# NUGENT CARE 2019

England & Wales · Charity number 1187072

## Details

| | |
|---|---|
| **Status** | Registered |
| **Legal form** | Charitable company |
| **Company number** | 12227571 |
| **Registered** | 2019-12-20 |
| **Register** | View on the Charity Commission register |

## Contact

| | |
|---|---|
| **Address** | Nugent<br>99 Edge Lane<br>Edge Hill<br>Liverpool<br>L7 2PE |
| **Phone** | 01512612000 |
| **Email** | info@wearenugent.org |
| **Website** | https://www.wearenugent.org/ |

## Activities

**Objects:** 1) TO PROVIDE FOR THE RELIEF AND CARE OF YOUNG CHILDREN THROUGH THE ESTABLISHMENT AND PROVISION OF AN ADOPTION AGENCY OR SERVICE AND FOSTERING FACILITIES. 2) MAINTENANCE AND PROVISION OF RESIDENTIAL ACCOMMODATION AND/OR SUPPORTIVE COMMUNITY SERVICES FOR FAMILIES, PARENTS NEEDING SUPPORT AND CHILDREN IN NEED. 3) THE ADVANCEMENT OF EDUCATION AND RELIGION AMONG CHILDREN WITH SPECIAL NEEDS BY ESTABLISHING AND SUPPORTING SPECIALIST SCHOOLS, CHILDREN'S HOMES OR COMMUNITY BASED PROVISION FOR ADVANCING THE CARE, EDUCATION AND TRAINING OF SUCH CHILDREN AND IN ACCORDANCE WITH THE ROMAN CATHOLIC FOUNDATION OF THE CHARITY.4) THE SUPPORT OF PEOPLE WITH PHYSICAL AND/OR LEARNING DISABILITIES GENERALLY BY THE ESTABLISHMENT AND MAINTENANCE OF RESIDENTIAL ACCOMMODATION, DAY PROVISION OR COMMUNITY BASED PROVISION OR LISTENING AND ADVOCACY SERVICES IN ORDER THAT THEIR QUALITY OF LIFE MAY BE IMPROVED.5) THE PROVISION AND MAINTENANCE FOR OLDER PEOPLE IN NEED OF RESIDENTIAL ACCOMMODATION, DAY PROVISION OR OTHER COMMUNITY SERVICES SPECIALLY DESIGNED OR ADAPTED TO MEET THEIR INDIVIDUAL NEEDS.6) THE SUPPORT OF SUCH OTHER CHARITABLE PURPOSES FOR THE FURTHERANCE OF EDUCATION OR THE RELIEF OF POVERTY OR SUFFERING OF THOSE IN NEED AS THE TRUSTEE FROM TIME TO TIME THINKS FIT.

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**Activities:** Nugent is a charity that has operated in the North West of England since 1881. Our mission is to educate, care, protect and inspire those in need through offering education, health and social care services.

## Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, Disability, The Prevention Or Relief Of Poverty, Religious Activities
- **Who:** Children/young People, Elderly/old People, People With Disabilities

## Geography

- Isle Of Man
- Throughout England

## Finances

| Period end | Income | Expenditure | Assets | Employees |
|---|---|---|---|---|
| 2025-03-31 | £20,371,000 | £21,391,000 | £13,178,000 | 473 |
| 2024-03-31 | £21,596,000 | £20,492,000 | £14,371,000 | 483 |
| 2023-03-31 | £17,245,000 | £17,786,000 | £12,827,000 | 451 |
| 2022-03-31 | £15,650,000 | £15,685,000 | £13,565,000 | 418 |
| 2021-03-31 | £17,424,000 | £19,511,000 | £13,370,000 | 507 |

## Trustees

| Name | Role | Appointed |
|---|---|---|
| **John-Paul Dennis** | Chair | 2020-04-01 |
| Andrew Allen | | 2025-06-05 |
| Andrew David Norman | | 2026-01-29 |
| Craig Andrew Speers | | 2025-10-09 |
| Jonathan David Oliver | | 2022-09-06 |
| Michael Stephen Fitzsimons | | 2020-04-01 |
| Reverend Paul Rooney | | 2020-06-04 |
| Victoria Louise McKenna | | 2026-01-29 |
| Wendy Bowyer | | 2024-06-06 |

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## Linked charities

- NUGENT CARE (1187072-1)

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**NUGENT CARE 2019**

England & Wales - Charity number 1187072

# Accounts

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C

Company number 12227571
Registered Charity Number: 1187072

# Nugent Care 2019

## (Company Limited by Guarantee)

## Trustees' Report and Financial Statements

## For The Year Ended 31 March 2025

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C

**Nugent Care 2019**
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

## CONTENTS


| | Page |
|---|---|
| Report of the Trustees | 3 to 17 |
| Report of the Independent Auditors | 18 to 20 |
| Statement of Financial Activities (Incorporating Income and Expenditure Account) | 21 |
| Balance Sheet | 22 to 23 |
| Cash Flow Statement | 24 |
| Notes to the Financial Statements | 25 to 44 |

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# Nugent Care 2019
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

## 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

**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) – resigned 6th March 2025
Mrs S Worden (Treasurer) – resigned 20th December 2024
Rev Paul Rooney (Archbishop Appointee)
Canon M Fitzsimons – appointed Vice–Chair 6th March 2025
Mr W Stead
Mr A Dean – resigned 31st October 2024
Mr J Oliver – appointed Treasurer 9th January 2025
Mrs W Bowyer – appointed 6th June 2024

**Chief Executive Officer**
Mrs Joanne Henney

**Auditors**
MHA
Richard House
9 Winckley Square
Preston
PR1 3HP

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

Evelyn Partners Investment Management (appointed 23rd June 2024)
45 Gresham Street
London
EC2 7BG

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The Trustees present their report with the financial statements of the charity for the year ended 31 March 2025.

The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 2019).

The accounts are for the Charity Nugent Care 2019 and the linked Charity Nugent Care. Nugent Care 2019 was incorporated on 25 September 2019 and the Charities were linked on 30 June 2020.

The Trustees report incorporates the Directors' and Strategic report as required by Company Law.

## OUR MISSION, VISION AND OBJECTIVES

### Our Mission

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

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

1. Health and Wellbeing
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 relates to providing robust financial stewardship of charitable funds which ensures the continuing provision of our services for the long term.

**'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 the people we care for, stakeholders (including colleagues), 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.

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 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 provision of residential homes 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.

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.

**Our Footprint**

We deliver all of our activity in the North West of England with services spanning across Liverpool, Sefton, St Helens and Wigan local authority areas.

**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 ensure how planned activities will contribute to the aims and objectives they have set.

**Colleagues and Volunteers**

The Trustees wish to record their appreciation to all colleagues 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 colleagues 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. Nugent has adopted the principles of the code.

**ACHIEVEMENTS AND PERFORMANCE – CHARITABLE ACTIVITIES**

Nugent describes its charitable activities under four main areas. These are Homes (split between children's and adults), Education, Community and Family.

**FINANCIAL REVIEW**

**Responsible Investment Policy and Objectives**

Nugent has a Responsible Investment Policy. The Trust Deed gives the Trustees unrestricted powers to determine investment policy, ensuring that it is developed in line with the needs of the charity and its values and principles.

The Trustees appoint professional investment managers to manage the investments on a discretionary basis 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 and be carried out in the charity's best interests.

The investment objective for the long-term investment 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 listed investment portfolio decreased in value by £173k to £5,464k (2024: £5,637k). The portfolio produced an income stream of £114k to support our charitable activities.

**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 months of support costs.

After deducting designated funds, uncommitted reserves freely available for current activities were at £2.1m. Given that the 2025-26 annual support cost budget for the Charity is £5.2m (6 months £2.6m), the current level of reserves does not comply with Nugent's reserves policy. Activities since the year end have increased reserves to a level which does comply with Nugent's 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**
Total incoming resources for the year reduced from £21,596k to £20,371k.

Our Independent Special School generated less income than the previous year at £2,932k (2024: £3,251k), mainly due to a decrease in pupil numbers. Income from Residential Homes and Individualised Day Services decreased year on year to £16,160k (2024: £16,578k).

Income from donations decreased from £164k in 2024 to £157k in 2025 due to challenges felt across the sector as a result of increased cost of living. Legacies decreased from £150k in 2024 to £39k in 2025.

**Expenditure**
Total resources expended during the year increased from £20,492k to £21,391k. There was a decrease in expenditure of £101k with respect to the Independent Special School due to there being fewer pupils than in the previous year. Expenditure on Residential Homes and Individual Day Services increased by £933k as a result of growth of the charity during the year. Expenditure on Children's, Adults and Community Services increased by £78k.

**Surplus/Deficit**
The Statement of Financial Activities shows a net decrease in total funds of £1,193k after taking into account losses on investments of £173k. This is compared to a net decrease of £1,544k in 2023/24.

Nugent has faced a number of challenges during this financial year around income generation and staffing, which has resulted in net expenditure of £1,020k, a decrease of £2,124k before taking into account movements in investments. The Statement of Financial Activities shows a net decrease in total funds of £1,193k after taking into account losses on investments of £173k. This is compared to a net increase of £1,544k in 2023/24, with the decrease being a result of challenges faced throughout the sector around placements and staffing costs. 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.

**Tangible Fixed Assets**
As of 31 March 2025, the net book value of properties and adaptions was £7.9m. Should the Trustees decide to revalue the properties as at the year end, the fair value would stand at £26.1m.

**Homes - Children**

Nugent provides open children's homes, regulated by Ofsted. During 2024 Lime Grove Cottage achieved rated as Outstanding by Ofsted. The Meadows, The Willows and Clumber Lodge achieved 'good' ratings in all areas during their 24/25 inspections. We also have Marydale Lodge, our Secure Children's Home, that currently accommodates young people under Section 25 of the Children's Act. Marydale Lodge received a 'good' in the recent January 25 inspection.

| Name of Home | Rating |
|---|---|
| The Meadows | Good |
| The Willows | Good |
| Clumber Lodge | Good |
| Lime Grove Cottage | Outstanding |
| Marydale Lodge | Good |

| Turnover Comparison | | |
|---|---|---|
| 22/24 | 24/25 | +/- |
| £11.3m | £9.7m | -£1.6m |

Performance from a regulatory perspective was strong, however we saw a sharp reduction in financial performance when compared to 23/24. This is has been due to recruitment challenges at key services which impacts the number of young people we are able to care for.

During 24/25, we began development of a Young Adults Pillar, supporting care leavers and 16 plus accommodation within a tenancy model at a number of sites across the Liverpool City Region.

### Homes - Adults

Nugent provides residential care and support for adults across three, CQC-registered, specialist homes. Lime House, a 26 bed home in Lowton for older people, Margaret Roper House, a home providing residential care and support for 23 individuals with mental health difficulties and St Josephs, based in Liverpool and home to 18 individuals with acquired brain injuries.

| Name of Home | Rating |
|---|---|
| St Joseph's | Good |
| Lime House | Good |
| Margaret Roper House | Requires Improvement |

| Turnover Comparison | | |
|---|---|---|
| 23/24 | 24/25 | +/- |
| £3.5m | £3.8m | +£0.3m |

Delivering adult social care continues to present significant financial pressures, particularly in larger care homes. Efforts are ongoing to enhance income generation and reduce the reliance on agency staff across all services. The strategic plan aligns with the vision to implement adult pathways across services.

Following a 'Requires Improvement' rating, a wraparound team provided support at Margaret Roper House and a programme of targeted improvements continues to strengthen service delivery.

### Education

Nugent House School is an independent special school for pupils with special educational needs (SEN) The school continues to review and further develop its provision for pupils with social, emotional and mental health needs (SEMH).

The school currently provides for all key stage levels of learning from primary through to 6th Form which translates to a provision for young people aged between 7 and 19.

The decision to seek a partner to take on Nugent Hose School was made, and all stakeholders have been kept well-informed as this work continues. The decision to be transparent has impacted on the pipeline of pupil referrals, however. The academic year 2023/24 ended with 45 young people on roll at Nugent House School, and projected numbers for July 2024/25 are currently at 48.

| Name of Provision | Rating |
|---|---|
| Nugent House School | Good |

| Turnover Comparison | | |
|---|---|---|
| 23/24 | 24/25 | +/- |
| £3.3m | £2.9m | -£0.4m |

Turnover reduced in 24/25 against the previous year. To mitigate this, we have negotiated fee increases from our commissioning Local Authorities to reflect increasing costs of service delivery. We have also taken a range of measures to stringently control costs.

### Community

Our community-based services cover a wide range of personal situations and provide support to over 100 people across supported housing for adults (both direct in our homes and support provided for housing provides), mental health outreach services and community support services.

| Name of Provision | Rating |
|---|---|
| Nugent Community Choices | Requires Improvement |

| Turnover Comparison | | |
|---|---|---|
| 23/24 | 24/25 | +/- |
| £2.1m | £2.7m | +£0.6m |

This year has highlighted the persistent challenges surrounding the funding of adult social care across all community services. A continued reliance on agency staffing reflects the pressures of a highly competitive and difficult recruitment market. In response, work is underway to review and refine shift structures to improve efficiency and service delivery.

### Family

This area of the business provides adoption services and support to a number of families and local authorities. During 24/25, 11 children were placed with 8 new families. A sibling group of 3 children, a sibling group of 2 children and 6 individual placements. Two of the individual placements have been made on a Foster to Adopt basis, offering 'early permanence' to these children. There have been no placement disruptions during this period.

Our Adoption Panel approved 4 new families in 2024-25 which is a 60% decrease on the previous year. There has been a national shortage of adopters during this period which has impacted greatly on the pipeline of prospective adopters coming forward.

Work to try and enhance the number of people we are able to help with placements and additional income in the family's service area continues.

| Name of Home | Rating |
|---|---|
| Nugent Adoption | Good |

| Turnover Comparison | | |
|---|---|---|
| 23/24 | 24/25 | +/- |
| £0.4m | £0.4m | -£0.0m |

The Adoption Support Social Workers worked at capacity throughout the reporting period offering support to 37 families. This support ranged from pre-placement support and guidance with transitions and early attachments, through to supporting adopted families with safeguarding concerns, educational issues and therapeutic parenting support. There has been an Adoption Support Social Worker recruited from an Education background during the reporting period.

Commissioned work from Bolton and St Helens Councils has continued throughout this period. Bolton Council commission non-Agency (Stepparent) Adoption work from Nugent, these cases are shared across the Team, meaning that both assessing social workers and support social workers complete the Court work on these cases.

St Helens council commission Life Story Books from Nugent, for children with a plan of adoption. Again, these cases are allocated across the team. Costs have continued to be reviewed and reduced to address the overall financial sufficiency of the adoption service.

### Our Future Now

In 2024/25, a number of teams within Nugent were merged to form 'Our Future Now', dedicated to creating meaningful, long-lasting impact across the Liverpool City Region. This transition brought together Community, Caritas, Volunteers, and Fundraising teams under one strategic umbrella. The integration not only streamlines efforts but also strengthens our mission to deliver support whenever and wherever it is needed most.

Throughout the year, we've delivered a series of high-impact events that not only raised vital funds but also deepened public understanding of our work:

- Sleep Out with Nugent
- Nugent Gala
- Nugent Arctic Challenge
- Good Shepherd Appeal Masses
- Light Up a Life
- A range of bespoke challenges and fundraising events taken on by our amazing supporters in aid of Nugent.

There have been no complaints received relating to fundraising activities during the 2024/25 period. This reflects our continued commitment to ensuring that all fundraising is conducted in a respectful, transparent, and responsible manner.

To protect vulnerable individuals in connection with our fundraising efforts, we have implemented the following key measures:

- Safeguarding and ethical fundraising training for staff and volunteers
- Clear consent and communication policies, ensuring individuals are never pressured to donate
- Risk assessments for public-facing events and campaigns

We remain aligned with the Code of Fundraising Practice and are committed to upholding the highest standards in all our activities.

## SIGNIFICANT EVENTS

### Property Activity

**Nugent House School Lower Field, Billinge** – During 24/25, we agreed heads of terms for the sale of the portion of land that is south of Nugent House School. The deal will see Nugent receive a capital receipt and 16 properties as part of the proposed deal.

**Clarence House/West Lane Land Sale** – In December 2024, the housing scheme proposed by Redrow, purchasers of the land from Nugent, for the Clarence House/West Lane site received approval. This milestone triggered the eventual completion in June 2025.

## PLANS FOR THE FUTURE

In January 2025, Nugent's Trustees approved its new 5-year strategic plan; an ambitious plan, not just for Nugent but for the Liverpool City Region, that sets out a collaborative vision that we can "*together, provide a lifelong pathway of support for individuals and communities in need*".

Our strategic plan is called "*Imagine Our World*" as we ask the Liverpool City Region to imagine what can be achieved if we work together, and the positive impact we could have on vulnerable individuals and communities.

Imagine Our World sets out Nugent's five strategic priorities:

- **Accommodation**
  - Providing safe spaces for those in need

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- **Employability**
  - Empowering individuals with the skills and resources needed to secure employment and build sustainable livelihoods

- **Poverty Alleviation**
  - Seeking to address all forms of poverty, such as food, hygiene, and financial crisis

- **Quality of Life**
  - Strengthen the ability of the people we support and our colleagues to sustain a healthy quality of life

- **Making Memories**
  - Creating opportunities for individuals and families to experience joy, break cycles of adversity, and create lasting memories

Whilst Nugent aims to continue to serve the needs of its community through the provision and adaptation of existing services, the *Imagine Our World* strategic plan outlines the objective of Nugent becoming a Registered Housing Provider. Delivery of this objective will support Nugent become more financially sustainable, whilst delivering against its strategic priorities.

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.

**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 a Governance 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 has a defined risk appetite, a framework which enables the organisation to make informed management decisions. By defining both optimal and tolerable positions, Nugent is clearly setting out both the target position in the pursuit of its strategic objectives. The benefits of adopting a risk appetite include:

- Improving informed decision-making, focusing on priority areas within the organisation
- Reducing uncertainty
- Improving consistency across leadership and governance mechanisms and decision-making
- Supporting performance improvement
- Informing spending review and resource prioritisation processes

**Key Risks**

Some of the key risks we track and control are as follows:

- Failure to safeguard our charity's beneficiaries or associated vulnerable persons, including children, from abuse and maltreatment.
- Our charity fails to comply with or is unable to meet applicable regulatory requirements, leading to reputational damage and financial penalties.
- Insufficient income and reserves for us to achieve its strategic objectives and maintain its operations. Insufficient working capital to fund our growth plan.
- The charity does not achieve its strategic, charitable, regulatory and ethical objectives due to inadequate governance at the board, executive and senior management or operational levels.

The risks we track are not limited to the above. Using our risk management framework, we ensure that sufficient mitigation is in place to adequately control risks and all active risks are reviewed on a monthly basis.

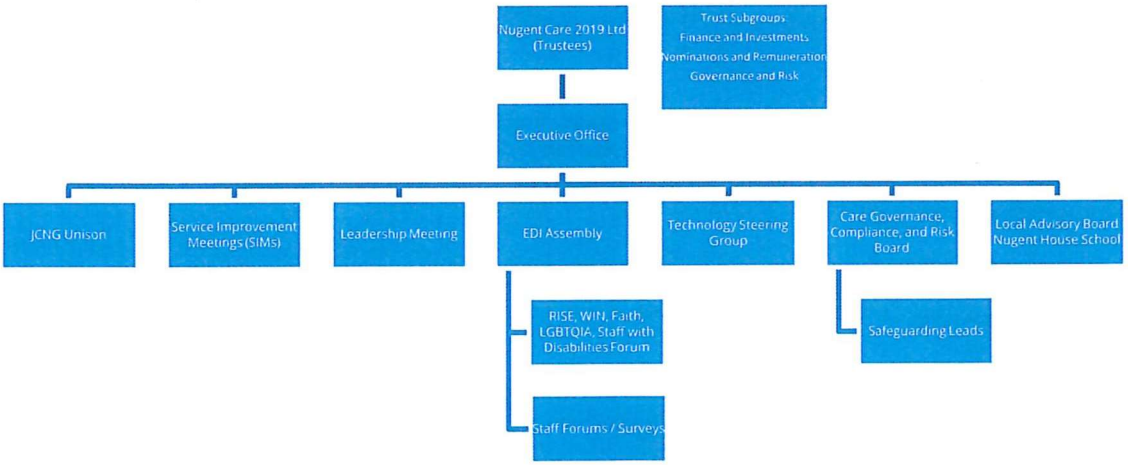
## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Organisational structure

Nugent Care 2019 is the Sole Corporate Trustee of Nugent Care. Nugent Care 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. As part of our strategy, Nugent Academy Trust was dissolved on 6 August 2024.

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.

The company and governance structure is as follows:




Examples of sources of internal audit and external assurance

### 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.

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



Nugent's Board of Trustees consists of 6 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.

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.

Nugent's Board of Trustees are dedicated to embedding governance best practice to deliver organisational compliance. The charity inspects itself against the Charity Governance Code every 2 years, with its last inspection taking place in February 2024. Nugent achieved a result of 95% which is a slight increase on the previous inspection result (94%).

