a dedicated project team commissioned

comprising of senior leaders and external consultants. Its EDI work gathers pace and has seen the number of colleagues led committees increase, furthering the support available to everyone. Nugent has continued to align itself as a Real Living wage employer, with the objective of becoming accredited within the next 12 months.

At the end of the financial year, Nugent gave thanks and said goodbye to the outgoing CEO, Normandie Wragg, with myself, Jo Henney, Nugent's Deputy Chief Executive and Chief Governance Officer taking over as interim CEO.

Nugent has had a year of growth and consolidation, with an ambitious growth plan to drive improvement in financial performance, whole life care pathway, and enhance its network of supporters across the Merseyside region.



Jo Henney
Chief Executive Officer

I am delighted to extend a warm welcome to the Annual Report for the year 2022/2023.

As we delve into the achievements, challenges, and strides made over the past year, it is with a sense of pride and purpose that I reflect on the remarkable journey we have undertaken.

In the face of unprecedented circumstances and challenges, it remains an exciting time for Nugent. Our commitment to extending our services, and reaching further into the communities we serve, has never been stronger. We have expanded our offering within our Communities pillar by introducing our new assisted living service, The Orchards, as well as opening Lime Grove Cottage, a residential home for young people.

This period has demonstrated how essential charities like Nugent are in supporting the growing need in our communities. As the demand for our services expands, so does our resolve to meet the challenges faced head-on. Our dedicated staff and volunteer team have

shown unwavering dedication, facing obstacles with creativity, ambition, and courage. It is their tireless efforts that allow us to continue Father Nugent's legacy of care, now spanning over 142 years.

I extend my heartfelt gratitude to our colleagues, trustees, volunteers, and supporters, whose unwavering commitment and expertise make a tangible difference in the lives of those we serve. Together, we navigate these turbulent times with resilience and determination, ensuring that Nugent remains a beacon of hope and support for our communities.

As we reflect on the past year and look towards the future, I am filled with pride and optimism for what lies ahead. I am confident that Nugent will remain a beacon of hope and support for many years to come.



John-Paul Dennis
Chair, Trustees

objectives & activities

Objectives & activities

The objectives of the charity are to provide:

- Relief and care of children through the provision of an adoption service.
- Residential homes and/or supportive community services for families, parents, carers and children
- Advancement of education and religion (in accordance with the Roman Catholic Foundation of the charity) through its specialist schools residential homes and community based provision.
- Support and improvement of the quality of life of people with physical and/or learning disabilities through the:
- Residential homes and supportive community services, including day provision and listening and advocacy services.
- 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.

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 Northwest will enable it to meet any emerging needs in the future in continuing advancement of its objectives.

Public benefit

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

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.

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.



achievements & performance

● Real Living Wage Employer achieved

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

● Charitable Activities

Nugent describes its charitable activities under four main families. These are School, Homes, Community and Family. The figures indicate the number of individual beneficiaries supported during the reporting period.

Schools

58

Special education for 58 young people on roll.

Homes

31

24-hour residential care and support for 31 older people.

18

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

29

24-hour residential care and support for 29 children.

23

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

achievements & performance

Communities

1,819

Food provision via the market and pantry has supported 1,819 people.

Including provision of:

- Housing support to 14 people in supported tenancies.
- Support to 15 people with Mental Health outreach.
- Individualised community and day service support to 27 people with learning disabilities.

56

Pastoral support for Deaf adults, total 56.

37

Providing housing related support to 37 people, 13 of those moved on to a permanent home during the year

- Community support to 13 people in supported tenancies with mental health difficulties, 1 moved on to a permanent home.
- 16 Crisis Fund grants that have supported.
- Community sponsorship- refugees resettled 4 (with 16 volunteers involved in supporting this family).
- Faith development of children and adults with learning disabilities.

- Faith development of deaf people with additional disabilities 149.
- BSL and deaf awareness workshops via SYNOD zoom online and schools attended by 140 people.
- Regular contact with Deaf people including the monthly newsletter and bumper summer and winter newsletter in total 117.
- Volunteers active total 60.