**Trustee Subgroups**

Our trustee sub subgroups are as follows:

1. Finance and Investments
2. Nominations and Remuneration
3. Governance and Risk

They are intended to ensure that Trustees have the correct forums to successfully discharge their responsibilities. Chairs of these subgroups are free to meet outside of the main board. They can consist of any trustees who wish to attend if the respective Chairs feel matters require it.

**Executive Office Team**

In every day practice the Trustees delegate the day-to-day operations of the Charity to the Chief Executive and the Executive Office to ensure that systems are in place to adequately safeguard against mismanagement, misdirection or mistake. The Chief Executive reports directly to the Chair of Trustees. In the event of a vacancy, the Chair along with the Trustees would oversee the arrangements for the appointment of a new Chief Executive. The Trustees have worked with the Executive Office to develop our long-term strategy for the Charity. Responsibility for implementation of the strategy is delegated to the Executive Office through an agreed three-year business improvement plan.

**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.

### Remuneration Policy for Chief Executive

The remuneration for the Chief Executive is determined by the Nominations and Remuneration Committee and in line with our 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.

### 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'.*

### 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 whether it is 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:

- Association of Chief Executives (ACEVO)
- British Quality Foundation (BQF)
- Caritas Social Action Network (CSAN)
- Children's Home Association (CHA)
- Downtown in Business (DiB)
- Knowsley, Liverpool and Sefton Chambers of Commerce
- Liverpool Chamber
- Liverpool Community and Voluntary Services (LCVS)

- National Association of Special Schools (NASS)
- National Council of Voluntary Organisations (NCVO)
- The Voluntary Organisations Disability Group (VODG)

Has signed up to:

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

Registered with:

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

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.

**People**

During 2024/25 has seen significant advancements in our commitment to fostering a progressive, equitable, and rewarding environment for our colleagues. These strategic initiatives are integral to our long-term sustainability and the continued development of a high-performing workforce.

A cornerstone of this progress has been the refresh of our Equality, Diversity, and Inclusion (EDI) strategy. This update moves beyond compliance, embedding EDI principles into our organisational culture, talent acquisition, and development pathways.

In line with our commitment to fair and transparent remuneration, we successfully completed the implementation of new pay bands and the streamlining of terms and conditions. This has simplified our compensation structure, ensured greater internal equity, and enhanced clarity for all employees regarding their remuneration and benefits.

Furthermore, we proudly continued our commitment to being a Real Living Wage employer. This sustained dedication ensures that all our employees receive a wage that meets the cost of everyday needs, reflecting our core value of supporting the well-being of our workforce.

Looking to the future, a key achievement has been the successful launch of our Leadership Academy. This bespoke programme is designed to cultivate and nurture our internal talent, equipping current and future leaders with the essential skills and strategic mindset required to drive organisational success.

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

Nugent's Culture of Excellence (Governance, Risk, Assurance, and Improvement Framework) is fully embedded across all services operated by the charity. The framework is now mature, supporting services with greater transparency of non-conformance, and with dedicated support in implementing preventative action.

Nugent has achieved ISO 9001:2015 certification for its quality management system (Governance, Risk, Assurance, and Improvement Framework), covering the management of all areas of the charity. This certification provides assurance to stakeholders that Nugent's Culture of Excellence has been externally verified and that it meets the recognised international standard for quality management.

Its Culture of Excellence Framework has become a cornerstone of everything that Nugent does and strives to achieve.

### Environment

### Streamlined Energy and Carbon Reporting

Nugent Care 2019 Ltd is 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.

### Electric Car Charging Points

During 23/24, we completed the install of electrical charging ports at our head office. This initiative will continue in 25/26 to maximise grant level. This project was intended to complete during 24/25 but funds were directed to higher priority projects.

### ESOS Audits

We have undertaken 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.

### Energy

All energy data is taken from our 24/25 Streamlined Energy and Carbon Reporting (SECR). Maloneys Associates have collated consumption data for the 23/24 financial year. 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 818 tCO2e. This is a decrease of 1% compared to our baseline 20/21 SECR year.

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. The large reduction we have made is down to some stock rationalisation, the closure of our adoption office and some energy improvement work completed.

## GOING CONCERN

The Charity incurred net expenditure for the year to 31 March 2025 of £1.0m and at that date held net assets of £13.2m. Forecasts of future cash generation across the Charity have been prepared from the date of approval of these financial statements until the end of March 2027 (17 months). These forecasts take account of current and expected changes in the wider economic environment, such as increases to the rate of inflation and changes to Government policy and assume that the overdraft facilities currently provided will be maintained. Downside scenarios have also been prepared, encompassing risks and potential shortfalls in income and asset sales. The forecasts assume that overdraft facilities currently provided be maintained.

Nugent holds investments which can be liquidated if required, as well as assets which could potentially be sold at a higher value than that recorded in the accounts.

Based on review of the above, the Trustees have concluded that there are sufficient reserves held at the year end, together with increases since the year end, to create a reasonable expectation that Nugent has adequate resources to continue in operational existence for the foreseeable future and that it is therefore appropriate to prepare the charity financial statements on a going concern basis.

## 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.

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



## 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 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 November 28, 2025 and signed on its behalf by:

John-Paul Dennis

.....

JP Dennis - Chair of Trustees

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



## REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES

### Opinion

We have audited the financial statements of Nugent Care 2019 (the 'charity') for the year ended 31 March 2025 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 2025 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 *Auditor responsibilities for the audit of the financial statements* section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our 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.

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



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.

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.

**Matters on which we are required to report by exception**

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 17, 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 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.

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



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;
- Reviewing the systems for recording revenue and tested a sample of revenue from source documentation to the posting on the accounting system.

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

**Nicola Mason MHA (Cantab) ACA DChA**
Senior Statutory Auditor
For and on behalf of MHA, Statutory Auditor
Richard House
9 Winckley Square
Preston
PR1 3HP

December 9, 2025
.....

MHA is the trading name of MHA Audit Services LLP, a limited liability partnership in England and Wales (registered OC455542)

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C

## Nugent Care 2019

STATEMENT OF THE FINANCIAL ACTIVITIES
(Incorporating Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2025

| | Notes | Unrestricted Funds £'000 | Restricted Funds £'000 | 2025 Total £'000 | 2024 Total £'000 |
|---|---|---|---|---|---|
| **INCOME AND ENDOWMENTS FROM:** | | | | | |
| Donations and legacies | 2 | 129 | 67 | 196 | 314 |
| Charitable activities | 3 | 19,631 | 420 | 20,051 | 20,799 |
| Other trading activities | 4 | 10 | - | 10 | 60 |
| Investment income | 5 | 114 | - | 114 | 136 |
| Other income | 6 | - | - | - | 287 |
| **Total income** | | 19,884 | 487 | 20,371 | 21,596 |
| **EXPENDITURE ON:** | | | | | |
| Raising funds | 7 | 317 | - | 317 | 328 |
| Charitable activities | 8 | 21,065 | 9 | 21,074 | 20,164 |
| **Total expenditure** | | 21,382 | 9 | 21,391 | 20,492 |
| **NET INCOME/(EXPENDITURE)** | | (1,498) | 478 | (1,020) | 1,104 |
| **TRANSFERS BETWEEN FUNDS** | | 14 | (14) | - | - |
| **OTHER RECOGNISED GAINS/(LOSSES)** | | | | | |
| Net gains/(losses) on investments | 14 | (173) | - | (173) | 440 |
| **NET MOVEMENT IN FUNDS** | | (1,657) | 464 | (1,193) | 1,544 |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | 20 | 14,160 | 211 | 14,371 | 12,827 |
| **TOTAL FUNDS CARRIED FORWARD** | | 12,503 | 675 | 13,178 | 14,371 |

The notes form part of these financial statements

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C

## Nugent Care 2019

BALANCE SHEET
31 MARCH 2025

| | Notes | 2025 £'000 | 2024 £'000 |
|---|---|---|---|
| **FIXED ASSETS** | | | |
| Tangible assets | 13 | 7,858 | 7,445 |
| **Investments** | | | |
| Investments | 14 | 5,464 | 5,637 |
| Investment property | 15 | - | - |
| | | 13,322 | 13,082 |
| **CURRENT ASSETS** | | | |
| Debtors: amounts falling due within one year | 16 | 1,372 | 1,872 |
| Cash at bank and in hand | | 296 | 1,398 |
| | | 1,668 | 3,270 |
| **CREDITORS** | | | |
| Amounts falling due within one year | 17 | (1,812) | (1,981) |
| **NET CURRENT ASSETS/(LIABILITIES)** | | (144) | 1,289 |
| **TOTAL ASSETS LESS CURRENT LIABILITIES** | | 13,178 | 14,371 |
| **CREDITORS** | | | |
| Amount falling due after more than one year | | - | - |
| **NET ASSETS** | | 13,178 | 14,371 |

The notes form part of these financial statements

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C

## Nugent Care 2019

BALANCE SHEET
31 MARCH 2025

| | Notes | 2025 | 2024 |
|---|---|---|---|
| **FUNDS** | 20 | **£'000** | **£'000** |
| Unrestricted funds: | | | |
| General fund | | 2,145 | 4,215 |
| Designated – tangible fixed assets | | 7,858 | 7,445 |
| Designated - investments | | 2,500 | 2,500 |
| | | 12,503 | 14,160 |
| Restricted funds | | 675 | 211 |
| **TOTAL FUNDS** | | 13,178 | 14,371 |

The financial statements were approved by the Board of Trustees and authorised for issue on November 28, 2025 and were signed on its behalf by:

John-Paul Dennis
.....
JP Dennis – Chair of Trustees

J. D. Oh
.....
Jonathan Oliver – Treasurer

**Company number 12227571**

The notes form part of these financial statements

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C

## Nugent Care 2019

# CASH FLOW STATEMENT
# FOR THE YEAR ENDED 31 MARCH 2025

| | Notes | 2025 £'000 | 2024 £'000 |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Net cash flow from operating activities | 27 | 105 | 2,151 |
| Interest paid | | - | (3) |
| Net cash provided by/(used in) operating activities | | 105 | 2,148 |
| **Cash flows from investing activities** | | | |
| Purchase of tangible fixed assets | | (1,321) | (1,400) |
| Sale of tangible fixed assets | | - | 287 |
| Dividends received | | 114 | 136 |
| Net cash provided by/(used in) investing activities | | (1,207) | (977) |
| **Cash flows from financing activities** | | | |
| Bank loan repayments in year | | - | (87) |
| Net cash provided by/(used in) financing activities | | - | (87) |
| **Change in cash and cash equivalents in the reporting period** | | (1,102) | 1,084 |
| **Cash and cash equivalents at the beginning of the reporting period** | | 1,398 | 314 |
| **Cash and cash equivalents at the end of the reporting period** | 28 | 296 | 1,398 |

The notes form part of these financial statements

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



## 1. ACCOUNTING POLICIES

### BASIS OF PREPARING THE FINANCIAL STATEMENTS

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

Nugent Care 2019 is a charitable company limited by guarantee.

On 30th June the Charity Commission confirmed the linking of Nugent Care and Nugent Care 2019. Nugent Care continues to exist in the same manner as it did prior to the linking direction being made. From 1 April 2020, Nugent Care, the unincorporated charity was given a new charity registration number of 1187072-1.

These financial statements cover the activities of Nugent Care unincorporated and Nugent Care 2019 for the period under review. As Nugent Care 2019 is dormant and does not have any assets, all activity relates to Nugent Care unincorporated and additional columns and results are not required for Nugent Care 2019.

### GOING CONCERN

The Charity achieved net expenditure for the year to 31 March 2025 of £1m and at that date held net assets of £13.2m. Forecasts of future cash generation across the Charity have been prepared from the date of approval of these financial statements until the end of March 2027 (17 months). These forecasts take account of current and expected changes in the wider economic environment, such as increases to the rate of inflation and changes to Government policy and assume that the overdraft facilities currently provided will be maintained. Downside scenarios have also been prepared, encompassing risks and potential shortfalls in income and asset sales. The forecasts assume that overdraft facilities currently provided be maintained.

Based on review of the above, the Trustees have concluded that there are sufficient reserves held at the year end to create a reasonable expectation that Nugent has adequate resources to continue in operational existence for the foreseeable future and that it is therefore appropriate to prepare the charity financial statements on a going concern basis.

### INCOME

Income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably.

Donations are accounted for when received.

Legacies are recognised on the earlier of the date on which the charity is advised by the personal representatives of an estate that payment will be transferred, and the amount involved can be quantified with sufficient reliability or when the distribution is received by the estate. Where legacies have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



## 1. ACCOUNTING POLICIES – CONTINUED

### INCOME

Grants and fees for services and activities are accounted for when receivable. Grants subject to performance-related conditions or terms and conditions outside the charity's control are deferred and released to income when the conditions are met.

Government grants are recognised in the financial statements when there is reasonable assurance that the charity will comply with the conditions attached to the grant and the grants will be received. A grant that becomes receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the charity with no future related costs shall be recognised in income in the period in which it is receivable.

Gifts of goods donated for resale are recognised at the point of receipt at fair value unless it is impractical and/or the costs of recognition on receipt outweigh the benefit of this information to users of the accounts and the charity, in which case they are recognised as income when sold.

Investment income is recognised when receivable and the amount can be measured reliably by the charity.

Funds reimbursed through an insurance claim are recognised by offsetting them against the related expense. The amount reimbursed is recognised as an addition to the fund that initially suffered the insured loss.

### EXPENDITURE

Expenditure is accounted for on an accruals basis.

Costs of raising funds are incurred in attracting voluntary income and include the salaries and overhead costs of the staff that undertake fundraising activities.

Charitable expenditure comprises costs of services supplied, and activities undertaken directly in respect of the charity's activities, and related support and governance costs. Support costs consist of costs such as strategic management and development, finance, HR, training, IT support, estate and property management and general administration. Governance costs are primarily associated with constitutional and statutory requirements of operating the charity, including professional fees for external audit and legal advice.

Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

### TANGIBLE ASSETS

Tangible assets are stated at cost and depreciated over their useful economic lives, except for freehold land which is not depreciated. The economic life of an asset is revised if there is a change in circumstances. Depreciation is calculated to write off the cost of fixed assets over the following maximum periods:

| | |
|---|---|
| Freehold property | 66 years |
| Building adaptations | 20 years |
| Motor vehicles | 3 years |

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



## 1. ACCOUNTING POLICIES – CONTINUED

Tangible assets are subject to an impairment review if circumstances or events change to indicate that the carrying value may not be fully recoverable. Where an asset is found to be impaired, it is written down to its recoverable amount and the loss on impairment is charged to the relevant expenditure category.

### INVESTMENTS

Investments in quoted shares, traded bonds and similar, and investment property are measured initially at cost and subsequently at fair value.

### TAXATION

The charity is exempt from tax on its charitable activities.

### FUND ACCOUNTING

Restricted funds are subject to specific restrictions imposed by the donor or trust deed or terms of an appeal. Expenditure that meets the criteria is identified to the fund.

Unrestricted income funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for particular purposes.

### FINANCIAL INSTRUMENTS

Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value except for bank loans, which are subsequently measured amortised cost using the effective interest method, and investments in listed shares, which are subsequently measured at fair value (market value).

### LEASING COMMITMENTS

Rentals payable under operating leases are charged against income over the lease term.

### CASH AT BANK

Cash at bank and in hand includes cash and short term highly liquid investments which are included as current assets.

### DEBTORS

Debtors are stated in the balance sheet at estimated net realisable value. Net realisable value is the invoiced amount less provisions for bad and doubtful debtors.

### CREDITORS

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



## 1. ACCOUNTING POLICIES – CONTINUED

### MULTI-EMPLOYER PENSION SCHEME

The charity participates in a multi-employer defined benefits pension scheme, the Teachers' Pension Scheme (England and Wales) ("the Scheme"), for its teaching staff. It is not possible or appropriate to identify the assets and liabilities of the Scheme which are attributable to the charity. Accordingly, the charity has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The TPS is an unfunded arrangement backed by the government. Contributions are paid in respect of benefits earned by members to date. Typically, there is no legal or constructive obligation to pay anything further in respect of current or prior service.

### CRITICAL ACCOUNTING JUDGEMENTS AND SOURCES OF ESTIMATION UNCERTAINTY

In applying the Charity's accounting policies, the Trustees are required to make judgements (other than those involving estimation) that have a significant impact on the amounts recognised and to make estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. These estimates and associated assumptions are based on historical experience and other factors including expectations of future events that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

a) *Critical judgements in applying the Charity's accounting policies*
Other than the assessment of going concern, the Trustees consider there to be no critical judgements.

b) *Key sources of estimation uncertainty*
The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and value in use analyses of the assets. The useful economic lives, value in use, and resulting annual depreciation charge are re-assessed annually. They are amended when necessary to reflect current estimates based on future investments, utilisation and the physical condition of the assets.

In addition, a key source of estimation uncertainty exists around the level of provision arrived at for outstanding debtors and as well as that considered necessary to settle any outstanding legal claims.

## 2. DONATIONS AND LEGACIES

| | 2025<br>£'000 | 2024<br>£'000 |
|---|---|---|
| Donations and gifts | 157 | 164 |
| Legacies | 39 | 150 |
| | 196 | 314 |

Donations and legacies includes restricted income of £67k (2024: £nil)

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## 3. INCOME FROM CHARITABLE ACTIVITIES

| | 2025 £'000 | 2024 £'000 |
|---|---|---|
| Children's, adults' and community services | 499 | 506 |
| Special schools | 2,932 | 3,251 |
| Residential homes and individualised support projects | 16,160 | 16,578 |
| Capital grants | 420 | 420 |
| Miscellaneous | 40 | 44 |
| | 20,051 | 20,799 |

Income from charitable activities includes restricted grant funding of £420k (2024: £458k)

## 4. OTHER TRADING ACTIVITIES

| | Unrestricted £'000 | Restricted £'000 | 2025 £'000 | 2024 £'000 |
|---|---|---|---|---|
| Shop income | 10 | - | 10 | 60 |

## 5. INVESTMENT INCOME

| | 2025 £'000 | 2024 £'000 |
|---|---|---|
| Dividends from investments held | 114 | 136 |

## 6. OTHER INCOME

| | 2025 £'000 | 2024 £'000 |
|---|---|---|
| Sale of fixed assets | - | 287 |
| | - | 287 |

## 7. RAISING FUNDS

### RAISING DONATIONS AND LEGACIES

| | 2025<br>£'000 | 2024<br>£'000 |
|---|---|---|
| Fundraising and publicity | 296 | 251 |

### OTHER TRADING ACTIVITIES

| | 2025<br>£'000 | 2024<br>£'000 |
|---|---|---|
| Charity shop expenditure | 21 | 77 |
| Aggregate amounts | 317 | 328 |

Expenditure on raising funds includes no expenditure related to restricted funding (2024: £nil)

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



## 8. CHARITABLE ACTIVITIES COSTS

| 2025 | Activities Undertaken Directly £'000 | Support & Governance Costs £'000 | Total 2025 £'000 | Total 2024 £'000 |
|---|---|---|---|---|
| (i) Unrestricted funds | | | | |
| Provision of children's, adults' and community services | 828 | 44 | 872 | 794 |
| Special schools | 3,560 | 135 | 3,695 | 3,796 |
| Residential homes and individualised day support projects | 15,827 | 671 | 16,498 | 15,560 |
| | 20,215 | 850 | 21,065 | 20,150 |
| (ii) Restricted funds | | | | |
| Residential homes and individualised day support projects | 9 | - | 9 | 14 |
| | 20,224 | 850 | 21,074 | 20,164 |

| 2024 | Activities Undertaken Directly £'000 | Support & Governance Costs £'000 | Total 2024 £'000 |
|---|---|---|---|
| (i) Unrestricted funds | | | |
| Provision of children's, adults' and community services | 751 | 43 | 794 |
| Special schools | 3,672 | 124 | 3,796 |
| Residential homes and individualised day support projects | 14,932 | 628 | 15,560 |
| | 19,355 | 795 | 20,150 |
| (ii) Restricted funds | | | |
| Residential homes and individualised day support projects | 14 | - | 14 |
| | 19,369 | 795 | 20,164 |

## 8 CHARITABLE ACTIVITIES COSTS (Continued)

### Support and Governance costs

| | Total 2025 £'000 | Total 2024 £'000 |
|---|---|---|
| Office services and quality assurance | 585 | 967 |
| Property services | 37 | 42 |
| Finance services | 72 | 74 |
| Management | (65) | 366 |
| IT services | 87 | 67 |
| Development | 17 | 14 |
| Fundraising | 117 | 36 |
| Other recharges | - | (771) |
| | 850 | 795 |

**Net expenditure for the year includes:-**

| | 2025 £'000 | 2024 £'000 |
|---|---|---|
| Fees payable to the auditor for | | |
| Audit | 28 | 23 |
| Other services | 4 | 4 |
| Depreciation | 908 | 773 |
| Operating lease rentals | 146 | 134 |

## 9. TRUSTEES REMUNERATION AND BENEFITS

No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).

None of the trustees received or waived any remuneration during the year in respect of their services as trustees (2024: £nil).

During the year the charity held trustees' indemnity insurance, the cost of which is included in the cost of the general insurance policy.