£23,000+

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

- Benefit application forms, medical appointments, mandatory reconsiderations, appeals and tribunal appointments - total 280.

- Total beneficiaries from the Caritas team and Nugent volunteers are 1,883 people.

achievements & performance

Families

12

12 children placed with 5 families. Three sibling groups of three children, one sibling groups of two children and one individual child placement.

- Nugent Adoption disruption rates continue to be extremely low.
- The Adoption Support social workers continue to provide significant ongoing support and training to Nugent families who are about to be placed with a child, are newly placed with a child, or require additional support pre and post adoption order.
- We supported 3 families adopting from overseas, including one family who returned from South Africa with their child.
- We provided Post Placement Reports to other countries for 2 Nugent families, Ethiopia and Armenia and 1 ICA RM family in South Africa.
- There were 42 domestic adoption enquiries in 2022-23; a decrease from 57 the previous year. We accepted 11 registrations of interest to move to full adoption assessments.
- The Adoption Service continues to provide non-agency (Stepparent) adoption assessments for Bolton Council when required, 3 assessments have been commissioned by Bolton during the reporting period.
- As part of the Hope University partnership we continue to collaborate to support the training of Student Social Workers.
- There were 123 access to records and intermediary enquiries in 2022-23, an increase from 97 the previous year. As well as Nugent's own historic records, we also provide this service to 4 other Dioceses: Middlesbrough, Shrewsbury, Sheffield (Hallam) and Leeds.

8

Our adoption panel approved 8 adoptive families during the reporting period.

35

In excess of 35 families have been supported in varying degrees during this reporting period.

10

An additional 10 Life Story Books were commissioned by St Helens Council for children with a plan for adoption.



achievements & performance

Developments in Services

Community Sponsorship Scheme

Nugent continues to be the lead sponsor under the Home Office community sponsorship scheme. Community Sponsorship is a way to welcome and resettle refugees, putting local communities at the heart of a family's journey to a new life in the UK. The community assumes responsibility for a refugee family, from first arrival through to settled independence as part of their local community.

New Services Development

- The Orchards opened in September 2022 providing 24 adult supported living places.
- Lime Grove Cottage opened in April 2023 providing three places and it is a Children's Home.

Marydale Lodge

Marydale is a 12 bedded Secure Children's Home that accommodates Children under Section 25 of the Children's Act.

Marydale was rated overall Good at their full Ofsted inspection in 2022.

Marydale follows the Secure Stairs framework for integrated care, complete with onsite health services and education. The focus is short-term intervention, stabilising crises and tailoring interventions to each child's needs for sustainable outcomes upon returning to the community.

Open Children's Homes

Nugent provides open children's homes, regulated by Ofsted. The Meadows, The Willows and Clumber Lodge all achieved 'Good' ratings in all areas during their last inspections in 2022.

Our homes offer long-term stable placements that provide a home for children who remain in our care to the age of 18. As part of that offer we have experience of preparing children for leaving care and transition planning into an appropriate setting when 18+.

Nugent House School

The school is an independent special school for pupils with special educational needs (SEN) with 58 young people on roll. It has long been part of Nugent and aims to provide education and support to the children who require it the most. The school currently provides for all key stage levels of learning from primary through to 6th Form which translates to a provision for your people aged between 6 and 19. The school is registered with OFSTED and has a current rating of 'Good' with the last inspection taking place 26 April 2022.

Other Developments

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

Nugent's Culture of Excellence Framework continues to support its operational services, providing visibility of service performance and emerging risks. Nugent now has robust and embedded governance, risk, and assurance processes, complimented by its improvement systems. Its Culture of Excellence Framework truly has become a cornerstone of everything that Nugent does and strives to achieve.

Equality Diversity and Inclusion

Nugent developed our EDI Strategic Framework in April 2022 after a period of consultation across the Charity. Supported by an external EDI Practitioner, we have built on our existing governance and accountability structures such as the EDI Assembly & staff forums, to communicate and embed EDI principles across our leadership and staff teams.

Our initial priority was building engagement and understanding about our Strategic Framework and the positive impacts this has on our sustainability, culture, and the experiences of our staff and beneficiaries.

Due to the nature of EDI, and the starting point in our journey, we appreciate that this work will take time to bear fruit, however we are pleased at the initial results of our investment in EDI, and we are grateful for our staff and beneficiaries for embracing our values so wholeheartedly. We are committed to making positive changes within Nugent and will keep Trustees updated on our progress.

section 172 statement

The Trustees have a duty to promote the success of the Charity and in doing so are requested by Section 172(i) of the Companies Act 2006 to have regard to:

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

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

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

Our vision is to be a totally dignified and outstanding organisation

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

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

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

and long-standing and respected values within our charity.

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

Our Mission

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

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

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

Themes 1 and 2 focus on developing our services for the people we serve. Theme 3 is about our internal process and the governance of this work. Theme 4 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 1 April 2020, Nugent Care, the Charity (working under the branded name of 'Nugent') has been 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. Also, to 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 10 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 Chair of Trustees.

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

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

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

section 172 statement

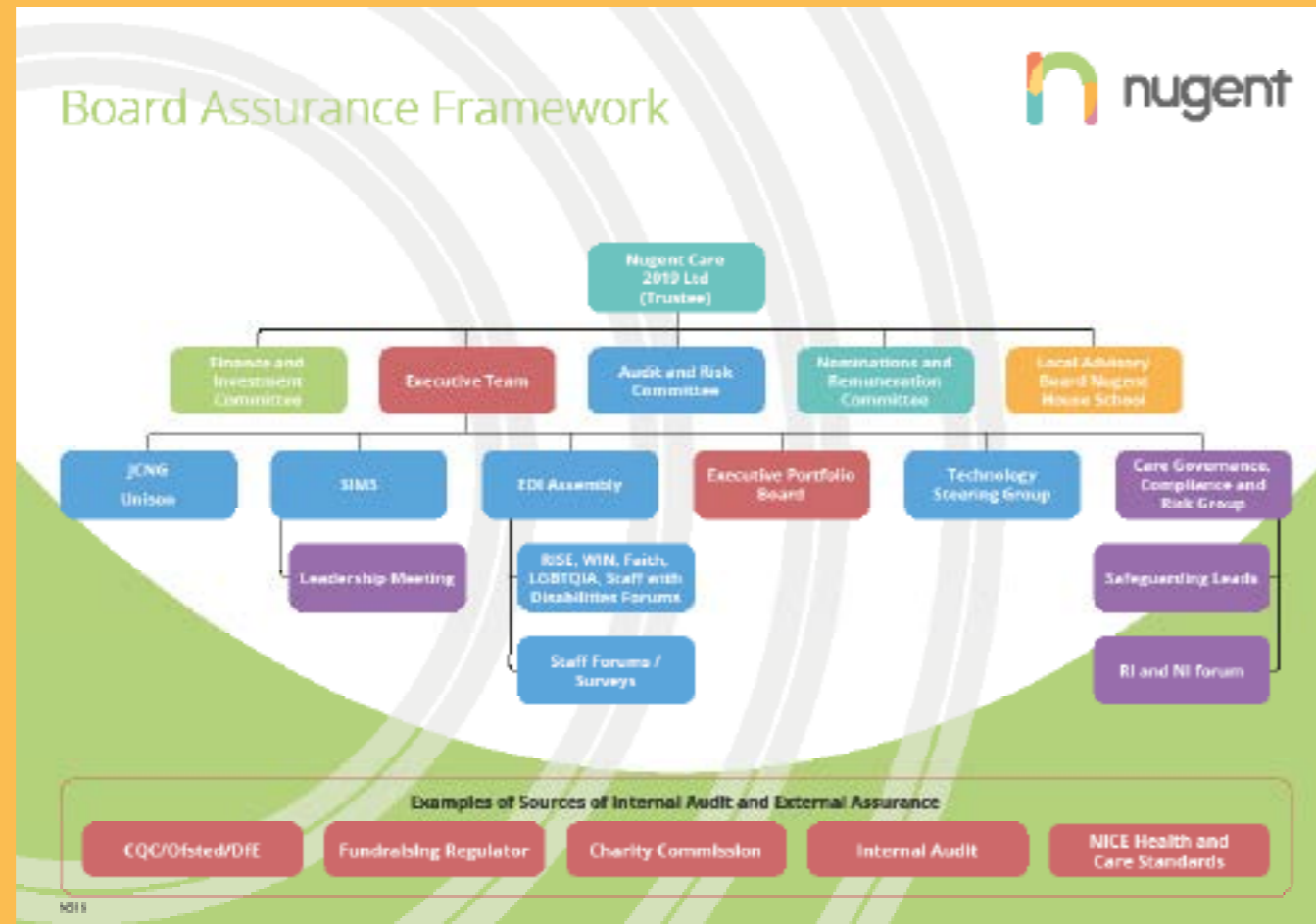
Trustee Sub Committees

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

1. Finance and Investments Committee
2. Nominations and Remuneration Committee
3. Audit and Risk Committee

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

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



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 to ensure that systems are in place to adequately safeguard against mismanagement, misdirection or mistake. The Chief Executive reports directly to the Chair of Trustee. In the event of a vacancy, the Chair and Committee would oversee the arrangements for the appointment of

a new Chief Executive. 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 Nominations and Remuneration Committee and in line with our Executive Remuneration Policy (published on our website). The committee takes into consideration:

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

Sharing Information with Employees

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

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 publicly 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) Children's Home Association (CHA)
- The 800 Group of Charities (the CEO of Nugent is currently the Chair of this group) National Council of Voluntary Organisations (NCVO)
- Association of Chief Executives (ACEVO) Caritas Social Action Network (CSAN)

Has signed up to;

- Liverpool Social Value Charter
- Armed Forces Covenant
- Show the Salary
- Dying to Work

Registered with:

- Charity Commission
- Care Quality Commission
- Ofsted
- Fundraising Regulator

We are unionised with a recognition agreement with Unison and an MOU with Teaching Unions. We achieved our commitment to being an entirely Living Wage Employer in April 2022. We are a Disability Confident Employer.

Environment

Streamlined Energy and Carbon Reporting

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

Scope of Report

The scope covered under this report includes;

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

section 172 statement

Environment

Supplier Change

During 22/23, we moved to a new wholesale energy supplier for gas and electric supplies at all of our properties. We are now working with Sustainable Energy First to ensure that our supply remains at the best price possible and adapts to changes in the energy market. This relationship will also enable us to provide real time energy usage data that will help us identify areas of best practice and concern across our portfolio.

ESG Strategy

During Q4, we put together an ESG strategy to be adopted by the wider charity. This ESG strategy explores the principles we want to work towards and provides a 3-year action plan that ensures we meet our environmental, social and governance objectives. The strategy was approved by Trustees and now forms part of our renewed Executive Business Improvement Plan.

ESOS Audits

We will be undertaking a renewed Energy Saving Opportunity Scheme (ESOS) survey of all buildings in our portfolio. Our aim will be to identify and complete all low cost, high impact actions as quickly as possible.

Investment

We are still currently looking at proposals and options for improving our mechanical and electrical plant life at all schemes. At some schemes we are also looking at alternative BMS systems, lighting options and reviewing our solar panel efficiency across the estate.

We plan to make best use of grant funding available for these improvements and ensure that they tie in with our 'Net Zero' objectives.

Energy

All energy data is taken from our 2022 Streamlined Energy and Carbon Reporting (SECR). Sustainable Energy First have collated consumption data from April '21 to March '22. Emissions are expressed in tCO2e in order to provide a standard unit for reporting of all emissions sources. The total emissions for the period were 1,157 tCO2e. This is an increase of 9% compared to the 2020/21 baseline year.