### TRUSTEES' EXPENSES

The charity trustees were not paid or received any other benefits from employment with the charity, (2024: £nil). No trustees were reimbursed expenses during the year (2024: £131)

That Coaching Vibe Ltd is a related party as it is controlled by a trustee. During the year an amount of £19,525 was paid to the company for professional services (2024: £3,554 FCA Services Ltd)

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



## 10. STAFF COSTS

| | 2025 £'000 | 2024 £'000 |
|---|---|---|
| Wages and salaries | 11,544 | 10,861 |
| Social security costs | 1,078 | 1,024 |
| Pension contributions | 607 | 567 |
| | 13,229 | 12,452 |

Staff costs include a holiday pay accrual of £31k as at 31 March 2025.

The number of employees whose emoluments in the year exceeded £60,000 was as follows:

| | 2025 Number | 2024 Number |
|---|---|---|
| £60,000 – £70,000 | 2 | 4 |
| £70,000 – £80,000 | 5 | 4 |
| £80,000 – £90,000 | 3 | 1 |
| £90,000 – £100,000 | - | - |
| £100,000 - £110,000 | - | - |
| £110,000 - £120,000 | - | - |
| £120,000 - £130,000 | - | 1 |
| £130,000 - £140,000 | 1 | - |

The number of staff with emoluments over £60,000 accruing retirement benefits within a defined benefit scheme is 1 (2024:1). The number accruing retirement benefits within a defined contribution scheme is 10 (2024: 8). The charity paid £68,734 (2024: £51,513) in respect of pension contributions on their behalf.

The average number of paid employees for the year was 473 (2024: 483).

The key management personnel of the charity this year is comprised of the Chief Executive Officer, Director of Finance, Director of People, Director of Business Development, Marketing and Communications, Director of Governance, Performance and Office of the CEO, Director of Children's Services, Director of Property and Director of Education. The total employee remuneration and benefits of the key management personnel of the charity were £844,582 (2024: £449,363).

In order to maintain a quality care service, the charity has utilised external agency staff when operational requirements demand. The total costs incurred this year for use of such staff have amounted to £1,546,763 (2024: £1,575,548).

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



## 11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

**2024**

| | Unrestricted Funds £'000 | Restricted Funds £'000 | Total Funds £'000 |
|---|---|---|---|
| **INCOME AND ENDOWMENTS FROM:** | | | |
| Donations and legacies | 314 | - | 314 |
| Charitable activities | 20,341 | 458 | 20,799 |
| Other trading activities | 60 | - | 60 |
| Investment income | 136 | - | 136 |
| Other income | 287 | - | 287 |
| **Total** | 21,138 | 458 | 21,596 |
| **EXPENDITURE ON:** | | | |
| Raising funds | 328 | - | 328 |
| Charitable activities | 20,150 | 14 | 20,164 |
| **Total** | 20,478 | 14 | 20,492 |
| **NET INCOME/(EXPENDITURE)** | 660 | 444 | 1,104 |
| Transfers between funds | 286 | (286) | - |
| Net gains/(losses) on investments | 440 | - | 440 |
| **NET MOVEMENT IN FUNDS** | 1,386 | 158 | 1,544 |
| **RECONCILIATION OF FUNDS:** | | | |
| **Total funds brought forward** | 12,774 | 53 | 12,827 |
| **TOTAL FUNDS CARRIED FORWARD** | 14,160 | 211 | 14,371 |

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



## 12. GOVERNANCE COSTS

| | 2025 £'000 | 2024 £'000 |
|---|---|---|
| Provision of children's, adults' and community services | 25 | 24 |
| Special schools | 107 | 118 |
| Residential homes and individualised support projects | 477 | 480 |
| | 609 | 622 |

## 13. TANGIBLE FIXED ASSETS

| | Freehold Property £'000 | Building Adaptations £'000 | Motor Vehicles £'000 | Totals £'000 |
|---|---|---|---|---|
| **COST** | | | | |
| At 1 April 2024 | 7,606 | 13,353 | 31 | 20,990 |
| Additions | 147 | 1,174 | - | 1,321 |
| At 31 March 2025 | 7,753 | 14,527 | 31 | 22,311 |
| **DEPRECIATION** | | | | |
| At 1 April 2024 | 4,061 | 9,453 | 31 | 13,545 |
| Charge for year | 133 | 775 | - | 908 |
| At 31 March 2025 | 4,194 | 10,228 | 31 | 14,453 |
| **NET BOOK VALUE** | | | | |
| At 31 March 2025 | 3,559 | 4,299 | - | 7,858 |
| At 1 April 2024 | 3,545 | 3,900 | - | 7,445 |

Included in the cost of freehold land and buildings is freehold land of £546,000 which is not depreciated.

Certain properties were transferred to the charity under trust deeds dated 8 April 1924 and 15 September 1976. At 31 March 2025 freehold property and adaptations relating to those properties are included in tangible fixed assets at a cost of £4.1m. Their market value is likely to be significantly different.

## 14. FIXED ASSET INVESTMENTS

| | Listed Investments £'000 |
|---|---|
| **MARKET VALUE** | |
| At 1 April 2024 | 5,637 |
| Additions | 690 |
| Disposals | (710) |
| Revaluation | (153) |
| At 31 March 2025 | 5,464 |
| **FAIR VALUE** | |
| At 31 March 2025 | 5,464 |
| At 31 March 2024 | 5,637 |

The investment portfolio is managed by Rathbones. The value of investments held at the year-end can be analysed as follows:

| | 2025 £'000 | 2024 £'000 |
|---|---|---|
| UK equities | 668 | 713 |
| Overseas equities | 3,351 | 3,441 |
| UK bonds and gilts | 712 | 720 |
| Alternatives | 598 | 556 |
| UK cash held on deposit | 135 | 207 |
| | 5,464 | 5,637 |

## 15. INVESTMENT PROPERTY

| | 2025 £'000 | 2024 £'000 |
|---|---|---|
| At 1 April 2024 and 31 March 2025 | - | - |

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



## 16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 2025 £'000 | 2024 £'000 |
|---|---|---|
| Trade debtors | 899 | 1,259 |
| Other debtors | 23 | 48 |
| Prepayments and accrued income | 450 | 565 |
| | 1,372 | 1,872 |

## 17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 2025 £'000 | 2024 £'000 |
|---|---|---|
| Trade creditors | 765 | 926 |
| Taxation and social security | 228 | 231 |
| Other creditors | 819 | 824 |
| | 1,812 | 1,981 |

Other creditors include:

A holiday accrual for £31k (2024: £27k)

| | |
|---|---|
| Deferred income at 31 March 2024 | 1 |
| Released in the year | - |
| Deferred income at 31 March 2025 | 1 |

## 18. SECURED DEBTS

Nugent has an overdraft facility of £0.5m with HSBC and a security arrangement is in place over the investment portfolio of £5.5m with underlying investment values not to fall below £2.5m.

## 19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

**2025**

| | Unrestricted Funds £'000 | Restricted Funds £'000 | 2025 Total £'000 | 2024 Total £'000 |
|---|---|---|---|---|
| Fixed assets | 7,858 | - | 7,858 | 7,445 |
| Investments | 5,464 | - | 5,464 | 5,637 |
| Current assets | 993 | 675 | 1,668 | 3,270 |
| Current liabilities | (1,812) | - | (1,812) | (1,981) |
| Long term liabilities | - | - | - | - |
| | 12,503 | 675 | 13,178 | 14,371 |

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



## 19. ANALYSIS OF NET ASSETS BETWEEN FUNDS - continued

**2024**

| | Unrestricted Funds £'000 | Restricted Funds £'000 | 2024 Total £'000 |
|---|---|---|---|
| Fixed assets | 7,445 | - | 7,445 |
| Investments | 5,637 | - | 5,637 |
| Current assets | 3,059 | 211 | 3,270 |
| Current liabilities | (1,981) | - | (1,981) |
| Long term liabilities | - | - | - |
| | 14,160 | 211 | 14,371 |

## 20. MOVEMENT IN FUNDS

**2025**

| | At 1 April 2024 £'000 | Net Movement in Funds £'000 | Transfers Between Funds £'000 | At 31 March 2025 £'000 |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| General fund | 4,215 | (1,498) | (572) | 2,145 |
| Designated – tangible fixed assets | 7,445 | - | 413 | 7,858 |
| Designated – investments | 2,500 | (173) | 173 | 2,500 |
| | 14,160 | (1,671) | 14 | 12,503 |
| **Restricted funds** | | | | |
| Specific | 11 | - | - | 11 |
| Home fund | 17 | - | - | 17 |
| Children's fund | 8 | - | - | 8 |
| St Joseph's specific legacy | 5 | - | - | 5 |
| Other restricted | 25 | - | (25) | - |
| Brighter futures | - | 8 | - | 8 |
| Poverty alleviation | - | 4 | - | 4 |
| Employability | - | 18 | - | 18 |
| Making memories | - | (9) | 9 | - |
| General donations | - | 37 | 16 | 53 |
| Capital grants | 145 | 420 | (14) | 551 |
| | 211 | 478 | (14) | 675 |
| **TOTAL FUNDS** | 14,371 | (1,193) | - | 13,178 |

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



## 20. MOVEMENT IN FUNDS – continued

Net movement in funds included in the above are as follows:

**2025**

| | Incoming resources £'000 | Resources expended £'000 | Gains and losses £'000 | Movement in funds £'000 |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| General fund | 19,884 | (21,382) | - | (1,498) |
| Designated – fixed assets | - | - | - | - |
| Designated – investments | - | - | (173) | (173) |
| | 19,884 | (21,382) | (173) | (1,671) |
| **Restricted funds** | | | | |
| Home fund | - | - | - | - |
| Restricted funds | - | - | - | - |
| Brighter futures | 8 | - | - | 8 |
| Poverty alleviation | 4 | - | - | 4 |
| Employability | 18 | - | - | 18 |
| Making memories | - | (9) | - | (9) |
| General donations | 37 | - | - | 37 |
| Capital grants | 420 | - | - | 420 |
| | 487 | (9) | - | 478 |
| **TOTAL FUNDS** | 20,371 | (21,391) | (173) | (1,193) |

### FUNDS AND TRANSFERS BETWEEN FUNDS

The tangible fixed asset funds represent the amount of reserves needed to provide the property and equipment for the charity to operate. They equate to the book value of fixed assets less loans used to fund those fixed assets.

The investments fund represents the level of investments on which the bank facility is secured.

The home fund and other restricted fund balances relate to amounts raised by individual projects and establishments. The balances are restricted, to be expended by the individual homes as and when required.

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



## 20. MOVEMENT IN FUNDS – continued

### Comparatives for movements in funds

2024

| | At 1 April 2023 £'000 | Net Movement in Funds £'000 | Transfers Between Funds £'000 | At 31 March 2024 £'000 |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| General fund | 3,685 | 660 | (130) | 4,215 |
| Designated – tangible fixed assets | 6,589 | - | 856 | 7,445 |
| Designated – investments | 2,500 | 440 | (440) | 2,500 |
| | 12,774 | 1,100 | 286 | 14,160 |
| **Restricted funds** | | | | |
| Specific | 11 | - | - | 11 |
| Home fund | 19 | (2) | - | 17 |
| Children's fund | 8 | - | - | 8 |
| St Joseph's specific legacy | 5 | - | - | 5 |
| Other restricted | - | 25 | - | 25 |
| Capital grants | 10 | 421 | (286) | 145 |
| | 53 | 444 | (286) | 211 |
| **TOTAL FUNDS** | 12,827 | 1,544 | - | 14,371 |

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



## 20. MOVEMENT IN FUNDS – continued

Comparative net movement in funds, included in the above are as follows:

| 2024 | Incoming Resources £'000 | Resources Expended £'000 | Gains and Losses £'000 | Movement in Funds £'000 |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| General fund | 21,138 | (20,478) | - | 660 |
| Designated – fixed assets | - | - | - | - |
| Designated – investments | - | - | 440 | 440 |
| | 21,138 | (20,478) | 440 | 1,100 |
| **Restricted funds** | | | | |
| Home fund | - | (2) | - | (2) |
| Restricted funds | 37 | (12) | - | 25 |
| Capital grants | 421 | - | - | 421 |
| | 458 | (14) | - | 444 |
| **TOTAL FUNDS** | 21,596 | (20,492) | 440 | 1,544 |

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



## 21. PENSION SCHEMES

The charity's employees belong to two principal pension schemes – the Teachers' Pension Scheme (TPS), and the Aviva Pension Scheme. The total pension cost for the year was £607,112 (2024: £566,829).

### a) Teachers' Pension Scheme

The charity participates in a multi-employer defined benefits pension scheme, the Teachers' Pension Scheme (England and Wales) ("the Scheme"), for its teaching staff. Contributions on a "pay as you go" basis are credited to the Exchequer under arrangements governed by the Superannuation Act 1972. It is not possible or appropriate to identify the assets and liabilities of the Scheme which are attributable to the charity. Accordingly, the charity has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Teachers' Pension Scheme is a statutory, contributory, defined benefit scheme, governed by the Teachers Pension Scheme regulations 2014.

### Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to ensure scheme costs are recognised and managed appropriately and the review specifies the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2020. The valuation report was published by the Department for Education on 27 October 2023, with the SCAPE rate, set by HMT, applying a notional investment return based on 1.7% above the rate of CPI. The key elements of the valuation outcome are:

- employer contribution rates set at 28.68% of pensionable pay (including a 0.08% administration levy). This is an increase of 5% in employer contributions and the cost control result is such that no change in member benefits is needed.
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,000 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222,200 million, giving a notional past service deficit of £39,800 million

The result of this valuation was implemented on 1 April 2024. The next valuation result is due to be implemented from 1 April 2027.

The superannuation charge for the year represents total employer contributions payable to the scheme of £278k (2024: £217k).

### b) Aviva Pension Scheme

For staff not in the defined benefits scheme the charity operates a Stakeholder pension scheme. This is a unit-linked defined contribution scheme from Aviva. The total employer contributions for the year end were £329k (2024: £350k).

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



## 22. CONTINGENT LIABILITIES

There were no material contingent liabilities in 2025 (2024: £nil).

## 23. CAPITAL COMMITMENTS

Amounts contracted for but not provided in the financial statements:

| | 2025 £'000 | 2024 £'000 |
|---|---|---|
| Acquisition of tangible fixed assets | 26,875 | - |

## 24. RELATED PARTY DISCLOSURES

Nugent Care chooses to be linked with the Roman Catholic Archdiocese of Liverpool and has the incumbent Archbishop serving as President. This link is a major influence on the ethos, culture and objectives of the charity. Within this relationship, the Archdiocese has also conveyed properties for use by the charity in providing residential schools and homes.

Nugent Care controls Nugent Social Enterprises CIC (registered in England and Wales, registered number 08825282). Nugent Social Enterprises was incorporated in 23 December 2013 to operate The Courtyard Cafe and training centre with the aim of providing training for young people not in education, employment or training and employment for adults with learning disabilities. It began trading in May 2014 and ceased trading in May 2017 when the company became dormant. Its accounts have not been consolidated into the financial statements on Nugent Care on the grounds of immateriality.

That Coaching Vibe Ltd is a related party as it is controlled by a trustee. During the year an amount of £19,525 was paid to the company for professional services (2024: £3,554 FCA Services Ltd)

## 25. RESIDENTS' MONEY

Residents' money held at 31 March 2025 totalled £500,368 (2024: £436,940). In accordance with the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities this amount and the corresponding creditor are not included in these accounts.

## 26. OPERATING LEASES

| | Land and buildings £'000 | Other £'000 | Totals £'000 |
|---|---|---|---|
| Minimum lease payments due: | | | |
| Within 1 year | - | 99 | 99 |
| Within 2 – 5 years | - | 140 | 140 |
| In more than 5 years | - | 28 | 28 |
| | - | 267 | 267 |

Docusign Envelope ID: 5C0948B4-AFDD-4DA3-8259-C773F10B606C



## 27. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

| | 2025 £'000 | 2024 £'000 |
|---|---|---|
| **Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)** | (1,193) | 1,544 |
| **Adjustments for:** | | |
| Depreciation charges | 908 | 773 |
| Losses/(gain) on investments | 173 | (440) |
| Gain on sale of fixed assets | - | (287) |
| Interest paid | - | 3 |
| Dividends received | (114) | (136) |
| (Increase)/decrease in debtors | 500 | 268 |
| Increase/(decrease) in creditors | (169) | 426 |
| **Net cash generated by/(used in) operations** | 105 | 2,151 |

## 28. ANALYSIS OF CHANGES IN NET (DEBT)/FUNDS

| | At 1 April 2024 £'000 | Cash flow £'000 | At 31 March 2025 £'000 |
|---|---|---|---|
| **Cash at bank and in hand** | 1,398 | (1,102) | 296 |

## 29. POST BALANCE SHEET EVENTS

Since the 31 March 2025 there have been significant events as follows:

a) **West Lane**

Sale of land and buildings at West Lane in Formby completed in June 2025 for a total value of £8.6m, with £5.5m being due on completion and a further £3.1m due in June 2026. The net book value as at 31 March 2025 was £0.2m. The monies will largely be maintained within short to medium term investments, together with a treasury facility to cover working capital requirements.

b) **Nugent House School**

Sale of the business completed in August 2025. Nugent retains the land and buildings, which are being leased to the purchaser of the business for a period of ten years.

c) **Clumber Lodge**

Nugent's strategy outlines a plan to close Clumber Lodge and transition to a modern setting suitable for the standards and size expected of a residential children's home. It has faced persistent challenges and so the decision has been taken for early closure, and the search for an alternative modern setting is underway.

d) **Adoption Services**

The service has operated at a deficit in recent years, mirroring the national trend of a declining need for this type of provision, and so a decision has been made to wind it down. This decision is not taken lightly, it enables Nugent to continue its objective to support families through other initiatives as outlined in Nugent's strategic plan.

**NUGENT CARE 2019**

England & Wales - Charity number 1187072

# Accounts

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853

**Company number 12227571**

**Registered Charity Number: 1187072**

# Nugent Care 2019

## (Company Limited by Guarantee)

## Trustees' Report and Financial Statements

## For The Year Ended 31 March 2024

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**Nugent Care 2019**
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

## CONTENTS


| | Page |
|---|---|
| Report of the Trustees | 4 to 19 |
| Report of the Independent Auditors | 20 to 22 |
| Statement of Financial Activities (Incorporating Income and Expenditure Account) | 23 |
| Balance Sheet | 24 to 25 |
| Cash Flow Statement | 26 |
| Notes to the Financial Statements | 27 to 48 |

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## 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

**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 (Retired 31st March 2024)
Canon M Fitzsimons
Mr W Stead
Mr A Dean
Mrs N Sampson (Resigned 9th June 2023)
Mr J Oliver

**Chief Executive Officer**
Mrs Joanne Henney

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

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

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The Trustees present their report with the financial statements of the charity for the year ended 31 March 2024.

The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 2019).

The accounts are for the Charity Nugent Care 2019 and the linked Charity Nugent Care. Nugent Care 2019 was incorporated on 25 September 2019 and the Charities were linked on 30 June 2020.

The Trustees report incorporates the Directors' and Strategic report as required by Company Law.

## OUR MISSION, VISION AND OBJECTIVES

### Our Mission

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

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

1. Health and Wellbeing
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 relates to providing robust financial stewardship of charitable funds which ensures the continuing provision of our services for the long term.

**'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 the people we care for, stakeholders (including colleagues), 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.

The objectives of the Charity are to provide for the:

- Relief and care of children through the provision of an adoption service.

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- Provision of 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 provision of residential homes 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.

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.

**Our Footprint**

We deliver all of our activity in the North West of England with services spanning across Liverpool, Sefton, St Helens and Wigan local authority areas.

**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 ensure how planned activities will contribute to the aims and objectives they have set.

**Colleagues and Volunteers**

The Trustees wish to record their appreciation to all colleagues 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. Nugent has adopted the principles of the code.

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## ACHIEVEMENTS AND PERFORMANCE – CHARITABLE ACTIVITIES

Nugent describes its charitable activities under four main areas. These are Homes (split between children's and adults), Education, Community and Family.

## FINANCIAL REVIEW

### Responsible Investment Policy and Objectives

Nugent has a Responsible Investment Policy.

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 work in harmony with Nugent Care's ethical values.

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 listed investment portfolio increased in value by £440k, to £5,637k (2023: £5,197k). The portfolio produced an income stream of £136k to support our charitable activities.

The fair value of investment property at the year-end amounted to £nil (2023: £142,500) and related to a legacy property with a value based on an informal valuation following a review of similar properties. During the year the investment property was transferred into tangible fixed assets to reflect a change of use.

### 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 months of support costs.

After deducting designated funds, uncommitted reserves freely available for current activities were at £4.2m. Given that the 2024-25 annual support cost budget for the Charity is £4.6m (6 months £2.3m), the current level of reserves falls 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

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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**
Total incoming resources for the year increased from £17,245k to £21,596k.

Our Independent Special School generated more income than the previous year at £3,251k (2023: £3,019k), mainly due to increases in levels of fees as Nugent seeks to align itself with this sector. Income from Residential Homes and Individualised Day Services increased year on year to £16,578k, (2023: £12,529k) due to business growth and increased fees.

Income from donations increased from £109k in 2023 to £164k in 2024 due to an increased focus on fundraising. Legacies decreased from £176k in 2023 to £150k in 2024.