Element	2021-22 kWh	2021-22 tCO2e
Gas Consumption – at a premises where Nugent holds control over metering and invoicing	4,290,509	786
Owned Transport – for vehicles rented/leased by Nugent for work purposes	151,903	36
UK Electricity – At premises where Nugent holds control over metering and invoicing	1,518,295	322
Business Travel - Private staff and volunteer mileage	52,988	13
Total Emissions (tCO2e)		1,157
Intensity metric tonnes of CO2e per full time employee		3.0 (tCO2e/FTE)

Emission increase may be linked to a lower than average total in the previous year as a result of the impact of Covid-19. We continue to work on becoming more efficient as a business and will be following our current ESG strategy to ensure we continue to improve the efficiency of our properties.

financial review

Responsible Investment Policy and Objectives

Nugent has an Ethical Investment Policy now named as Responsible Investment Policy that was approved by Trustees on 8th March 2023.

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

The Trustees appoint investment managers and have agreed arrangements for reviewing and assessing their performance and portfolio selection. All investment decisions are delegated to the appointed Investment Managers but must comply with Nugent Care's ethical considerations.

Nugent has an independent body which reviews the performance of the Investment Managers against appropriate benchmarks. An Investment Panel meets bi-yearly to review performance.

The investment objective of the Portfolio is a 'total return' basis to preserve capital in real terms with an annual return to the Charity from dividends and interest or realised capital growth as required. The Charity aims to generate a return over the long term of 4% above the rate of inflation as measured by Consumer Price Index (CPI). Monetary targets to be reviewed and communicated to Investment Managers annually.

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

The listed investment portfolio increased in value by £339k, to £5,394k (2021: £5,054k). The portfolio produced an income stream of

£130k to support our charitable activities. The fair value of investment property at the year-end amounted to £143,000 (2021: £143,000) and relates to a legacy property with a value based on an informal valuation following a review of similar properties.

The listed investment portfolio decreased in value by £197k, to £5,197k (2022: £5,394k). The portfolio produced an income stream of £154k to support our charitable activities. The fair value of investment property at the year-end amounted to £143,000 (2022: £143,000) and relates to a legacy property with a value based on an informal valuation following a review of similar properties.

Reserves policy

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

Reserves are held to enable Nugent to meet its legal and moral commitments to the people it serves and its obligations as a good employer. The Trustees shall have power to establish funds for particular purposes or to maintain reserves.

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 a reserve for the development of existing and new services appropriate for the Charity; and
- Meet the shortfall between, expected levels of fundraising and the economic cost of activities wholly or partially dependent on voluntary funds.

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

optimum level of reserves should be in the region of 6 - 8 months of operating costs.

After deducting designated funds, uncommitted reserves freely available for current activities were at c£4m. The reserves policy for the Charity is to hold reserves in the region of 6-8 months (£9-£12m) of operating costs. Given that the 2023-24 annual operating cost budget for the Charity is £20.0m the current level of reserves is c2-3 months of operating costs which is below the reserves policy. Therefore, the Trustees acknowledge that the charity is not operating within its reserves policy.

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

Therefore, Trustees have considered the reserves policy and still consider it to be

appropriate - they have assessed the above risks and are satisfied that, given also that the charity's operations are substantially funded from statutory sources, there is sufficient access to mitigation to meet its obligations if required.



Income £'000

Total	
2022/23	£17,245
2021/22	£15,650

Independent Special School

2022/23	£3,019
2021/22	£2,437

Residential Homes and Individualised Day Services

2022/23	£12,529
2021/22	£11,703

Donations

2022/23	£109
2021/22	£86

Legacies

2022/23	£176
2021/22	£415

Expenditure £'000

Total	
2022/23	£17,786
2021/22	£15,685

Independent Special School

2022/23	£3,896
2021/22	£2,836

Residential Homes and Individual Day Services

2022/23	£12,844
2021/22	£11,617

Childrens, Adults and Community Services

2022/23	£745
2021/22	£986

Surplus/Deficit

The Statement of Financial Activities shows a Net Reduction of total funds of £738k after taking into account losses on investments of £197k. This is compared to Net Increase of £304k in 2021/22. 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

Operational overview

The Asset, Facilities and Maintenance (AF&M) team has had a positive year and made significant progress developing our internal team. The key headlines for the year are as follows:

- Team Recruitment - The Head of Estates and Environment has been in place since December '22. We have also

recruited a new Mobile Maintenance Officer and a Maintenance Apprentice who will both start with the team May/June '23. In addition to this, we have brought the central office receptionists into the team, meaning we are now at full team mandate.

- Lime Grove Cottage - refurbishment project was successfully completed, and it is now ready to be used as a registered children's home during 23/24.
- Capital Underspend - AF&M capital projects planned for the year totalled £707k. Overall, approximately £256k of projects were completed. A number of projects will move to 23/24 and a £275k project to replace the Building Management System at Marydale will be completed as part of a fully funded refurbishment project during 24/25.
- Compliance - We continue to work with RFM to improve timescales between the completion of PPM works and the receipt of certification. This work has led to an ongoing position of 100% compliance with all statutory servicing to year end.
- Hesketh Bank - 38 Newarth Lane, Hesketh Bank should have been handed back to us on Monday 9th January however there were issues with the tenant vacating. We managed to work with the tenant to resolve the situation and the property will now be back with us in April '23.

- Clarence House/West Lane Land Sale - Throughout the year, progress had stalled on the sale of Clarence House, Formby and associated land. After working towards removing any potential fail points in the sale, we have now renegotiated terms of a sale that will see Nugent receive £8.5m, a six-bed house and four one-bedroom apartments. Exchange is expected in June '23.

financial review

Fundraising Governance

Fundraising has played a key role in raising the awareness of Nugent and our presence across our communities and business networks. In order to fulfil our vision of being a totally dignified and outstanding organisation, Fundraising have helped Nugent on our journey to outstanding through raising vital funds, expanding our network, hosting unforgettable events and building partnerships - all of which has helped us serve those in need.

Over the last financial year, Fundraising have incorporated various themes of the strategic plan into the projects that we do, for example:-

- Health and well-being - we have helped develop beneficiary experience by funding sensory spaces across our homes and communities.
- Independence and resilience - we have helped create therapeutic environments by using innovative ideas to improve mental health, for example our partners building goat's pens at our children's homes.
- Shaping Futures - we have secured funding for a 'Brighter Futures' mentorship project which will create mentorship and work experience opportunities for our beneficiaries.

- Collaborative and Trusted partner - we continue to raise our profile by working with key businesses through sponsorship of various events, strategic and purpose led partnerships.

Nugent remains a member of the Fundraising Regulator, which holds the Code of Fundraising Practice for the UK.

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



plans for the future

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.

The Trustees, however, acknowledge that with respect 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 17.

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 Care is associated 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 Care. However, the Corporate Trustee Nugent Care 2019, Normandie Wragg, Nugent Care Outgoing 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, including an Audit and Risk Committee within a Board Assurance Framework 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.

1. Strategy - Impact of inadequate leadership and failure to retain talent, business continuity and reputational risk.
2. Operations - Insufficient staffing levels, failure to safeguard the charity's beneficiaries or to comply with regulatory requirements.
3. Income and Sustainability - Insufficient income and reserves for the charity to achieve its objectives.
4. Governance and Compliance - Breaches of data protection and GDPR or inadequate governance.
5. Technology - Failure to respond to organisational change and transformation, and the risk of cyber security incidents.

reference & administrative details

Governing Document

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

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

Principal Address

99 Edge Lane
Liverpool
L7 2PE

Nugent Care 2019 Sole Corporate Trustee of Nugent Care

President

Most Rev Archbishop Malcolm McMahon OP

Nugent Care 2019 Trustees

Mr JP Dennis (Chair)
Ms S Padmore (Vice-Chair)
Mrs S Worden (Treasurer)
Rev Paul Rooney (Archbishop Appointee)
Mr J Berry
Canon M Fitzsimons
Mr W Stead Mr A Dean
Mrs N Sampson
Mr J Oliver (Appointed 6th September 2022)