**Expenditure**
Total resources expended during the year increased from £17,786k to £20,492k. There was a decrease in expenditure of £100k on the Independent Special School due to there being fewer beneficiaries than in the previous year. Expenditure on Residential Homes and Individual Day Services increased by £2,730k as a result of growth of the charity during the year. Expenditure on Children's, Adults and Community Services increased by £49k.

**Surplus/Deficit**
The Statement of Financial Activities shows a net increase in total funds of £1,544k after taking into account gains on investments of £440k. This is compared to a net decrease of £738k in 2022/23.

Nugent's Strategic Plan is ambitious and rigorous, and during this financial year Nugent has achieved an improved performance of £1.6m before taking into account movements in investments. The Statement of Financial Activities shows a net increase in total funds of £1,544k after taking into account gains on investments of £440k. This is compared to a net decrease of £738k in 2022/23, with the increase being a result of alignment of fees with the sector, rationalisation of costs and service growth. 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.

**Tangible Fixed Assets**
As of 31 March 2024, the net book value of properties and adaptions was £7.4m. Should the Trustees decide to revalue the properties as at the year end, the fair value would stand at £25.9m.

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



**Homes - Children**

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 2023. Across these homes, we have the capacity to provide a caring home for 12 young people. We also have Marydale Lodge which is a Secure Children's Home that currently accommodates up to 12 children under Section 25 of the Children's Act. Marydale was rated Outstanding at their full Ofsted inspection in March 2024,

During 2023 we were able to enhance our children's services by opening a new children's home, Lime Grove Cottage in Lowton which is a re-purposed bungalow on one of our existing sites, Lime House. Lime Grove Cottage provides a home for a further 3 young people and is currently rated outstanding by Ofsted.

| Name of Home | Rating |
|---|---|
| The Meadows | Good |
| The Willows | Good |
| Clumber Lodge | Good |
| Lime Grove Cottage | Outstanding |
| Marydale Lodge | Outstanding |

| Turnover Comparison | | |
|---|---|---|
| 22/23 | 23/24 | +/- |
| £8.4m | £11.3m | +£2.9m |

Performance both from a regulatory and operational perspective has been strong, this has translated into a positive financial performance across the Children's service area. Other than The Willows, children's services created a surplus with Marydale Lodge being the highest performer of all services by some margin.

**Homes - Adults**

Nugent provides residential care and support for adults across three, CQC-registered, specialist homes. Lime House, a 26 bed home in Lowton for older people, Margaret Roper House, a home providing residential care and support for 23 individuals with mental health difficulties and St Josephs, based in Liverpool and home to 18 individuals with acquired brain injuries.

| Name of Home | Rating |
|---|---|
| St Joseph's | Good |
| Lime House | Good |
| Margaret Roper House | Requires Improvement |

| Turnover Comparison | | |
|---|---|---|
| 22/23 | 23/24 | +/- |
| £3.0m | £3.6m | +£0.6m |

Providing adult care is a challenging environment to operate financially despite the increase in turnover compared to 22/23. Work is being done to improve income and reduce the reliance of agency staff in services. At Margaret Roper House, work is underway to make improvements in how the service is delivered, taking into account the failings that led to a rating of 'requires improvement'.

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



**Education**

Nugent House School is an independent special school for pupils with special educational needs (SEN) The school continues to review and further develop its provision for pupils with social, emotional and mental health needs (SEMH).

The school currently provides for all key stage levels of learning from primary through to 6th Form which translates to a provision for young people aged between 6 and 19. The school is registered with OFSTED and had a current rating of 'Good' during their last inspection in 2023.

2023/24 ended with 45 young people on roll at Nugent House School. Across this academic year there has been much work on the curriculum offer and overall quality of classroom practice, which led to a very pleasing set of examination results this summer.

This year, the school has implemented Arbor, a school management software solution, and was also assessed as meeting all areas of the GATSBY benchmark. The GATSBY benchmark assesses against best practice for the provision of career education.

| Name of Provision | Rating |
|---|---|
| Nugent House School | Good |

| Turnover Comparison | | |
|---|---|---|
| 22/23 | 23/24 | +/- |
| £3.0m | £3.3m | +£0.3m |

Unfortunately, maintaining strong financial performance is challenging despite an annual increase in turnover. This has led to a strategic review of the operation of Nugent House School and we continue to explore how Nugent will deliver education moving forward.

**Community**

Our community-based services cover a wide range of personal situations and provide support to over 100 people across supported housing for adults (both direct in our homes and support provided for housing provides), mental health outreach services and community support services.

Nugent also operate a food pantry which has provided food poverty alleviation for 1,887 people who need it most. This service is volunteer driven and during 2023/24, Nugent had 55 active volunteers. Please note volunteer related services are not included in the below performance information.

| Name of Provision | Rating |
|---|---|
| Nugent Community Choices | Requires Improvement |

| Turnover Comparison | | |
|---|---|---|
| 22/23 | 23/24 | +/- |
| £1.9m | £2.1m | +£0.2m |

With all community services delivering adult social care, this year has highlighted the difficulties with funding in this area. There has also been a continued reliance on agency staffing as a result of a challenging recruitment market for care. Work continues to review shift structures and 25/24 has seen the recruitment of new Community Deputy Managers tasked with controlling costs in each communities service.

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



**Family**

This area of the business provides adoption services and support to a number of families and local authorities. During 23/24, 14 children have been placed with 11 new families. A sibling group of 3 children, a sibling group of 2 children and 9 individual placements. Two of the individual placements have been made on a Foster to Adopt basis, offering 'early permanence' to these children. There have been no placement disruptions during this period.

The Adoption Support Social Workers worked at capacity throughout the reporting period offering support to 38 families. This support ranged from pre-placement support and guidance with transitions and early attachments, through to supporting adopted families with safeguarding concerns.

The Adoption Service welcomed a child adopted from Nigeria and supported his family in the transition from Nugent to Local Authority case responsibility oversight.

| Name of Home | Rating |
|---|---|
| Nugent Adoption | Good |

| Turnover Comparison | | |
|---|---|---|
| 22/23 | 23/24 | +/- |
| £0.4m | £0.4m | N/A |

Our Adoption Panel approved 10 families in 2023-24 which is a 10% increase on the previous year. Work to try and enhance the number of people we are able to help with placements and additional income in the families area continues.

**Fundraising**

Over the past year, the Fundraising team has continued to be instrumental in raising vital funds, awareness, and opportunities for Nugent. We have actively developed our journey towards the 'Our Future Now' initiative, which focuses on four key themes: employability, making memories, poverty alleviation, and accommodation. While this initiative is still in its developmental stages, our efforts have laid a strong foundation for its future success.

The team has successfully generated income through diverse streams, including legacy gifts, grants, corporate partnerships, retail, community engagement, events, challenges, and individual giving. Our events calendar has become more robust, with highlights such as the Sahara Trek, which raised £55k, the second Nugent Gala, which served as an effective marketing tool, and the Nugent Now Networking events, all of which significantly increased our visibility within the business community.

This year, we delivered several notable projects that demonstrate our impact, including the establishment of crisis funds to provide immediate support to those in need, the installation of the Marydale outdoor gym to promote physical activity and well-being, and successful Hamper Appeals that brought essential items to families during the festive season. We also organised stadium tours, creating memorable experiences for our beneficiaries.

We have deepened our community relationships, particularly with the archdiocese, by hosting successful appeals and campaigns such as the Good Shepherd Appeal, Easter Appeal, Advent, Light up a Life, and the Christmas Campaigns. Additionally, the Fundraising team has worked closely with Nugent's services to secure grants that further develop our offerings.

A key achievement this year was the development of a new Fundraising and Income Generation Policy, ensuring our practices align with updated legislation, the fundraising code, and our continued registration with the Fundraising Regulator. This commitment to governance has strengthened our operations and ethical standards.

In terms of income generation, we are proud to report that the team has raised a total of £314k this financial year, alongside £56,267.50 in in-kind contributions.

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



The Fundraising team has been pivotal in progressing the journey towards 'Our Future Now,' through strategic partnerships, collaboration, and innovative marketing efforts, setting the stage for Nugent's continued growth and impact in the years ahead.

**SIGNIFICANT EVENTS**

**Property Activity**

**Holly Road Sale** – Following an option appraisal and subsequent board approval, we disposed of 14 Holly Road, Kensington, Liverpool. The property had fallen into disrepair and, on our balance sheet, had been depreciated to a value of £1000. We were able to attain a sale price of £295,000 in January '24 for the property and reinvest the proceeds into a new 6 bed property 60 Hartington Road for £280,000 in March '24. This sale was completed in line with Charities Act requirements and improved our balance sheet position by £279,000 after fees. It has also provided us with the opportunity to develop a care leavers service at the new property.

**Riverbank, Hesketh Bank** – Following receipt of the property back from our previous tenant, we successfully acquired planning approval to use this property, a two-bed semi-detached house, as a C2 (residential institution) dwelling. We then completed a refurbishment project to bring the property into a usable state. This work has enabled us to register the property as a Children's home with an expected open date of Q3 24/25.

**Clarence House/West Lane Land Sale** – Significant progress has been made on this sale and during 23/24, we exchanged contracts with Redrow with completion conditional on planning approval being gained.

**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.

Work is underway to re-frame our strategy in time to commence 25/26 with a renewed 5 year plan for the progress and development of Nugent. Our aim will be to work on diversifying the services we provide, extend our benevolent charity work via Our Future Now and strengthen our existing services.

**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 has a defined risk appetite, a framework which enables the organisation to make informed management decisions. By defining both optimal and tolerable positions, Nugent is clearly setting out both the target position in the pursuit of its strategic objectives. The benefits of adopting a risk appetite include:

- Improving informed decision-making, focusing on priority areas within the organisation
- Reducing uncertainty
- Improving consistency across leadership and governance mechanisms and decision-making
- Supporting performance improvement
- Informing spending review and resource prioritisation processes

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### Key Risks

Some of the key risks we track and control are as follows:

- Failure to safeguard our charity's beneficiaries or associated vulnerable persons, including children, from abuse and maltreatment.
- Our charity fails to comply with or is unable to meet applicable regulatory requirements, leading to reputational damage and financial penalties.
- Insufficient income and reserves for us to achieve its strategic objectives and maintain its operations. Insufficient working capital to fund our growth plan.
- The charity does not achieve its strategic, charitable, regulatory and ethical objectives due to inadequate governance at the board, executive and senior management or operational levels.

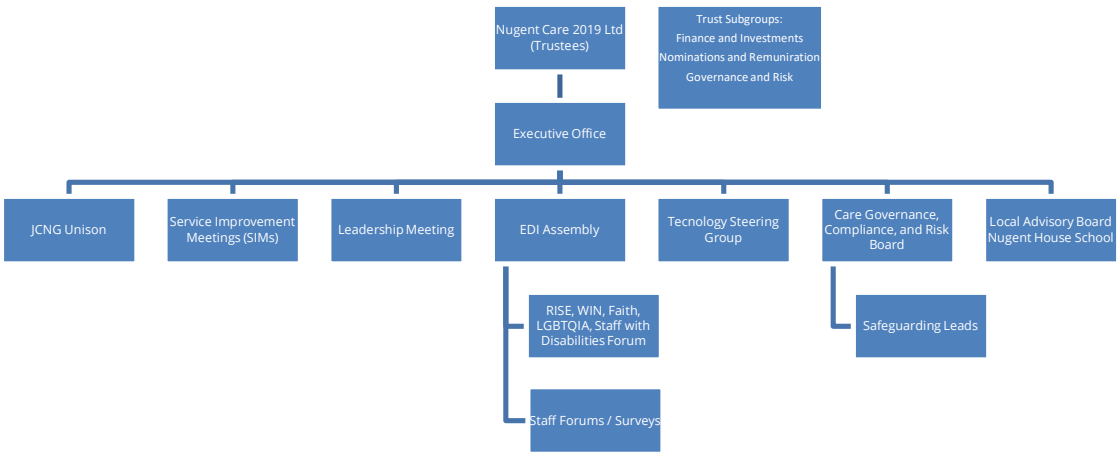
The risks we track are not limited to the above. Using our risk management framework, we ensure that sufficient mitigation is in place to adequately control risks and all active risks are reviewed on a monthly basis.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Organisational structure

Nugent Care 2019 is the Sole Corporate Trustee of Nugent Care. Nugent Care 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. As part of our strategy, Nugent Academy Trust was dissolved on 6 August 2024.

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. The company and governance structure is as follows:




Examples of sources of internal audit and external assurance

CQC/Ofsted/DfE | Fundraising Regulator | Charity Commission | Internal Audits | NICE Health and Care Standards

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



**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 9 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.

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.

Nugent's Board of Trustees are dedicated to embedding governance best practice to deliver organisational compliance. The charity inspects itself against the Charity Governance Code every 2 years, with its last inspection taking place in February 2024. Nugent achieved a result of 95% which is a slight increase on the previous inspection result (94%).

**Trustee Subgroups**

Our trustee sub subgroups are as follows:
1. Finance and Investments
2. Nominations and Remuneration
3. Governance and Risk

They are intended to ensure that Trustees have the correct forums to successfully discharge their responsibilities. Chairs of these subgroups are free to meet outside of the main board. They can consist of any trustees who wish to attend if the respective Chairs feel matters require it.

**Executive Office Team**

In every day practice the Trustees delegate the day-to-day operations of the Charity to the Chief Executive and the Executive Office to ensure that systems are in place to adequately safeguard against mismanagement, misdirection or mistake. The Chief Executive reports directly to the Chair of Trustees. In the event of a vacancy, the Chair along with a Nominations and Remuneration subgroup would oversee the arrangements for the appointment of a new Chief Executive. The Trustees have worked with the Executive Office to develop our long-term strategy for the Charity. Responsibility for implementation of the strategy is delegated to the Executive Office through an agreed three-year business improvement plan.

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



**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. We have however successfully submitted an application to strike off and dissolve Nugent Academy Trust with Companies House on 15th May 2024.

**Remuneration Policy for Chief Executive**

The remuneration for the Chief Executive is determined by the Nominations and Remuneration Committee and in line with our 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.

**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'.*

**Sharing Information with Employees**

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

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



**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 whether it is 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, 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)
- British Quality Foundation (BQF)
- Downtown in Business (DiB)
- The Voluntary Organisations Disability Group (VODG)
- Liverpool Chamber

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.

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



**People**

During 2023/24 we have also made significant improvements to how Nugent operate as a charity. The improvements covered changes to Nugent's approach to people, governance and ESG strategy.

- **Real Living Wage**
  Nugent received accreditation from the Living Wage Foundation in January 2024. This fulfils the Trustees long-standing wish to help alleviate poverty and provide recognition of the important work that our staff provide. Nugent has paid the foundation rate since April 2022.

- **Equality Diversity and Inclusion**
  Nugent developed our EDI Strategic Framework in April 2022. As we reflect on the past 12 months, we are increasingly proud of the role that Nugent has played in building awareness of equality, diversity and inclusion (EDI). We have further developed our commitment to providing equal opportunities through the implementation of the EDI Strategic Framework (2021-25), ensuring we meet the requirements of the Equality Act (2010) and the associated Public Sector Equality Duty (PSED).

  Supported by an external EDI Practitioner, we have focused on continuing to engage our leaders and provide opportunities to raise awareness of EDI through organising discussions with our teams across the charity.

  We want to continue to listen to people's lived experiences to ensure we are outstanding in the services we provide and to continue this work until the gaps are eliminated and all have a fair and equal chance to succeed.

  We are proud of what we have achieved during its first two years. We want to thank the Trustee Board, our leadership team, the EDI Assembly, our staff forums, and all our colleagues for their hard work and continued commitment to this important agenda.

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

Nugent's Culture of Excellence (Governance, Risk, Assurance, and Improvement Framework) is fully embedded across all services operated by the charity. The framework is now mature, supporting services with greater transparency of non-conformance, and with dedicated support in implementing preventative action.
Nugent has achieved ISO 9001:2015 certification for its quality management system (Governance, Risk, Assurance, and Improvement Framework), covering the management of all service pillars operated by the charity. The attainment of this certification shows Nugent's ambition to put the people it cares for, and other stakeholders, at the forefront of everything it does. It provides assurance to stakeholders that Nugent's Culture of Excellence has been externally verified and that it meets the recognised international standard for quality management.

The Culture of Excellence now aligns with ISO 45001:2023 (Health and Safety Management), with the charity positioned to seek certification for this during 2024/25.

The key functions of the framework are:

- A Board Assurance Framework of meetings that communicate with each other and enable information to flow to all levels of the charity.

- Real-time incident and accident (event) reporting, including notification, to key personnel within the charity. Every event is reviewed by Nugent's Governance Team to ensure the charity is recording appropriately and notifying regulators accordingly.

- Access to real-time data covering key areas of charity performance.

- Comprehensive audit schedule, with operational services receiving two health check audits per year (carried out independently of the service). The schedule includes audits of Nugent's support functions, risk register, and management systems.

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



- A large-scale annual survey of the people being cared for by Nugent, complimented by three further smaller scale surveys carried out throughout the year. The surveys are carried out by Nugent's Governance Team, independently of the services.
- A large-scale annual survey of Nugent colleagues, covering topics such as: EDI, teamwork, development, leadership, satisfaction.
- A single source of truth for non-conformance; all findings are recorded on Nugent's Service Improvement Plan. Findings can be generated by regulators, Governance Team activity, Executive Team service visits, external reports, complaints.
- Management of the Service Improvement Plan assigned to the Governance Team and requires a reaudit of non-conformance before actions can be closed.
- Quality Engagement and Support Team (QUEST) meetings held between services and Governance Team to support collaboration in resolving non-conformance and seeking implementation of preventative action.

Its Culture of Excellence Framework has become a cornerstone of everything that Nugent does and strives to achieve.

**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.

**Electric Car Charging Points**

During 23/24, we completed the install of electrical charging ports at our head office. This initiative will be rolled out to other services during 24/25 in a way that will maximise the grant available to us.

**ESOS Audits**

We have undertaken 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.

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



### Energy

All energy data is taken from our 23/24 Streamlined Energy and Carbon Reporting (SECR). Sustainable Energy First have collated consumption data for the 23/24 financial year. 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 766 tCO2e. This is a decrease of 17% compared to 2022/23.

| Energy Consumption | | 2023/24 | 2022/23 | 2021/22 | 2020/21 | Variance |
|---|---|---|---|---|---|---|
| Scope 1: Combustion of fuel and operation of facilities. | *Natural Gas (kWh)* | 2,570,559 | 3,502,224 | 2,996,558 | 2,996,558 | -14% |
| | *Direct Transport Company Cars (kWh)* | 122,209 | 141,423 | 151,903 | 179,625 | -32% |
| | ***Total Scope 1 Energy (kWh) excl Refrigerants*** | **2,692,768** | **3,643,647** | **3,148,461** | **3,176,183** | **-15%** |
| Scope 2: Electricity purchased. | *Total Electricity (kWh)* | 1,037,492 | 1,074,879 | 1,518,295 | 1,046,944 | -1% |
| Scope 3 : Indirect Transport | *Employee owned Vehicles (kwh)* | 218,314 | 171,606 | 52,988 | 52,557 | 315% |
| | ***Total Scope 1,2 and 3 Energy Consumption (kWh)*** | **3,948,573** | **4,890,132** | **4,719,744** | **4,275,684** | **-8%** |

| Emissions Assessment | | 2023/24 | 2022/23 | 2021/22 | 2020/21 | Variance |
|---|---|---|---|---|---|---|
| Scope 1: Combustion of fuel and operation of facilities. | *Natural Gas ($tCO_2e$)* | 470 | 639 | 549 | 549 | -14% |
| | *Direct Transport Company Cars ($tCO_2e$)* | 28 | 33 | 36 | 42 | -34% |
| | ***Total Scope 1 - $tCO_2e$*** | **498** | **672** | **584** | **591** | **-16%** |
| Scope 2: Electricity purchased and heat and steam generated. | *Location Based (LB) ($tCO_2e$)* | 215 | 208 | 322 | 222 | -3% |
| Scope 3 : Indirect transport | *Employee owned Vehicles ($tCO_2e$)* | 53 | 42 | 13 | 13 | 306% |
| *Location Based* | ***Total Scope 1, 2 and 3 Emissions ($tCO_2e$)*** | **766** | **923** | **920** | **827** | **-7%** |

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. The large reduction we have made is down to some stock rationalisation, the closure of our adoption office and some energy improvement work completed.

### GOING CONCERN

The Charity achieved net income for the year to 31 March 2024 of £1.1m and at that date held net assets of £14.4m. Forecasts of future cash generation across the Charity have been prepared from the date of approval of these financial statements until the end of March 2026 (15 months). These forecasts take account of current and expected changes in the wider economic environment, such as increases to the rate of inflation and changes to Government policy, and assume that the overdraft facilities currently provided will be maintained. Downside scenarios have also been prepared, encompassing risks and potential shortfalls in income and asset sales. The forecasts assume that overdraft facilities currently provided be maintained.

Based on review of the above, the Trustees have concluded that there are sufficient reserves held at the year end to create a reasonable expectation that Nugent has adequate resources to continue in operational existence for the foreseeable future and that it is therefore appropriate to prepare the charity financial statements on a going concern basis.

### 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.

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



**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 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 December 19, 2024 and signed on its behalf by:

John-Paul Dennis
……

JP Dennis - Chair of Trustee**s**

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



## REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES

### Opinion

We have audited the financial statements of Nugent Care 2019 (the 'charity') for the year ended 31 March 2024 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 2024 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 *Auditor responsibilities for the audit of the financial statements* section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our 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.

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



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.

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.

**Matters on which we are required to report by exception**

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 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.

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



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;
- Reviewing the systems for recording revenue and tested a sample of revenue from source documentation to the posting on the accounting system.

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

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

December 20, 2024
……

MHA is the trading name of MacIntyre Hudson LLP, a limited liability partnership in England and Wales (registered OC312313).

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853

## Nugent Care 2019

STATEMENT OF THE FINANCIAL ACTIVITIES
(Incorporating Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2024

| | Notes | Unrestricted Funds £'000 | Restricted Funds £'000 | 2024 Total £'000 | 2023 Total £'000 |
|---|---|---|---|---|---|
| **INCOME AND ENDOWMENTS FROM:** | | | | | |
| Donations and legacies | 2 | 314 | - | 314 | 285 |
| Charitable activities | 3 | 20,341 | 458 | 20,799 | 16,734 |
| Other trading activities | 4 | 60 | - | 60 | 72 |
| Investment income | 5 | 136 | - | 136 | 154 |
| Other income | 6 | 287 | - | 287 | - |
| **Total income** | | 21,138 | 458 | 21,596 | 17,245 |
| **EXPENDITURE ON:** | | | | | |
| Raising funds | 7 | 328 | - | 328 | 301 |
| Charitable activities | 8 | 20,150 | 14 | 20,164 | 17,485 |
| **Total expenditure** | | 20,478 | 14 | 20,492 | 17,786 |
| **NET INCOME/(EXPENDITURE)** | | 660 | 444 | 1,104 | (541) |
| **TRANSFERS BETWEEN FUNDS** | | 286 | (286) | - | - |
| **OTHER RECOGNISED GAINS/(LOSSES)** | | | | | |
| Impairment in value of fixed assets | | | | | |
| Net gains/(losses) on investments | 14 | 440 | - | 440 | (197) |
| **NET MOVEMENT IN FUNDS** | | 1,386 | 158 | 1,544 | (738) |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | 21 | 12,774 | 53 | 12,827 | 13,565 |
| **TOTAL FUNDS CARRIED FORWARD** | | 14,160 | 211 | 14,371 | 12,827 |

The notes form part of these financial statements

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853

## Nugent Care 2019

BALANCE SHEET
31 MARCH 2024

| | Notes | 2024 £'000 | 2023 £'000 |
|---|---|---|---|
| **FIXED ASSETS** | | | |
| Tangible assets | 13 | 7,445 | 6,676 |
| **Investments** | | | |
| Investments | 14 | 5,637 | 5,197 |
| Investment property | 15 | - | 143 |
| | | 13,082 | 12,016 |
| **CURRENT ASSETS** | | | |
| Debtors: amounts falling due within one year | 16 | 1,872 | 2,140 |
| Cash at bank and in hand | | 1,398 | 314 |
| | | 3,270 | 2,454 |
| **CREDITORS** | | | |
| Amounts falling due within one year | 17 | (1,981) | (1,643) |
| **NET CURRENT ASSETS/(LIABILITIES)** | | 1,289 | 811 |
| **TOTAL ASSETS LESS CURRENT LIABILITIES** | | 14,371 | 12,827 |
| **CREDITORS** | | | |
| Amount falling due after more than one year | | - | - |
| **NET ASSETS** | | 14,371 | 12,827 |

The notes form part of these financial statements

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853

## Nugent Care 2019

BALANCE SHEET
31 MARCH 2024

| | Notes | 2024 | 2023 |
|---|---|---|---|
| **FUNDS** | 21 | **£'000** | **£'000** |
| Unrestricted funds: | | | |
| General fund | | 4,215 | 3,685 |
| Designated – tangible fixed assets | | 7,445 | 6,589 |
| Designated - investments | | 2,500 | 2,500 |
| | | 14,160 | 12,774 |
| Restricted funds | | 211 | 53 |
| **TOTAL FUNDS** | | 14,371 | 12,827 |

The financial statements were approved by the Board of Trustees and authorised for issue on December 19, 2024 and were signed on its behalf by:

John-Paul Dennis
……..
JP Dennis – Chair of Trustees

Susan Worden
……..
Susan Worden – Treasurer

**Company number 12227571**

The notes form part of these financial statements

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



## CASH FLOW STATEMENT
## FOR THE YEAR ENDED 31 MARCH 2024

| | Notes | 2024 | 2023 |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Net cash flow from operating activities | 28 | 2,151 | (376) |
| Interest paid | | (3) | (5) |
| Net cash provided by/(used in) operating activities | | 2,148 | (381) |
| **Cash flows from investing activities** | | | |
| Purchase of tangible fixed assets | | (1,400) | (1,079) |
| Sale of tangible fixed assets | | 287 | - |
| Dividends received | | 136 | 154 |
| Net cash provided by/(used in) investing activities | | (977) | (925) |
| **Cash flows from financing activities** | | | |
| Bank loan repayments in year | | (87) | (125) |
| Net cash provided by/(used in) financing activities | | (87) | (125) |
| **Change in cash and cash equivalents in the reporting period** | | 1,084 | (1,431) |
| **Cash and cash equivalents at the beginning of the reporting period** | | 314 | 1,745 |
| **Cash and cash equivalents at the end of the reporting period** | 29 | 1,398 | 314 |

The notes form part of these financial statements

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



## 1. ACCOUNTING POLICIES

### BASIS OF PREPARING THE FINANCIAL STATEMENTS

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

Nugent Care 2019 is a charitable company limited by guarantee.

On 30th June the Charity Commission confirmed the linking of Nugent Care and Nugent Care 2019. Nugent Care continues to exist in the same manner as it did prior to the linking direction being made. From 1 April 2020, Nugent Care, the unincorporated charity was given a new charity registration number of 1187072-1.

These financial statements cover the activities of Nugent Care unincorporated and Nugent Care 2019 for the period under review. As Nugent Care 2019 is dormant and does not have any assets, all activity relates to Nugent Care unincorporated and additional columns and results are not required for Nugent Care 2019.

### GOING CONCERN

The Charity achieved net income for the year to 31 March 2024 of £1.1m and at that date held net assets of £14.4m. Forecasts of future cash generation across the Charity have been prepared from the date of approval of these financial statements until the end of March 2026 (15 months). These forecasts take account of current and expected changes in the wider economic environment, such as increases to the rate of inflation and changes to Government policy, and assume that the overdraft facilities currently provided will be maintained. Downside scenarios have also been prepared, encompassing risks and potential shortfalls in income and asset sales. The forecasts assume that overdraft facilities currently provided be maintained.

Based on review of the above, the Trustees have concluded that there are sufficient reserves held at the year end to create a reasonable expectation that Nugent has adequate resources to continue in operational existence for the foreseeable future and that it is therefore appropriate to prepare the charity financial statements on a going concern basis.

### INCOME

Income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Donations are accounted for when received.

Legacies are recognised on the earlier of the date on which the charity is advised by the personal representatives of an estate that payment will be transferred, and the amount involved can be quantified with sufficient reliability or when the distribution is received by the estate. Where legacies have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



## 1. ACCOUNTING POLICIES – CONTINUED

### INCOME

Grants and fees for services and activities are accounted for when receivable. Grants subject to performance-related conditions or terms and conditions outside the charity's control are deferred and released to income when the conditions are met.

Government grants are recognised in the financial statements when there is reasonable assurance that the charity will comply with the conditions attached to the grant and the grants will be received. A grant that becomes receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the charity with no future related costs shall be recognised in income in the period in which it is receivable.

Gifts of goods donated for resale are recognised at the point of receipt at fair value unless it is impractical and/or the costs of recognition on receipt outweigh the benefit of this information to users of the accounts and the charity, in which case they are recognised as income when sold.

Investment income is recognised when receivable and the amount can be measured reliably by the charity.

Funds reimbursed through an insurance claim are recognised by offsetting them against the related expense. The amount reimbursed is recognised as an addition to the fund that initially suffered the insured loss.

### EXPENDITURE

Expenditure is accounted for on an accruals basis.

Costs of raising funds are incurred in attracting voluntary income and include the salaries and overhead costs of the staff that undertake fundraising activities.

Charitable expenditure comprises costs of services supplied, and activities undertaken directly in respect of the charity's activities, and related support and governance costs. Support costs consist of costs such as strategic management and development, finance, HR, training, IT support, estate and property management and general administration. Governance costs are primarily associated with constitutional and statutory requirements of operating the charity, including professional fees for external audit and legal advice.

Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

### TANGIBLE ASSETS

Tangible assets are stated at cost and depreciated over their useful economic lives, except for freehold land which is not depreciated. The economic life of an asset is revised if there is a change in circumstances. Depreciation is calculated to write off the cost of fixed assets over the following maximum periods:

| | |
|---|---|
| Freehold property | 66 years |
| Building adaptations | 20 years |
| Motor vehicles | 3 years |

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



## 1. ACCOUNTING POLICIES – CONTINUED

Tangible assets are subject to an impairment review if circumstances or events change to indicate that the carrying value may not be fully recoverable. Where an asset is found to be impaired, it is written down to its recoverable amount and the loss on impairment is charged to the relevant expenditure category.

### INVESTMENTS

Investments in quoted shares, traded bonds and similar, and investment property are measured initially at cost and subsequently at fair value.

### TAXATION

The charity is exempt from tax on its charitable activities.

### FUND ACCOUNTING

Restricted funds are subject to specific restrictions imposed by the donor or trust deed or terms of an appeal. Expenditure that meets the criteria is identified to the fund.

Unrestricted income funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for particular purposes.

### FINANCIAL INSTRUMENTS

Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value except for bank loans, which are subsequently measured amortised cost using the effective interest method, and investments in listed shares, which are subsequently measured at fair value (market value).

### LEASING COMMITMENTS

Rentals payable under operating leases are charged against income over the lease term.

### CASH AT BANK

Cash at bank and in hand includes cash and short term highly liquid investments which are included as current assets.

### DEBTORS

Debtors are stated in the balance sheet at estimated net realisable value. Net realisable value is the invoiced amount less provisions for bad and doubtful debtors.

### CREDITORS

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



## 1. ACCOUNTING POLICIES – CONTINUED

### MULTI-EMPLOYER PENSION SCHEME

The charity participates in a multi-employer defined benefits pension scheme, the Teachers' Pension Scheme (England and Wales) ("the Scheme"), for its teaching staff. It is not possible or appropriate to identify the assets and liabilities of the Scheme which are attributable to the charity. Accordingly, the charity has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The TPS is an unfunded arrangement backed by the government. Contributions are paid in respect of benefits earned by members to date. Typically, there is no legal or constructive obligation to pay anything further in respect of current or prior service.

### CRITICAL ACCOUNTING JUDGEMENTS AND SOURCES OF ESTIMATION UNCERTAINTY

In applying the Charity's accounting policies, the Trustees are required to make judgements (other than those involving estimation) that have a significant impact on the amounts recognised and to make estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. These estimates and associated assumptions are based on historical experience and other factors including expectations of future events that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

a) *Critical judgements in applying the Charity's accounting policies*
Other than the assessment of going concern, the Trustees consider there to be no critical judgements.

b) *Key sources of estimation uncertainty*
The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and value in use analyses of the assets. The useful economic lives, value in use, and resulting annual depreciation charge are re-assessed annually. They are amended when necessary to reflect current estimates based on future investments, utilisation and the physical condition of the assets.

In addition, a key source of estimation uncertainty exists around the level of provision arrived at for outstanding debtors and as well as that considered necessary to settle any outstanding legal claims.

## 2. DONATIONS AND LEGACIES

| | 2024<br>£'000 | 2023<br>£'000 |
|---|---|---|
| Donations and gifts | 164 | 109 |
| Legacies | 150 | 176 |
| | 314 | 285 |

Donations and legacies include no restricted grant income (2023: £Nil)

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



## 3. INCOME FROM CHARITABLE ACTIVITES

| | 2024 £'000 | 2023 £'000 |
|---|---|---|
| Children's, adults' and community services | 506 | 520 |
| Special schools | 3,251 | 3,019 |
| Residential homes and individualised support projects | 16,578 | 12,529 |
| Capital grants | 420 | 642 |
| Miscellaneous | 44 | 24 |
| | 20,799 | 16,734 |

Income from charitable activities includes restricted grant funding of £458k (2023 £641k)

## 4. OTHER TRADING ACTIVITIES

| | Unrestricted £'000 | Restricted £'000 | 2024 £'000 | 2023 £'000 |
|---|---|---|---|---|
| Shop income | 60 | - | 60 | 72 |

## 5. INVESTMENT INCOME

| | 2024 £'000 | 2023 £'000 |
|---|---|---|
| Dividends from investments held | 136 | 154 |

## 6. OTHER INCOME

| | 2024 £'000 | 2023 £'000 |
|---|---|---|
| Sale of fixed assets | 287 | - |
| | 287 | - |

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



## 7. RAISING FUNDS

### RAISING DONATIONS AND LEGACIES

| | 2024 £'000 | 2023 £'000 |
|---|---|---|
| Fundraising and publicity | 251 | 227 |

### OTHER TRADING ACTIVITIES

| | 2024 £'000 | 2023 £'000 |
|---|---|---|
| Charity shop expenditure | 77 | 74 |
| Aggregate amounts | 328 | 301 |

Expenditure on raising funds includes no expenditure related to restricted funding (2023: £nil)

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



## 8. CHARITABLE ACTIVITIES COSTS

| 2024 | Activities Undertaken Directly £'000 | Support & Governance Costs £'000 | Total 2024 £'000 | Total 2023 £'000 |
|---|---|---|---|---|
| (i) Unrestricted funds | | | | |
| Provision of children's, adults' and community services | 751 | 43 | 794 | 745 |
| Special schools | 3,672 | 124 | 3,796 | 3,896 |
| Residential homes and individualised day support projects | 14,932 | 628 | 15,560 | 12,844 |
| | 19,355 | 795 | 20,150 | 17,485 |
| (ii) Restricted funds | | | | |
| Provision of children's, adults' and community services | - | - | - | - |
| Residential homes and individualised day support projects | 14 | - | 14 | - |
| | 19,369 | 795 | 20,164 | 17,485 |

| 2023 | Activities Undertaken Directly £'000 | Support & Governance Costs £'000 | Total 2023 £'000 |
|---|---|---|---|
| (i) Unrestricted funds | | | |
| Provision of children's, adults' and community services | 710 | 35 | 745 |
| Special schools | 3,714 | 182 | 3,896 |
| Residential homes and individualised day support projects | 12,245 | 599 | 12,844 |
| | 16,669 | 816 | 17,485 |
| (ii) Restricted funds | | | |
| Provision of children's, adults' and community services | - | - | - |
| Residential homes and individualised day support projects | - | - | - |
| | 16,669 | 816 | 17,485 |

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



**8 CHARITABLE ACTIVITIES COSTS (Continued)**

**Support and Governance costs**

| | Total 2024 £'000 | Total 2023 £'000 |
|---|---|---|
| Office services and quality assurance | 967 | 550 |
| Property services | 42 | 31 |
| Finance services | 74 | 13 |
| Management | 366 | 164 |
| IT services | 67 | 40 |
| Development | 14 | - |
| Fundraising | 36 | 18 |
| Other recharges | (771) | - |
| | 795 | 816 |

**Net expenditure for the year includes:-**

| | 2024 £'000 | 2023 £'000 |
|---|---|---|
| Fees payable to the auditor for | | |
| Audit | 23 | 25 |
| Other services | 4 | 6 |
| Depreciation | 773 | 621 |
| Operating lease rentals | 134 | 83 |

**9. TRUSTEES REMUNERATION AND BENEFITS**

No charity trustee received payment for professional or other services supplied to the charity (2023: £nil).

None of the trustees received or waived any remuneration during the year in respect of their services as trustees (2023: £nil)

During the year the charity held trustees' indemnity insurance, the cost of which is included in the cost of the general insurance policy.

**TRUSTEES' EXPENSES**

The charity trustees were not paid or received any other benefits from employment with the charity, (2023: £nil). One trustee was reimbursed expenses during the year total £131 (2023: £nil).

FCA Services Limited is a related party as it is controlled by a trustee. During the year, an amount of £3,554 was paid to the company for professional services provided.

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



## 10. STAFF COSTS

| | 2024 £'000 | 2023 £'000 |
|---|---|---|
| Wages and salaries | 10,861 | 9,533 |
| Social security costs | 1,024 | 891 |
| Pension contributions | 567 | 444 |
| | 12,452 | 10,868 |

Staff costs include a holiday pay accrual of £27k as at 31 March 2024.

The number of employees whose emoluments in the year exceeded £60,000 was as follows:

| | 2024 Number | 2023 Number |
|---|---|---|
| £60,000 – £70,000 | 4 | 4 |
| £70,000 – £80,000 | 4 | 1 |
| £80,000 – £90,000 | 1 | 1 |
| £90,000 – £100,000 | - | - |
| £100,000 - £110,000 | - | - |
| £110,000 - £120,000 | - | 1 |
| £120,000 - £130,000 | 1 | 1 |

None of the staff with emoluments over £60,000 are accruing retirement benefits within a defined benefit scheme. The number accruing retirement benefits within a defined contribution scheme is 8 (2023: 6). The charity paid £27,279 (2023: £25,607) in respect of pension contributions on their behalf.

The average number of paid employees for the year was 483 (2023: 451).

The key management personnel of the charity this year comprise the Chief Executive Officer, the Chief Operating Officer, Chief Finance Officer, Head of People, Head of Governance, Head of Estates and Environment, Head of Finance, Head of Business Development. The total employee remuneration and benefits of the key management personnel of the charity were £449,363 (2023: £510,708).

In order to maintain a quality care service, the charity has utilised external agency staff when operational requirements demand. The total costs incurred this year for use of such staff have amounted to £1,575,548 (2023: £1,512,011)

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



## 11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

**2023**

| | Unrestricted Funds £'000 | Restricted Funds £'000 | Total Funds £'000 |
|---|---|---|---|
| **INCOME AND ENDOWMENTS FROM:** | | | |
| Donations and legacies | 285 | - | 285 |
| Charitable activities | 16,092 | 642 | 16,734 |
| Other trading activities | 72 | - | 72 |
| Investment income | 154 | - | 154 |
| Other income | - | - | - |
| **Total** | 16,603 | 642 | 17,245 |
| **EXPENDITURE ON:** | | | |
| Raising funds | 301 | - | 301 |
| Charitable activities | 17,485 | - | 17,485 |
| **Total** | 17,786 | - | 17,786 |
| **NET INCOME/(EXPENDITURE)** | (1,183) | 642 | (541) |
| Transfers between funds | 632 | (632) | - |
| Net gains/(losses) on investments | (197) | - | (197) |
| **NET MOVEMENT IN FUNDS** | (748) | 10 | (738) |
| **RECONCILIATION OF FUNDS:** | | | |
| **Total funds brought forward** | 13,522 | 43 | 13,565 |
| **TOTAL FUNDS CARRIED FORWARD** | 12,774 | 53 | 12,827 |

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



## 12. GOVERNANCE COSTS

| | 2024 £'000 | 2023 £'000 |
|---|---|---|
| Provision of children's, adults' and community services | 24 | 16 |
| Special schools | 118 | 85 |
| Residential homes and individualised support projects | 480 | 278 |
| | 622 | 379 |

## 13. TANGIBLE FIXED ASSETS

| | Freehold Property £'000 | Building Adaptations £'000 | Motor Vehicles £'000 | Totals £'000 |
|---|---|---|---|---|
| **COST** | | | | |
| At 1 April 2023 | 7,607 | 11,810 | 45 | 19,462 |
| Additions | - | 1,543 | - | 1,543 |
| Disposals | (1) | - | (14) | (15) |
| At 31 March 2024 | 7,606 | 13,353 | 31 | 20,990 |
| **DEPRECIATION** | | | | |
| At 1 April 2023 | 3,931 | 8,810 | 45 | 12,786 |
| Charge for year | 130 | 643 | - | 773 |
| Eliminated on disposal | - | - | (14) | (14) |
| At 31 March 2024 | 4,061 | 9,453 | 31 | 13,545 |
| **NET BOOK VALUE** | | | | |
| At 31 March 2024 | 3,545 | 3,900 | - | 7,445 |
| At 1 April 2023 | 3,676 | 3,000 | - | 6,676 |

Included in the cost of freehold land and buildings is freehold land of £546,000 which is not depreciated.

Certain properties were transferred to the charity under trust deeds dated 8 April 1924 and 15 September 1976. At 31 March 2024 freehold property and adaptations relating to those properties are included in tangible fixed assets at a cost of £4.3m. Their market value is likely to be significantly different.