Chief Executive Officer

Mrs Normandie Wragg MA, NCW (Resigned 31st March 2023)

Deputy Chief Executive and Chief Governance Officer

Mrs Joanne Henney

Chief Operating Officer

Dr Kate Herod, Interim COO (Appointed 1st March 2022)

Chief Finance Officer

Mrs Emma Pridgeon (Appointed 25th April 2022)

Auditors

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

Bankers

HSBC
99-101 Lord Street Liverpool
L26PG

Solicitors

Brabners Horton House Exchange Flags
Liverpool
L2 3YL

KEOGHS
2 The Parklands
Bolton
BL6 4SE

Hill Dickinson
No. 50 Fountain Street
Manchester
M22AS

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

Morecrofts Cotton Exchange
Old Hall Street Liverpool
L3 9LQ

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
L31NW

Insurance Brokers

Howden Insurance Brokers Limited
30a Port of Liverpool Building
Pier Head
Liverpool
L31BY

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.

- The Environmental, Social and Governance strategy was presented and approved by Trustees in March 2023.

Impact on Finance and Income Generation

Finance

Following months of planning and testing, a new financial system, Advanced Financials, has been launched. This will give even greater control over our finances. A roster application, Deputy, continues to be rolled out across the organisation. This will give us more access to efficient rostering, shift management and transparency of shift availability.

Income Generation

Over the last financial year, Fundraising has raised a total of £440,526.12, whilst also raising £66,532.89 through in-kind figures.

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 21st December 2023 and signed on its behalf by:

JP Dennis - Chair of Trustees



report of the independent audits to the trustees

Opinion

We have audited the financial statements of Nugent Care 2019 (the 'charity') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the accompanying financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Trustees Annual Report, other than the financial statements and our Report of the Independent Auditors thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, incorporating the 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.

report of the independent audits to the trustees

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities statement on page 19, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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

- Examination of journal entries and other adjustments to test for appropriateness and identify any instances of management override of controls;

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

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with 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
21/12/2023

accounts

Statement of the Financial Activities (Incorporating Income and Expenditure Account) for the year ended 31 March 2023	31.03.2023	31.03.2022
	Total Funds	Total funds
	£'000	£'000
INCOME AND ENDOWMENTS FROM		
Donations and legacies	285	501
Charitable activities	16,734	14,694
Other trading activities	72	67
Investment income	154	132
Other income	-	256
Total Income	17,245	15,650
EXPENDITURE ON		
Raising funds	301	246
Charitable activities	17,485	15,439
Total Expenditure	17,786	15,685
NET INCOME/(EXPENDITURE)	(541)	(35)
OTHER RECOGNISED GAINS/(LOSSES)		
Impairment in value of fixed assets	-	-
Net gains/(losses) on investments	197	339
NET MOVEMENTS IN FUNDS	(738)	304
Total funds brought forward	13,565	13,261
TOTAL FUNDS CARRIED FORWARD	12,827	13,565

BALANCE SHEET	31.03.2023	31.03.2022
	£'000	£'000
FIXED ASSETS		
Tangible assets	6,676	6,218
Investments	5,197	5,394
Investment property	143	143
	12,016	11,755
CURRENT ASSETS		
Debtors: amounts falling due within one year	2,140	1,424
Cash at bank and in hand	314	1,745
CREDITORS		
Amounts falling due within one year	(1,643)	(1,273)
NET CURRENT ASSETS/(LIABILITIES)	811	1,896
TOTAL ASSETS LESS CURRENT LIABILITIES	12,827	13,651
CREDITORS		
Amounts falling due after more than one year	(1,643)	(1,273)
NET ASSETS	-	(86)
FUNDS		
Unrestricted funds:		
General	3,685	5,017
Designated – tangible fixed assets	6,589	6,005
Designated - investments	2,500	2,500
Restricted funds	13,774	13,522
	53	43
TOTAL FUNDS	12,827	13,565



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wearenugent.org



99 Edge Lane,
Liverpool, L7 2PE



together we are
nugent