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



## 14. FIXED ASSET INVESTMENTS

| | Listed Investments £'000 |
|---|---|
| **MARKET VALUE** | |
| At 1 April 2023 | 5,197 |
| Additions | - |
| Disposals | - |
| Revaluation | 440 |
| At 31 March 2024 | 5,637 |
| **FAIR VALUE** | |
| At 31 March 2024 | 5,637 |
| At 31 March 2023 | 5,197 |

The investment portfolio is managed by Rathbones. The value of investments held at the year-end can be analysed as follows:

| | 2024 £'000 | 2023 £'000 |
|---|---|---|
| UK equities | 713 | 1,275 |
| Overseas equities | 3,441 | 2,652 |
| UK bonds and gilts | 720 | 356 |
| Alternatives | 556 | 612 |
| UK cash held on deposit | 207 | 302 |
| | 5,637 | 5,197 |

## 15. INVESTMENT PROPERTY

| | 2024 £'000 | 2023 £'000 |
|---|---|---|
| At 1 April 2023 and 31 March 2024 | - | 143 |

There has been a change of use in the Investment property for the year and as a result this has now been transferred to fixed assets.

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



## 16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 2024 £'000 | 2023 £'000 |
|---|---|---|
| Trade debtors | 1,259 | 1,692 |
| Other debtors | 48 | 99 |
| Prepayments and accrued income | 565 | 349 |
| | 1,872 | 2,140 |

## 17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 2024 £'000 | 2023 £'000 |
|---|---|---|
| Bank loans and overdrafts (see note 19) | - | 87 |
| Trade creditors | 926 | 761 |
| Taxation and social security | 231 | 218 |
| Other creditors | 824 | 577 |
| | 1,981 | 1,643 |

Other creditors include:

A holiday accrual for £27k

| | |
|---|---|
| Deferred income at 31 March 2023 | 6 |
| Released in the year | (5) |
| Deferred income at 31 March 2024 | 1 |

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



## 18. LOANS

An analysis of the maturity of loans is given below:

| | 2024 £'000 | 2023 £'000 |
|---|---|---|
| Amounts falling due within one year on demand: | | |
| Bank overdraft | - | - |
| Bank loans | - | 87 |
| | - | 87 |

The loan financing is in the form of a secured loan with a variable interest rate. This has been fully repaid in the year

## 19. SECURED DEBTS

Nugent has an overdraft facility of £0.5m and a security arrangement is in place over the investment portfolio of £5.6m with underlying investments not to fall below £2.5m.

## 20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

**2024**

| | Unrestricted Funds £'000 | Restricted Funds £'000 | 2024 Total £'000 | 2023 Total £'000 |
|---|---|---|---|---|
| Fixed assets | 7,445 | - | 7,445 | 6,676 |
| Investments | 5,637 | - | 5,637 | 5,340 |
| Current assets | 3,059 | 211 | 3,270 | 2,454 |
| Current liabilities | (1,981) | - | (1,981) | (1,643) |
| Long term liabilities | - | - | - | - |
| | 14,160 | 211 | 14,371 | 12,827 |

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



**20.ANALYSIS OF NET ASSETS BETWEEN FUNDS (Continued)**

**2023**

| | Unrestricted Funds £'000 | Restricted Funds £'000 | 2023 Total £'000 |
|---|---|---|---|
| Fixed assets | 6,676 | - | 6,676 |
| Investments | 5,340 | - | 5,340 |
| Current assets | 2,401 | 53 | 2,454 |
| Current liabilities | (1,643) | - | (1,643) |
| Long term liabilities | - | - | - |
| | 12,774 | 53 | 12,827 |

**21. MOVEMENT IN FUNDS**

**2024**

| | At 1 April 2023 | Net Movement in Funds £'000 | Transfers Between Funds £'000 | At 31 March 2024 £'000 |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| General fund | 3,685 | 660 | (130) | 4,215 |
| Designated – tangible fixed assets | 6,589 | - | 856 | 7,445 |
| Designated – investments | 2,500 | 440 | (440) | 2,500 |
| | 12,774 | 1,100 | 286 | 14,160 |
| **Restricted funds** | | | | |
| Specific | 11 | - | - | 11 |
| Home fund | 19 | (2) | - | 17 |
| Children's fund | 8 | - | - | 8 |
| St Joseph's specific legacy | 5 | - | - | 5 |
| Other restricted | - | 25 | - | 25 |
| Capital grants | 10 | 421 | (286) | 145 |
| | 53 | 444 | (286) | 211 |
| **TOTAL FUNDS** | 12,827 | 1,544 | - | 14,371 |

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



**21. MOVEMENT IN FUNDS – continued**

Net movement in funds included in the above are as follows:

| 2024 | Incoming resources £'000 | Resources expended £'000 | Gains and losses £'000 | Movement in funds £'000 |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| General fund | 21,138 | (20,478) | - | 660 |
| Designated – fixed assets | - | - | - | - |
| Designated – investments | - | - | 440 | 440 |
| | 21,138 | (20,478) | 440 | 1,100 |
| **Restricted funds** | | | | |
| Home fund | - | (2) | - | (2) |
| Restricted funds | 37 | (12) | - | 25 |
| Capital grants | 421 | - | - | 421 |
| | 458 | (14) | - | 444 |
| **TOTAL FUNDS** | 21,596 | (20,492) | 440 | 1,544 |

**FUNDS AND TRANSFERS BETWEEN FUNDS**

The tangible fixed asset funds represent the amount of reserves needed to provide the property and equipment for the charity to operate. They equate to the book value of fixed assets less loans used to fund those fixed assets.

The investments fund represents the level of investments on which the bank facility is secured.

The home fund and other restricted fund balances relate to amounts raised by individual projects and establishments. The balances are restricted, to be expended by the individual homes as and when required.

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



**21 MOVEMENT IN FUNDS – continued**

**Comparatives for movements in funds**

**2023**

| | At 1 April 2022 | Net Movement in Funds | Transfers Between Funds | At 31 March 2023 |
|---|---|---|---|---|
| | | £'000 | £'000 | £'000 |
| **Unrestricted funds** | | | | |
| General fund | 5,017 | (1,183) | (149) | 3,685 |
| Designated – tangible fixed assets | 6,005 | - | 584 | 6,589 |
| Designated – investments | 2,500 | (197) | 197 | 2,500 |
| | 13,522 | (1,380) | 632 | 12,774 |
| **Restricted funds** | | | | |
| Specific | 11 | - | - | 11 |
| Home fund | 19 | - | - | 19 |
| Children's fund | 8 | - | - | 8 |
| St Joseph's specific legacy | 5 | - | - | 5 |
| Capital grants | - | 642 | (632) | 10 |
| | 43 | 642 | (632) | 53 |
| **TOTAL FUNDS** | 13,565 | (738) | - | 12,827 |

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



**21. MOVEMENT IN FUNDS – continued**

Comparative net movement in funds, included in the above are as follows:

| 2023 | Incoming Resources £'000 | Resources Expended £'000 | Gains and Losses £'000 | Movement in Funds £'000 |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| General fund | 16,603 | (17,786) | - | (1,183) |
| Designated – fixed assets | - | - | - | - |
| Designated – investments | - | - | (197) | (197) |
| | 16,603 | (17,786) | (197) | (1,380) |
| **Restricted funds** | | | | |
| Capital grants | 642 | - | - | 642 |
| | 642 | - | - | 642 |
| **TOTAL FUNDS** | 17,245 | (17,786) | (197) | (738) |

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



## 22. PENSION SCHEMES

The charity's employees belong to two principal pension schemes – the Teachers' Pension Scheme (TPS), and the Aviva Pension Scheme. The total pension cost for the year was £566,829 (2023: £443,914).

### a) Teachers' Pension Scheme

The charity participates in a multi-employer defined benefits pension scheme, the Teachers' Pension Scheme (England and Wales) ("the Scheme"), for its teaching staff. Contributions on a "pay as you go" basis are credited to the Exchequer under arrangements governed by the Superannuation Act 1972. It is not possible or appropriate to identify the assets and liabilities of the Scheme which are attributable to the charity. Accordingly, the charity has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Teachers' Pension Scheme is a statutory, contributory, defined benefit scheme, governed by the Teachers Pension Scheme regulations 2014.

### Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2024.

The superannuation charge for the year represents total employer contributions payable to the scheme of £217k (2023: £220k).

### b) Aviva Pension Scheme

For staff not in the defined benefits scheme the charity operates a Stakeholder pension scheme. This is a unit-linked defined contribution scheme from Aviva. The total employer contributions for the year end were £350k (2023: £224k).

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



## 23. CONTINGENT LIABILITIES

There were no material contingent liabilities in 2024 (2023: £nil).

## 24. CAPITAL COMMITMENTS

There were no capital commitments contracted, but not provided for, at the year-end (2023: £nil).

## 25. RELATED PARTY DISCLOSURES

Nugent Care chooses to be linked with the Roman Catholic Archdiocese of Liverpool and has the incumbent Archbishop serving as President. This link is a major influence on the ethos, culture and objectives of the charity. Within this relationship, the Archdiocese has also conveyed properties for use by the charity in providing residential schools and homes.

Nugent Care controls Nugent Social Enterprises CIC (registered in England and Wales, registered number 08825282). Nugent Social Enterprises was incorporated in 23 December 2013 to operate The Courtyard Cafe and training centre with the aim of providing training for young people not in education, employment or training and employment for adults with learning disabilities. It began trading in May 2014 and ceased trading in May 2017 when the company became dormant. Its accounts have not been consolidated into the financial statements on Nugent Care on the grounds of immateriality.

Nugent Multi Academy Trust (operating as Nugent Academy Trust) was incorporated on 26th September 2019. The company is an academy trust and as such is a separate legal entity from Nugent Care. The company was dormant and has been struck off during the year.

FCA Services Limited is a related party as it is controlled by a trustee. During the year, an amount of £3,554 was paid to the company for professional services provided.

## 26. RESIDENTS' MONEY

Residents' money held at 31 March 2024 totalled £436,940 (2023: £392,368). In accordance with the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities this amount and the corresponding creditor are not included in these accounts.

Docusign Envelope ID: BA43C9F8-5CBF-4AFB-BA13-733E7E746853



## 27. OPERATING LEASES

| | Land and buildings £'000 | Other £'000 | Totals £'000 |
|---|---|---|---|
| Minimum lease payments due: | | | |
| Within 1 year | 12 | 94 | 106 |
| Within 2 – 5 years | - | 121 | 121 |
| In more than 5 years | - | 40 | 40 |
| | 12 | 255 | 267 |

## 28. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

| | 2024 £'000 | 2023 £'000 |
|---|---|---|
| **Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)** | 1,544 | (738) |
| **Adjustments for:** | | |
| Depreciation charges | 773 | 620 |
| Losses/(gain) on investments | (440) | 197 |
| Gain on sale of fixed assets | (287) | - |
| Interest paid | 3 | 5 |
| Dividends received | (136) | (154) |
| (Increase)/decrease in debtors | 268 | (716) |
| Increase/(decrease) in creditors | 426 | 410 |
| **Net cash generated by/(used in) operations** | 2,151 | (376) |

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## 29. ANALYSIS OF CHANGES IN NET (DEBT)/FUNDS

| | At 1 April 2023 £'000 | Cash flow £'000 | At 31 March 2024 £'000 |
|---|---|---|---|
| **Cash at bank and in hand** | 314 | 1,084 | 1,398 |
| **Debt** | | | |
| Debts falling due within 1 year | (87) | 87 | - |
| | (87) | 87 | - |
| **Total** | 227 | 1,171 | 1,398 |

**NUGENT CARE 2019**

England & Wales - Charity number 1187072

# Accounts

Company number 12227571

Registered Charity Number: 1187072

# Nugent Care 2019

## (Company Limited by Guarantee)

## Trustees' Report and Financial Statements

## For The Year Ended 31 March 2023

mha
MOORE & SMALLEY

**Nugent Care 2019**
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

## CONTENTS


| | Page |
|---|---|
| Report of the Trustees | 3 to 20 |
| Report of the Independent Auditors | 21 to 23 |
| Statement of Financial Activities (Incorporating Income and Expenditure Account) | 24 |
| Balance Sheet | 25 to 26 |
| Cash Flow Statement | 27 |
| Notes to the Financial Statements | 28 to 49 |

**Nugent Care 2019**
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

The Trustees present their report with the financial statements of the charity for the year ended 31 March 2023. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 2019).

The accounts are for the Charity Nugent Care 2019 and the linked Charity Nugent Care. Nugent Care 2019 was incorporated on 25 September 2019 and the Charities were linked on 30 June 2020.

The Trustees report incorporates the Directors' and Strategic report as required by Company Law.

## OBJECTIVES AND ACTIVITIES

The objectives of the Charity are to provide for the:
- Relief and care of children through the provision of an adoption service.
- Provision of residential 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 provision of residential homes 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.

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 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 AND PERFORMANCE

### Paying Real Living Wage

Nugent has fulfilled its pledge, by agreeing in March to the 2022/23 budgets, to pay as a minimum the real living wage set by the living wage foundation as a minimum. 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 1 April 2022.

## STRATEGIC REPORT

### 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.

### School

- Special education for 58 young people on roll.

### Homes

### Adults

- 24-hour residential care and support for 31 older people.
- 24-hour residential care and support for 23 individuals with mental health difficulties.
- 24-hour residential care and support for 18 individuals with an acquired brain injury.

### Children

- 24-hour residential care and support for 29 children.

### Community

- Providing housing related support to 37 people, 13 of those moved on to a permanent home during the year.
- Providing housing support to 14 people in supported tenancies.
- Providing support to 15 people with Mental Health outreach.
- Providing individualised community and day service support to 27 people with learning disabilities.
- Providing 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.
- Food provision via the market and pantry has supported 1,819 people.
- Community sponsorship – refugees resettled 4 (with 16 volunteers involved in supporting this family).
- Providing 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.
- Pastoral support for Deaf adults, total 56.
- Volunteers active total 60.
- Benefit application forms, medical appointments, mandatory reconsiderations, appeals and tribunal appointments – total 280.
- £23,000 + awarded in back pay to clients for successful benefit appeals.
- Total beneficiaries from the Caritas team and Nugent volunteers are 1,883 people.

### Family

- 12 children were placed with 5 families. This was made up of 3 x sibling groups of 3 children, 1 x sibling group of two children and 1 x individual child.
- Sadly there has been 1 disruption in this reporting period, whereby the children returned to foster care. 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/ren, are newly placed with a child/ren, or requiring additional

**ACHIEVEMENTS AND PERFORMANCE – CONTINUED**

- support pre and post adoption order. In excess of 35 families have been supported in varying degrees during this reporting period.
- 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 RAA family, 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, 1 more than the previous year.
- Our adoption panel approved 8 adoptive families during the reporting period and deferred 1 case requiring additional information.
- 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
- An additional 10 Life Story Books were commissioned by St Helens Council for children with a plan for adoption.
- The Adoption Service continues to provide Non-agency (Step Parent) adoption assessments for Bolton Council when required, 3 assessments have been commissioned by Bolton during the reporting period.
- We continue to collaborate as part of the Hope University partnership to support the training of Student Social Workers. The team benefited from having a 2nd Student Social Worker on placement in 2022, whose feedback about her time with Nugent Adoption was extremely positive.

**Developments in Services**

**Community Sponsorship Scheme**

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

**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.

**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 26th April 2022.

## ACHIEVEMENTS AND PERFORMANCE – CONTINUED

### New Services Development

- The Orchards opened in September 2022 providing 24 adult supported living places.
- Lime Grove Cottage opened in April 2023 providing 3 places and it is a Children's Home.

### 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 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.

**Trustees (Continued)**

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%).

**Trustee Sub Committees**

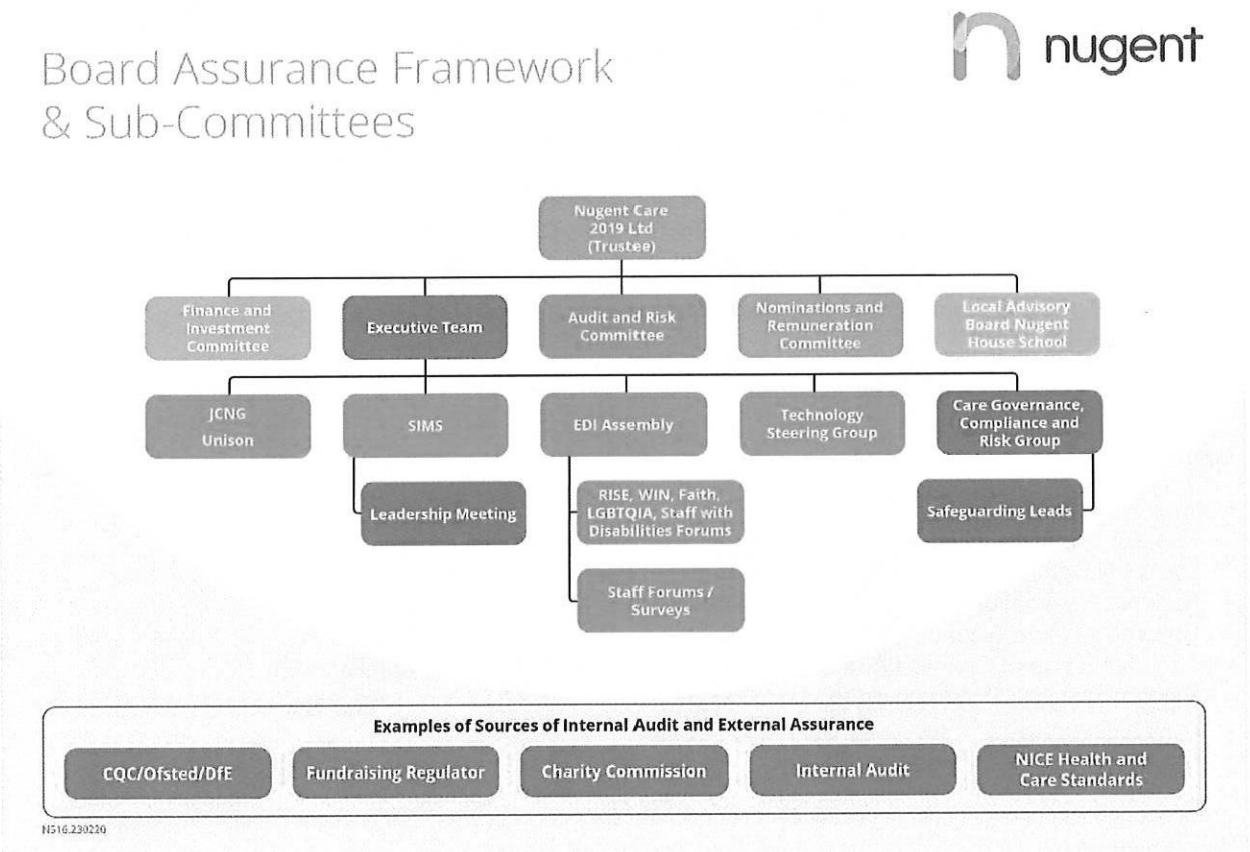
As a result of the audit, three new committees were created for 2021/22 financial year, these being: -

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

**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 (tC02e)** | - | **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.

**FINANCIAL REVIEW - CONTINUED**

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**

Total incoming resources for the year increased from £15,650k to £17,245k.

## FINANCIAL REVIEW - CONTINUED

Our Independent Special School generated more income than the previous year at £3,019k (2022: £2,437k). Income from Residential Homes and Individualised Day Services increased year on year to £12,529k, (2022: £11,703k).

The income from donations increased from £86k in 2022 to £109k in 2023. Legacies decreased from £415k in 2022 to £176k in 2023.

### Expenditure

Total resources expended during the year increased from £15,685k to £17,786k. There was increase in expenditure of £1,060k on the Independent Special School. Expenditure on Residential Homes and Individual Day Services increased by £1,424k. Expenditure on Children's, Adults and Community Services reduced by £188k.

### 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 £70k.

**FINANCIAL REVIEW - CONTINUED**

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.

**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 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

**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

## REFERENCE AND ADMINISTRATIVE DETAILS - CONTINUED

**Bankers**
HSBC
99-101 Lord Street
Liverpool
L2 6PG

**Solicitors**
Brabners
Horton House
Exchange Flags
Liverpool
L2 3YL

KEOGHS
2 The Parklands
Bolton
BL6 4SE

Hill Dickinson
No. 50 Fountain Street
Manchester
M2 2AS

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

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
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.

- 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 Trustee

## REPORT OF THE INDEPENDENT AUDITORS 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.

## REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES

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 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.

## REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES

### 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

**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

## Nugent Care 2019

STATEMENT OF THE FINANCIAL ACTIVITIES
(Incorporating Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2023

| | Notes | Unrestricted Funds £'000 | Restricted Funds £'000 | 2023 Total £'000 | 2022 Total £'000 |
|---|---|---|---|---|---|
| **INCOME AND ENDOWMENTS FROM:** | | | | | |
| Donations and legacies | 2 | **285** | **-** | **285** | 501 |
| Charitable activities | 3 | **16,092** | **642** | **16,734** | 14,694 |
| Other trading activities | 4 | **72** | **-** | **72** | 67 |
| Investment income | 5 | **154** | **-** | **154** | 132 |
| Other income | 6 | **-** | **-** | **-** | 256 |
| **Total income** | | **16,603** | **642** | **17,245** | 15,650 |
| **EXPENDITURE ON:** | | | | | |
| Raising funds | 7 | **301** | **-** | **301** | 246 |
| Charitable activities | 8 | **17,485** | **-** | **17,485** | 15,439 |
| **Total expenditure** | | **17,786** | **-** | **17,786** | 15,685 |
| **NET INCOME/(EXPENDITURE)** | | **(1,183)** | **642** | **(541)** | (35) |
| **TRANSFERS BETWEEN FUNDS** | | **632** | **(632)** | **-** | - |
| **OTHER RECOGNISED GAINS/(LOSSES)** | | | | | |
| Impairment in value of fixed assets | | | | | - |
| Net gains/(losses) on investments | 14 | **(197)** | **-** | **(197)** | 339 |
| **NET MOVEMENT IN FUNDS** | | **(748)** | **10** | **(738)** | 304 |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | 22 | **13,522** | **43** | **13,565** | 13,261 |
| **TOTAL FUNDS CARRIED FORWARD** | | **12,774** | **53** | **12,827** | 13,565 |

The notes form part of these financial statements

## Nugent Care 2019

BALANCE SHEET
31 MARCH 2023

| | Notes | 2023 £'000 | 2022 £'000 |
|---|---|---|---|
| **FIXED ASSETS** | | | |
| Tangible assets | 13 | **6,676** | 6,218 |
| **Investments** | | | |
| Investments | 14 | **5,197** | 5,394 |
| Investment property | 15 | **143** | 143 |
| | | **12,016** | 11,755 |
| **CURRENT ASSETS** | | | |
| Debtors: amounts falling due within one year | 16 | **2,140** | 1,424 |
| Cash at bank and in hand | | **314** | 1,745 |
| | | **2,454** | 3,169 |
| **CREDITORS** | | | |
| Amounts falling due within one year | 17 | **(1,643)** | (1,273) |
| **NET CURRENT ASSETS/(LIABILITIES)** | | **811** | 1,896 |
| **TOTAL ASSETS LESS CURRENT LIABILITIES** | | **12,827** | **13,651** |
| **CREDITORS** | | | |
| Amount falling due after more than one year | 18 | **-** | **(86)** |
| **NET ASSETS** | | **12,827** | **13,565** |

The notes form part of these financial statements

## Nugent Care 2019

BALANCE SHEET
31 MARCH 2023

| FUNDS | Notes | 2023 £'000 | 2022 £'000 |
|---|---|---|---|
| | 22 | | |
| Unrestricted funds: | | | |
| General fund | | 3,685 | 5,017 |
| Designated – tangible fixed assets | | 6,589 | 6,005 |
| Designated - investments | | 2,500 | 2,500 |
| | | 12,774 | 13,522 |
| Restricted funds | | 53 | 43 |
| **TOTAL FUNDS** | | **12,827** | **13,565** |

The financial statements were approved by the Board of Trustees and authorised for issue on 21st December 2023 and were signed on its behalf by:

.....
JP Dennis – Chair of Trustees

.....
Susan Worden – Treasurer

**Company number 12227571**

The notes form part of these financial statements

## CASH FLOW STATEMENT
## FOR THE YEAR ENDED 31 MARCH 2023

| | Notes | 2023 | 2022 |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Net cash flow from operating activities | 29 | (376) | 602 |
| Interest paid | | (5) | (6) |
| Net cash provided by/(used in) operating activities | | (381) | 596 |
| **Cash flows from investing activities** | | | |
| Purchase of tangible fixed assets | | (1,079) | (470) |
| Sale of tangible fixed assets | | - | 3,148 |
| Dividends received | | 154 | 132 |
| Net cash provided by/(used in) investing activities | | (925) | 2,810 |
| **Cash flows from financing activities** | | | |
| Bank loan repayments in year | | (125) | (2,374) |
| Net cash provided by/(used in) financing activities | | (125) | (2,374) |
| **Change in cash and cash equivalents in the reporting period** | | (1,431) | 1,032 |
| **Cash and cash equivalents at the beginning of the reporting period** | | 1,745 | 713 |
| **Cash and cash equivalents at the end of the reporting period** | 30 | 314 | 1,745 |

The notes form part of these financial statements

## 1. ACCOUNTING POLICIES

### BASIS OF PREPARING THE FINANCIAL STATEMENTS

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

A new charitable company limited by guarantee, Nugent Care 2019 was incorporated during the year ended 31 March 2021. This became the sole corporate trustee of Nugent Care by way of a Charity Commission scheme which was made on 27 March 2020 and took effect from 1 April 2020.

On 30th June the Charity Commission confirmed the linking of Nugent Care and Nugent Care 2019. Nugent Care continues to exist in the same manner as it did prior to the linking direction being made. From 1 April 2020, Nugent Care, the unincorporated charity was given a new charity registration number of 1187072-1.

These financial statements cover the activities of Nugent Care unincorporated and Nugent Care 2019 for the period under review. As Nugent Care 2019 is dormant and does not have any assets, all activity relates to Nugent Care unincorporated and additional columns and results are not required for Nugent Care 2019.

### GOING CONCERN

Forecasts of future cash generation across the Charity have been prepared for the period to 18 months after the date of signing these accounts. These forecasts take account of current and expected changes in the wider economic environment and include downside scenarios. The forecasts assume that overdraft facilities currently provided will be maintained.

Based on the above approach, the Trustees have formed the judgement at the time of approving the accounts that the Charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing these accounts.

### INCOME

Income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Donations are accounted for when received.

Legacies are recognised on the earlier of the date on which the charity is advised by the personal representatives of an estate that payment will be transferred, and the amount involved can be quantified with sufficient reliability or when the distribution is received by the estate. Where legacies have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

## 1. ACCOUNTING POLICIES – CONTINUED

### INCOME

Grants and fees for services and activities are accounted for when receivable. Grants subject to performance-related conditions or terms and conditions outside the charity's control are deferred and released to income when the conditions are met.

Government grants are recognised in the financial statements when there is reasonable assurance that the charity will comply with the conditions attached to the grant and the grants will be received. A grant that becomes receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the charity with no future related costs shall be recognised in income in the period in which it is receivable.

Gifts of goods donated for resale are recognised at the point of receipt at fair value unless it is impractical and/or the costs of recognition on receipt outweigh the benefit of this information to users of the accounts and the charity, in which case they are recognised as income when sold.

Investment income is recognised when receivable and the amount can be measured reliably by the charity.

Funds reimbursed through an insurance claim are recognised by offsetting them against the related expense. The amount reimbursed is recognised as an addition to the fund that initially suffered the insured loss.

### EXPENDITURE

Expenditure is accounted for on an accruals basis.

Costs of raising funds are incurred in attracting voluntary income and include the salaries and overhead costs of the staff that undertake fundraising activities.

Charitable expenditure comprises costs of services supplied, and activities undertaken directly in respect of the charity's activities, and related support and governance costs. Support costs represent costs such as strategic management and development, finance, HR, training, IT support, estate and property management and general administration. Governance costs are primarily associated with constitutional and statutory requirements of operating the charity, including professional fees for external audit and legal advice.

Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

### TANGIBLE ASSETS

Tangible assets are stated at cost and depreciated over their useful economic lives, except for freehold land which is not depreciated. The economic life of an asset is revised if there is a change in circumstances. Depreciation is calculated to write off the cost of fixed assets over the following maximum periods:

| | |
|---|---|
| Freehold property | 66 years |
| Building adaptations | 20 years |
| Motor vehicles | 3 years |

## 1. ACCOUNTING POLICIES – CONTINUED

Tangible assets are subject to an impairment review if circumstances or events change to indicate that the carrying value may not be fully recoverable. Where an asset is found to be impaired, it is written down to its recoverable amount and the loss on impairment is charged to the relevant expenditure category.

### INVESTMENTS

Investments in quoted shares, traded bonds and similar, and investment property are measured initially at cost and subsequently at fair value.

### TAXATION

The charity is exempt from tax on its charitable activities.

### FUND ACCOUNTING

Restricted funds are subject to specific restrictions imposed by the donor or trust deed or terms of an appeal. Expenditure that meets the criteria is identified to the fund.

Unrestricted income funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for particular purposes.

### FINANCIAL INSTRUMENTS

Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value except for bank loans, which are subsequently measured amortised cost using the effective interest method, and investments in listed shares, which are subsequently measured at fair value (market value).

Concessionary (interest free) loans made by the charity to its subsidiary are initially recognised at the amount paid. Loans repayable in more than one year are subsequently adjusted to reflect repayments and any impairment.

### LEASING COMMITMENTS

Rentals payable under operating leases are charged against income over the lease term.

### CASH AT BANK

Cash at bank and in hand includes cash and short term highly liquid investments which are included as current assets.

### DEBTORS

Debtors are stated in the balance sheet at estimated net realisable value. Net realisable value is the invoiced amount less provisions for bad and doubtful debtors.

### CREDITORS

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

## 1. ACCOUNTING POLICIES – CONTINUED

### MULTI EMPLOYER PENSION SCHEME

The charity participates in a multi-employer defined benefits pension scheme, the Teachers' Pension Scheme (England and Wales) ("the Scheme"), for its teaching staff. It is not possible or appropriate to identify the assets and liabilities of the Scheme which are attributable to the charity. Accordingly, the charity has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The TPS is an unfunded arrangement backed by the government. Contributions are paid in respect of benefits earned by members to date. Typically, there is no legal or constructive obligation to pay anything further in respect of current or prior service.

### CRITICAL ACCOUNTING JUDGEMENTS AND SOURCES OF ESTIMATION UNCERTAINTY

In applying the Charity's accounting policies , the Trustees are required to make judgements (other than those involving estimation) that have a significant impact on the amounts recognised and to make estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. These estimates and associated assumptions are based on historical experience and other factors including expectations of future events that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

a) *Critical judgements in applying the Charity's accounting policies*
Other than the assessment of going concern, the Trustees consider there to be no critical judgements.

b) *Key sources of estimation uncertainty*
The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and value in use analyses of the assets. The useful economic lives, value in use, and resulting annual depreciation charge are re-assessed annually. They are amended when necessary to reflect current estimates based on future investments, utilisation and the physical condition of the assets.

In addition, a key source of estimation uncertainty exists around the level of provision arrived at for outstanding debtors and as well as that considered necessary to settle any outstanding legal claims.

## 2. DONATIONS AND LEGACIES

| | 2023<br>£'000 | 2022<br>£'000 |
|---|---|---|
| Donations and gifts | 109 | 86 |
| Legacies | 176 | 415 |
| | **285** | 501 |

Donations and legacies include no restricted grant income (2022: £Nil)

## 3. INCOME FROM CHARITABLE ACTIVITES

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| Children's, adults' and community services | 520 | 540 |
| Special schools | 3,019 | 2,437 |
| Residential homes and individualised support projects | 12,529 | 11,703 |
| Capital grants | 642 | - |
| Miscellaneous | 24 | 14 |
| | 16,734 | 14,694 |

Income from charitable activities includes restricted grant funding of £641k (2022 £177k)

## 4. OTHER TRADING ACTIVITIES

| | Unrestricted £'000 | Restricted £'000 | 2023 £'000 | 2022 £'000 |
|---|---|---|---|---|
| Shop income | 72 | - | 72 | 67 |

## 5. INVESTMENT INCOME

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| Dividends from investments held | 154 | 132 |

## 6. OTHER INCOME

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| CJRS grant | - | - |
| Sale of fixed assets | - | 256 |
| | - | 256 |

## 7. RAISING FUNDS

### RAISING DONATIONS AND LEGACIES

| | 2023<br>£'000 | 2022<br>£'000 |
|---|---|---|
| Fundraising and publicity | 227 | 185 |

### OTHER TRADING ACTIVITIES

| | 2023<br>£'000 | 2022<br>£'000 |
|---|---|---|
| Charity shop expenditure | 74 | 61 |
| Aggregate amounts | 301 | 246 |

Expenditure on raising funds includes no expenditure related to restricted funding (2022: £Nil)

## 8. CHARITABLE ACTIVITIES COSTS

| 2023 | Activities Undertaken Directly £'000 | Support & Governance Costs £'000 | Total 2023 £'000 | Total 2022 £'000 |
|---|---|---|---|---|
| (i) Unrestricted funds | | | | |
| Provision of children's, adults' and community services | 710 | 35 | 745 | 933 |
| Special schools | 3,714 | 182 | 3,896 | 2,836 |
| Residential homes and individualised day support projects | 12,245 | 599 | 12,844 | 11,420 |
| | 16,669 | 816 | 17,485 | 15,189 |
| (ii) Restricted funds | | | | |
| Provision of children's, adults' and community services | - | - | - | 53 |
| Residential homes and individualised day support projects | - | - | - | 197 |
| | 16,669 | 816 | 17,485 | 15,439 |

| 2022 | Activities Undertaken Directly £'000 | Support & Governance Costs £'000 | Total 2022 £'000 |
|---|---|---|---|
| (i) Unrestricted funds | | | |
| Provision of children's, adults' and community services | 894 | 39 | 933 |
| Special schools | 2,724 | 112 | 2,836 |
| Residential homes and individualised day support projects | 10,966 | 454 | 11,420 |
| | 14,584 | 605 | 15,189 |
| (ii) Restricted funds | | | |
| Provision of children's, adults' and community services | 53 | - | 53 |
| Residential homes and individualised day support projects | 197 | - | 197 |
| | 14,834 | 605 | 15,439 |

## 8 CHARITABLE ACTIVITIES COSTS (Continued)

**Support and Governance costs**

| | Total 2023 £'000 | Total 2022 £'000 |
|---|---|---|
| Office services and quality assurance | 550 | 372 |
| Property services | 31 | 24 |
| Finance services | 13 | 46 |
| Management | 164 | 146 |
| IT services | 40 | 15 |
| Office pensions | - | 3 |
| Fundraising | 18 | 29 |
| Other recharges | - | (30) |
| | 816 | 605 |

**Net expenditure for the year includes:-**

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| Fees payable to the auditor for | | |
| Audit | 25 | 15 |
| Other services | 6 | 5 |
| Depreciation | 621 | 635 |
| Operating lease rentals | 83 | 18 |

## 9. TRUSTEES REMUNERATION AND BENEFITS

No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

None of the trustees received or waived any remuneration during the year in respect of their services as trustees (2022: £nil)

During the year the charity held trustees' indemnity insurance, the cost of which is included in the cost of the general insurance policy.

**TRUSTEES' EXPENSES**

The charity trustees were not paid or received any other benefits from employment with the charity, (2022: £nil). No trustees were reimbursed expenses during the year (2022: Two trustees £81).

## 10. STAFF COSTS

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| Wages and salaries | 9,533 | 9,288 |
| Social security costs | 891 | 795 |
| Pension contributions | 444 | 422 |
| | 10,868 | 10,505 |

Staff costs include a holiday pay accrual of £103k as at 31 March 2023.

The number of employees whose emoluments in the year exceeded £60,000 was as follows:

| | 2023 Number | 2022 Number |
|---|---|---|
| £60,000 – £70,000 | 4 | 1 |
| £70,000 – £80,000 | 1 | 1 |
| £80,000 – £90,000 | 1 | - |
| £90,000 – £100,000 | - | 1 |
| £100,000 - £110,000 | - | - |
| £110,000 - £120,000 | 1 | 1 |
| £120,000 - £130,000 | 1 | - |

Two of the staff with emoluments over £60,000 are accruing retirement benefits within a defined benefit scheme. The charity paid £34,059 in respect of pension contributions on their behalf. The number accruing retirement benefits within a defined contribution scheme is 6 (2022: 3). The charity paid £25,607 (2022: £13,563) in respect of pension contributions on their behalf.

The average number of paid employees for the year was 451 (2022: 418).

The key management personnel of the charity this year comprise, the trustees, the Chief Executive, the Chief Operating Officer, the Chief Governance Officer and the Chief Finance Officer. The total employee remuneration and benefits of the key management personnel of the charity were £510,708 (2022: £451,673).

In order to maintain a quality care service, the charity has utilised external agency staff when operational requirements demand. The total costs incurred this year for use of such staff have amounted to £1,512,011 (2022: £912,691)

## 11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

**2022**

| | Unrestricted Funds £'000 | Restricted Funds £'000 | Total Funds £'000 |
|---|---|---|---|
| **INCOME AND ENDOWMENTS FROM:** | | | |
| Donations and legacies | 501 | - | 501 |
| Charitable activities | 14,517 | 177 | 14,694 |
| Other trading activities | 67 | - | 67 |
| Investment income | 132 | - | 132 |
| Other income | 256 | - | 256 |
| **Total** | 15,473 | 177 | 15,650 |
| **EXPENDITURE ON:** | | | |
| Raising funds | 246 | - | 246 |
| Charitable activities | 15,189 | 250 | 15,439 |
| **Total** | 15,435 | 250 | 15,685 |
| **NET INCOME/(EXPENDITURE)** | 38 | (73) | (35) |
| Transfers between funds | 779 | (779) | - |
| Net gains/(losses) on investments | 339 | - | 339 |
| **NET MOVEMENT IN FUNDS** | 1,156 | (852) | 304 |
| **RECONCILIATION OF FUNDS:** | | | |
| **Total funds brought forward** | 12,366 | 895 | 13,261 |
| **TOTAL FUNDS CARRIED FORWARD** | **13,522** | **43** | **13,565** |

## 12. GOVERNANCE COSTS

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| Provision of children's, adults' and community services | 16 | 12 |
| Special schools | 85 | 34 |
| Residential homes and individualised support projects | 278 | 137 |
| | 379 | 183 |

## 13. TANGIBLE FIXED ASSETS

| | Freehold Property £'000 | Building Adaptations £'000 | Motor Vehicles £'000 | Totals £'000 |
|---|---|---|---|---|
| **COST** | | | | |
| At 1 April 2022 | 7,607 | 10,762 | 71 | 18,440 |
| Additions | - | 1,080 | - | 1,080 |
| Disposals | - | (32) | (26) | (58) |
| At 31 March 2023 | **7,607** | **11,810** | **45** | 19,462 |
| **DEPRECIATION** | | | | |
| At 1 April 2022 | **3,802** | **8,349** | **71** | 12,222 |
| Charge for year | 129 | 491 | - | 620 |
| Eliminated on disposal | - | (30) | (26) | (56) |
| At 31 March 2023 | **3,931** | **8,810** | **45** | 12,786 |
| **NET BOOK VALUE** | | | | |
| At 31 March 2023 | **3,676** | **3,000** | **-** | 6,676 |
| At 1 April 2022 | **3,805** | **2,413** | **-** | 6,218 |

Included in the cost of freehold land and buildings is freehold land of £546,000 which is not depreciated.

Certain properties were transferred to the charity under trust deeds dated 8 April 1924 and 15 September 1976. At 31 March 2023 freehold property and adaptations relating to those properties are included in tangible fixed assets at a cost of £4.1m. Their market value is likely to be significantly different.

## 14. FIXED ASSET INVESTMENTS

| | Listed Investments £'000 |
|---|---|
| **MARKET VALUE** | |
| At 1 April 2022 | **5,394** |
| Additions | **867** |
| Disposals | **(867)** |
| Revaluation | **(197)** |
| At 31 March 2023 | **5,197** |
| **FAIR VALUE** | |
| At 31 March 2023 | 5,197 |
| At 31 March 2022 | 5,394 |

The investment portfolio is managed by Rathbones. The value of investments held at the year-end can be analysed as follows:

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| UK equities | 1,275 | 1,553 |
| Overseas equities | 2,652 | 2,826 |
| UK bonds and gilts | 356 | 350 |
| UK property – unit trust | - | 420 |
| Alternatives | 612 | - |
| UK cash held on deposit | 302 | 245 |
| | 5,197 | 5,394 |

## 15. INVESTMENT PROPERTY

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| At 1 April 2022 and 31 March 2023 | 143 | 143 |

The total fair value of £143,000 relates to one investment property. The value at the year-end has been determined following an in-depth review of sale prices for similar properties in the same area, taking into account the refurbishment of the property carried out in recent years.

## 16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| Trade debtors | 1,692 | 1,075 |
| Other debtors | 99 | 16 |
| Prepayments and accrued income | 349 | 333 |
| | 2,140 | 1,424 |

## 17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| Bank loans and overdrafts (see note 19) | 87 | 127 |
| Trade creditors | 761 | 266 |
| Taxation and social security | 218 | 181 |
| Other creditors | 577 | 699 |
| | 1,643 | 1,273 |

Other creditors include:

A holiday accrual for £103k

| | |
|---|---|
| Deferred income at 31 March 2022 | - |
| Released in the year | 6 |
| Deferred income at 31 March 2023 | 6 |

## 18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| Bank loans (see note 19) | - | 86 |

## 19. LOANS

An analysis of the maturity of loans is given below:

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| Amounts falling due within one year on demand: | | |
| Bank overdraft | - | - |
| Bank loans | 87 | 127 |
| | 87 | 127 |
| Amounts falling due within one and two years: | | |
| Bank loans – 1-2 years | - | 86 |
| Amounts falling due within two and five years: | | |
| Bank loans – 2-5 years | - | - |

The loan financing is in the form of a secured loan with a variable interest rate.

## 20. SECURED DEBTS

Nugent has an overdraft facility of £0.5m and other facilities with HSBC. Facilities total £1.7m and a security arrangement is in place over the investment portfolio of £1m with underlying investment values not to fall below £2.5m

## 21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

**2023**

| | Unrestricted Funds £'000 | Restricted Funds £'000 | 2023 Total £'000 | 2022 Total £'000 |
|---|---|---|---|---|
| Fixed assets | **6,676** | **-** | **6,676** | **6,218** |
| Investments | **5,340** | **-** | **5,340** | **5,537** |
| Current assets | **2,401** | **53** | **2,454** | **3,169** |
| Current liabilities | **(1,643)** | **-** | **(1,643)** | **(1,273)** |
| Long term liabilities | **-** | **-** | **-** | **(86)** |
| | **12,774** | **53** | **12,827** | **13,565** |

## 21.ANALYSIS OF NET ASSETS BETWEEN FUNDS (Continued)

**2022**

| | Unrestricted Funds £'000 | Restricted Funds £'000 | 2021 Total £'000 Re-stated |
|---|---|---|---|
| Fixed assets | **6,218** | **-** | **6,218** |
| Investments | **5,537** | **-** | **5,537** |
| Current assets | **3,126** | **43** | **3,169** |
| Current liabilities | **(1,273)** | **-** | **(1,273)** |
| Long term liabilities | **(86)** | **-** | **(86)** |
| | **13,522** | **43** | **13,565** |

## 22. MOVEMENT IN FUNDS

**2023**

| | At 1 April 2022 | Net Movement in Funds £'000 | Transfers Between Funds £'000 | At 31 March 2023 £'000 |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| General fund | 5,017 | (1,183) | (149) | 3,685 |
| Designated – tangible fixed assets | 6,005 | - | 584 | 6,589 |
| Designated – investments | 2,500 | (197) | 197 | 2,500 |
| | 13,522 | (1,380) | 632 | 12,774 |
| **Restricted funds** | | | | |
| Specific | 11 | - | - | 11 |
| Home fund | 19 | - | - | 19 |
| Children's fund | 8 | - | - | 8 |
| St Joseph's specific legacy | 5 | - | - | 5 |
| Capital grants | - | 642 | (632) | 10 |
| | 43 | 642 | (632) | 53 |
| **TOTAL FUNDS** | 13,565 | (738) | - | 12,827 |

## 22. MOVEMENT IN FUNDS – continued

Net movement in funds included in the above are as follows:

| 2023 | Incoming resources £'000 | Resources expended £'000 | Gains and losses £'000 | Movement in funds £'000 |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| General fund | 16,603 | (17,786) | - | (1,183) |
| Designated – fixed assets | - | - | - | - |
| Designated – investments | - | - | (197) | (197) |
| | 16,603 | (17,786) | (197) | (1,380) |
| **Restricted funds** | | | | |
| Capital grants | 642 | - | - | 642 |
| | 642 | - | - | 642 |
| **TOTAL FUNDS** | 17,245 | (17,786) | (197) | (738) |

### FUNDS AND TRANSFERS BETWEEN FUNDS

The tangible fixed asset funds represent the amount of reserves needed to provide the property and equipment for the charity to operate. They equate to the book value of fixed assets less loans used to fund those fixed assets.

The investments fund represents the level of investments on which the bank facility is secured.

The home fund and children's fund balances relate to amounts raised by individual projects and establishments. The balances are restricted, to be expended by the individual homes as and when required.

## 22 MOVEMENT IN FUNDS – continued

### Comparatives for movements in funds

**2022**

| | At 1 April 2021 As Originally Stated | Prior Year Adjustment | At 1 April 2021 Re-stated | Net Movement in Funds | Transfers Between Funds | At 31 March 2022 |
|---|---|---|---|---|---|---|
| | | | £'000 | £'000 | £'000 | £'000 |
| **Unrestricted funds** | | | | | | |
| General fund | 1,926 | - | 1,926 | 377 | 2,714 | 5,017 |
| Designated – tangible fixed assets | 8,049 | (109) | 7,940 | - | (1,935) | 6,005 |
| Designated – investments | 2,500 | - | 2,500 | - | - | 2,500 |
| | 12,475 | (109) | 12,366 | 377 | 779 | 13,522 |
| **Restricted funds** | | | | | | |
| Specific | 11 | - | 11 | - | - | 11 |
| Home fund | 38 | - | 38 | (19) | - | 19 |
| Children's fund | 8 | - | 8 | - | - | 8 |
| Bet 365 adoption services | 54 | - | 54 | (54) | - | - |
| Grant income | 779 | - | 779 | - | (779) | - |
| St Joseph's specific legacy | 5 | - | 5 | - | - | 5 |
| | 895 | - | 895 | (73) | (779) | 43 |
| **TOTAL FUNDS** | 13,370 | (109) | 13,261 | 304 | - | 13,565 |

An adjustment of £109k was made to a prior year provision for impairment to reflect additional legal costs incurred on the sale of a property occurring after the 31 March 2021.

## 22. MOVEMENT IN FUNDS – continued

Comparative net movement in funds, included in the above are as follows:

| 2022 | Incoming Resources £'000 | Resources Expended £'000 | Gains and Losses £'000 | Movement in Funds £'000 |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| General fund | 15,473 | (15,435) | 339 | 377 |
| Designated – fixed assets | - | - | - | - |
| Designated – investments | - | - | - | - |
| | 15,473 | (15,435) | 339 | 377 |
| **Restricted funds** | | | | |
| Home fund | - | (19) | - | (19) |
| Children's fund | - | - | - | - |
| Bet 365 adoption services | - | (54) | - | (54) |
| Covid 19 funding | 177 | (177) | - | - |
| | 177 | (250) | - | (73) |
| **TOTAL FUNDS** | 15,650 | (15,685) | 339 | (304) |

## 23. PENSION SCHEMES

The charity's employees belong to two principal pension schemes – the Teachers' Pension Scheme (TPS), and the Aviva Pension Scheme. The total pension cost for the year was £443,914 (2022: £422,117).

### a) Teachers' Pension Scheme

The charity participates in a multi-employer defined benefits pension scheme, the Teachers' Pension Scheme (England and Wales) ("the Scheme"), for its teaching staff. Contributions on a "pay as you go" basis are credited to the Exchequer under arrangements governed by the Superannuation Act 1972. It is not possible or appropriate to identify the assets and liabilities of the Scheme which are attributable to the charity. Accordingly, the charity has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Teachers' Pension Scheme is a statutory, contributory, defined benefit scheme, governed by the Teachers Pension Scheme regulations 2014.

### Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2024.

The superannuation charge for the year represents total employer contributions payable to the scheme of £220k (2022: £203k).

### b) Aviva Pension Scheme

For staff not in the defined benefits scheme the charity operates a Stakeholder pension scheme. This is a unit-linked defined contribution scheme from Aviva. The total employer contributions for the year end were £224k (2022: £219k).

## 24. CONTINGENT LIABILITIES

There were no material contingent liabilities in 2023 (2022: £nil).

## 25. CAPITAL COMMITMENTS

There were no capital commitments contracted, but not provided for, at the year-end (2022: £nil).

## 26. RELATED PARTY DISCLOSURES

Nugent Care chooses to be linked with the Roman Catholic Archdiocese of Liverpool and has the incumbent Archbishop serving as President. This link is a major influence on the ethos, culture and objectives of the charity. Within this relationship, the Archdiocese has also conveyed properties for use by the charity in providing residential schools and homes.

Nugent Care controls Nugent Social Enterprises CIC (registered in England and Wales, registered number 08825282). Nugent Social Enterprises was incorporated in 23 December 2013 to operate The Courtyard Cafe and training centre with the aim of providing training for young people not in education, employment or training and employment for adults with learning disabilities. It began trading in May 2014 and ceased trading in May 2017 when the company became dormant. Its accounts have not been consolidated into the financial statements on Nugent Care on the grounds of immateriality.

Nugent Multi Academy Trust (operating as Nugent Academy Trust) was incorporated on 26th 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.

The Deputy Chief Executive and the Chief Governance Officer of Nugent Care is a director of the Academy Trust.

There has been no activity within the Trust during the year ended 31 March 2023.

## 27. RESIDENTS' MONEY

Residents' money held at 31 March 2023 totalled £392,368 (2022: £360,951). In accordance with the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities this amount and the corresponding creditor are not included in these accounts.

## 28. OPERATING LEASES

| | Land and buildings £'000 | Other £'000 | Totals £'000 |
|---|---|---|---|
| Minimum lease payments due: | | | |
| Within 1 year | 12 | 18 | 30 |
| Within 2 – 5 years | - | 6 | 6 |
| In more than 5 years | - | | |
| | 12 | 24 | 36 |

## 29. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

| | 2023 £'000 | 2022 £'000 |
|---|---|---|
| **Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)** | (738) | 304 |
| **Adjustments for:** | | |
| Depreciation charges | 620 | 635 |
| Losses/(gain) on investments | 197 | (339) |
| Gain on sale of fixed assets | - | (256) |
| Interest paid | 5 | 6 |
| Dividends received | (154) | (132) |
| (Increase)/decrease in debtors | (716) | 680 |
| Increase/(decrease) in creditors | 410 | (296) |
| **Net cash generated by/(used in) operations** | (376) | 602 |

## 30. ANALYSIS OF CHANGES IN NET (DEBT)/FUNDS

| | At 1 April 2022 £'000 | Cash flow £'000 | At 31 March 2023 £'000 |
|---|---|---|---|
| **Cash at bank and in hand** | 1,745 | (1,431) | 314 |
| **Debt** | | | |
| Debts falling due within 1 year | (127) | 40 | (87) |
| Debts falling due after 1 year | (86) | 86 | - |
| | (213) | 126 | (87) |
| **Total** | 1,532 | (1,305) | 227 |

**NUGENT CARE 2019**

England & Wales - Charity number 1187072

# Accounts

**Company number 12227571**

**Registered Charity Number: 1187072**

# Nugent Care 2019

## (Company Limited by Guarantee)

## Trustees' Report and Financial Statements

## For The Year Ended 31 March 2022

mha
MOORE & SMALLEY

**Nugent Care 2019**
CONTENTS


| | Page |
|---|---|
| Report of the Trustees | 3 to 37 |
| Report of the Independent Auditors | 38 to 40 |
| Statement of Financial Activities (Incorporating Income and Expenditure Account) | 41 |
| Balance Sheet | 42 to 43 |
| Cash Flow Statement | 44 |
| Notes to the Financial Statements | 45 to 66 |

The Trustees present their report with the financial statements of the charity for the year ended 31 March 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 2019).

The accounts are for the charity Nugent Care 2019 and the linked charity Nugent Care. Nugent Care 2019 was incorporated on 25 September 2019 and the charities were linked on 30 June 2020.

The Trustees report incorporates the Directors' and Strategic report as required by Company Law.

## OBJECTIVES AND ACTIVITIES

The objectives of the charity are to provide for the:

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

## OBJECTIVES AND ACTIVITIES

### Public benefit

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

### Nugent principles

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

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

### Nugent Values

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

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

### Staff and Volunteers

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

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

## CHARITY GOVERNANCE CODE ALIGNMENT

The 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.

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

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

### CEO Remuneration

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

The Nomination and Remuneration Committee, within its Terms of Reference, assist the Board in ensuring that the Board and Executive Leadership Team retain an appropriate structure, size and balance of skills to support the strategic objectives and values of the charity. The Committee determine each executive's total individual remuneration package and set the targets for performance-related pay (if applicable). The Board references external information to determine executive salaries include the ACEVO Pay and Equalities Survey 2021 and Croner Market Rate reports.

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

## STRATEGIC REPORT

## ACHIEVEMENTS AND PERFORMANCE

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

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

We also experienced our first Outstanding (Marydale) rating since 2013. Whilst two of our services had experienced decreases in their regulatory rating during Covid, our internal governance checks indicated that they were both well on their way to previous levels of performance. This resulted in both Clumber Lodge and Nugent House School returning to ratings of 'Good' with Ofsted.

**Outcomes from the 2021 Growth Plan**

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

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

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

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

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

**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.

**ACHIEVEMENTS AND PERFORMANCE - CONTINUED**

**Charitable activities**

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

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

**Homes**
**Adults**
- 24-hour residential care and support for 28 older people.
- 24-hour residential care and support for 23 individuals with mental health difficulties.
- 24-hour residential care and support for 18 individuals with an acquired brain injury.

**Children**
- 24-hour residential care and support for 25 children.

**Community**
- Providing housing related support to 35 people, a total of 26 units are available.
- Providing housing support to 11 people in supported tenancies
- Providing support to 16 people with Mental Health outreach.
- Providing individualised community and day service support to 26 people with learning disabilities.
- Providing community support to 12 people in supported tenancies with mental health difficulties.
- 29 Crisis Fund grants that have supported.
- Food provision via the market and pantry has supported 2,386 people.
- Community sponsorship – refugees resettled 4.
- Providing faith development of children and adults with learning disabilities.
- Faith development of deaf people with additional disabilities 141.
- BSL and deaf awareness workshops via SYNOD zoom online and schools attended by 171 people.
- Regular contact with Deaf people including the monthly newsletter and bumper summer and winter newsletter in total 240.
- Pastoral support for Deaf adults, total 68.
- Volunteers active throughout the pandemic total 50.
- Benefit application forms, medical appointments, mandatory reconsiderations, appeals and tribunal appointments – total 45.
- £22,838 + awarded in back pay to clients for successful benefit appeals.
- Total beneficiaries from the Caritas team and Nugent volunteers is 8,732 people.

**Family**
- 13 children were placed with 9 families. This was made up of 1 sibling group of 3, 2 x sibling groups of two children and 6 x individual children.
- We no longer take direct enquiries for Inter-Country adoption but are part of the Inter-Country Adoption Regional Adoption Agency (ICA RAA) and have been involved in the assessment of 2 families over this period.
- We are providing FER (Foreign Element Regulations) support and placement oversight to 2 families who have recently returned from Nigeria with their child. This involves supporting the placement up to the granting of a UK adoption order.
- There were 57 domestic adoption enquiries in 2021-22; a slight increase from 49 the previous year. We accepted 10 registrations of interest to move to full adoption assessments.
- Our adoption panel approved 10 adoptive families this year.
- There were 97 access to records enquiries in 2021-22. This is specialist work, requiring an extensive amount of time in file summaries and counselling of adopted adults or birth relatives and supporting in tracing and reunion. As well as Nugent's own historic records, we also provide this service to 4 other Dioceses; Middlesborough, Shrewsbury, Sheffield and Leeds

**ACHIEVEMENTS AND PERFORMANCE - CONTINUED**

- 20 Life Story Books were commissioned by St Helens Council for children with a plan for adoption and long term Fostering.
- The Adoption Service continues to provide Non-agency (Step Parent) adoption assessments for Bolton Council and St Helens Council when required. 4 assessments have been commissioned during the reporting period.
- We have collaborated as part of the Hope University partnership to support the training of Student Social Workers and our Registered Manager has had the opportunity to undertake the Practice Educator Mentoring certificate through this partnership. The whole team benefited from having a Student Social Worker on placement and her feedback about her time with Nugent Adoption has been extremely positive.

**Developments in Services**

**Community Sponsorship Scheme**

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

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

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

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

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

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

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

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

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

**ACHIEVEMENTS AND PERFORMANCE - CONTINUED**

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

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

**Nugent House School**

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

The second thread has been a complete overhaul of the approach to behaviour on site. As an SEMH school, the students can become dysregulated very quickly, and staff work tirelessly to support them while they re-regulate. However, coming out of the pandemic, there was a clear need to refresh the whole school approach and a shift to a more 'positive', restorative model is being introduced. This is a long-term project, with further, deeper developments planned for following years, but in the first year of change, there has been a marked reduction in the number of significant incidents recorded, which is a good sign.

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

Finally, the application to include a small residential element to the school is still ongoing. The submission has been accepted by the DfE and conversations have been had with Ofsted for their statutory material change visit. This is now set for August 2022. The budget has been adapted and monitored through this period to mitigate risk, and once approval is granted, the future budgetary position will become much more positive.

**Clumber Lodge**

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

**ACHIEVEMENTS AND PERFORMANCE - CONTINUED**

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

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

**Other Developments**

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

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

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

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

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

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

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

**Evolution of the Governance Framework**
Aside from delivering the Audit Schedule, the Governance Team have evolved and implemented the following:

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

- **Risk Appetite Statement**
  Complementing the revisions to the Risk Register was the creation of Nugent's first Risk Appetite statement, outlining the key fundamentals of the Risk register and defining Nugent's position in relation to the different types of risks being identified.

**ACHIEVEMENTS AND PERFORMANCE - CONTINUED**

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

- **Creation of Health Check Audits**
  Using the learning from 2021, the Governance Team undertook a capacity building exercise to create a set of regulation-based Health Checks audits. Each Health Check covers the key fundamentals of a full inspection but only focusses on the pertinent regulatory requirements under each area (care/risk plans, safeguarding, medication). The Health Checks also include key deliverables from the Support Service departments, such as personnel files.

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

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

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

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

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

**Equal Opportunities**

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

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

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

**ACHIEVEMENTS AND PERFORMANCE - CONTINUED**

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**

Since August 2020, work has been ongoing to focus on how we can promote equality, diversity, and inclusion (EDI) and embed this at the heart of our work.
It is a credit to our Chief Executive Officer (CEO) that we have made such great strides in our journey to be culturally competent. The journey started following the death of George Floyd in the United States, where the issue of systemic racism and anti-racism work was highlighted. Nugent took the time to reflect on those issues and an anti-racism statement was issued from our CEO and supported by the Trustees. Following months of learning and reflection, Nugent also published an inclusivity statement and an anti-racism pledge in August 2020. In 2020/21 was a year that Nugent committed to increasing our commitment to Equalities, Diversity and Inclusion across the charity.

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

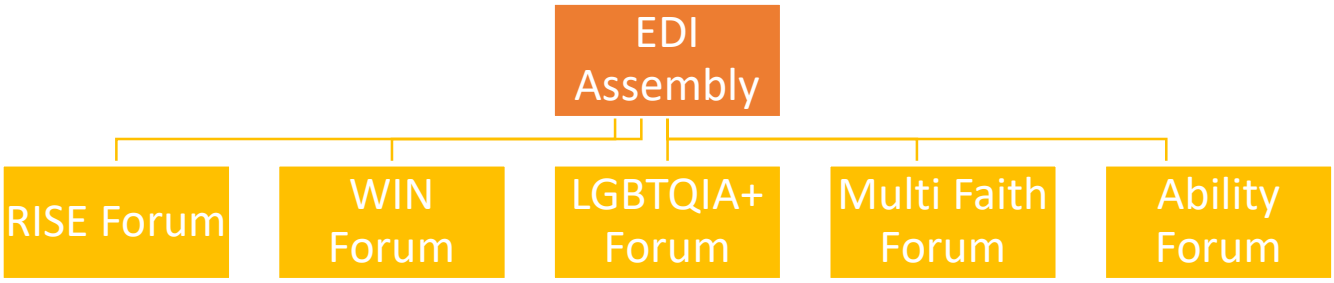
We value diversity in peoples, cultures, experiences, ideas, and aspirations. By recognising the benefits that different perspectives bring, we nurture personal ambition, encourage kindness and understanding, excellence and champion cultural competency across the charity.

The initial work focussed on how we can support the vital anti-racism work in opposing racism and promoting inclusion. This led to the creation of the BAME staff forum, renamed as the Racial Inclusion Staff Engagement (RISE) Forum. The work supported us to focus on how we can develop and grow in our journey to understand inequalities and work to become culturally competent in our journey to support liberation.

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

**Framework and EDI Assembly**
The creation of the EDI Assembly and agreed terms of reference provided a formalised structure for ensuring the journey and work was embedded within our Board Assurance framework noted under the Trustee Sub-Committees section below.

The staff forums structure that currently sits beneath the EDI Assembly is below.



## ACHIEVEMENTS AND PERFORMANCE - CONTINUED

### Progress update

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

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

- Staff Forums – creation, ensuring time taken to appropriately name the groups and look at the associated marketing for each forum
- Educational and thought provoking discussions about intersectionality and conscious and unconscious bias being at the EDI Assembly and Leadership Meeting.
- Production of EDI Dashboard for the Assembly
- Inclusive Leadership and Unconscious Bias training for our leaders and managers
- Unconscious bias training our Trustees
- Focus on awareness days and calendar
- Providing clarification on our organisational stance on marketing for adopters
- Presentation by CEO and Head of People at the St Helen's Inclusion Conference
- Brave conversations - Recognising unconscious biases
- Evolution of language
- Comfortable with being uncomfortable
- Open culture to talk about inclusion and diversity
- Changing technology to include staff with a range of abilities (Teams/Zoom)
- Alignment to several initiatives to reduce inequality
    - Show the Salary
    - Dying to Work
    - Armed Forces Covenant
- Disability Confident Employer
- Leadership Summit session on Radical Candour
- Signing up to being a Real Living Wage Employer from 1st April 2022

### EDI Strategic Framework

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

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

EDI is at the heart of everything we do.

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

## ACHIEVEMENTS AND PERFORMANCE - CONTINUED

### 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 for, educate, protect and inspire those in need'.

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

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

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

and long-standing and respected values within our charity.

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

**Our Mission**
To care for, educate, protect and inspire those in need.
We have five strategic themes that we will work to ensure that we are directed towards our mission. These are

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

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

**Structure**

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

**Trustees**

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

The role of 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 Chair of Trustees.

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

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

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

**Trustee Sub Committees**

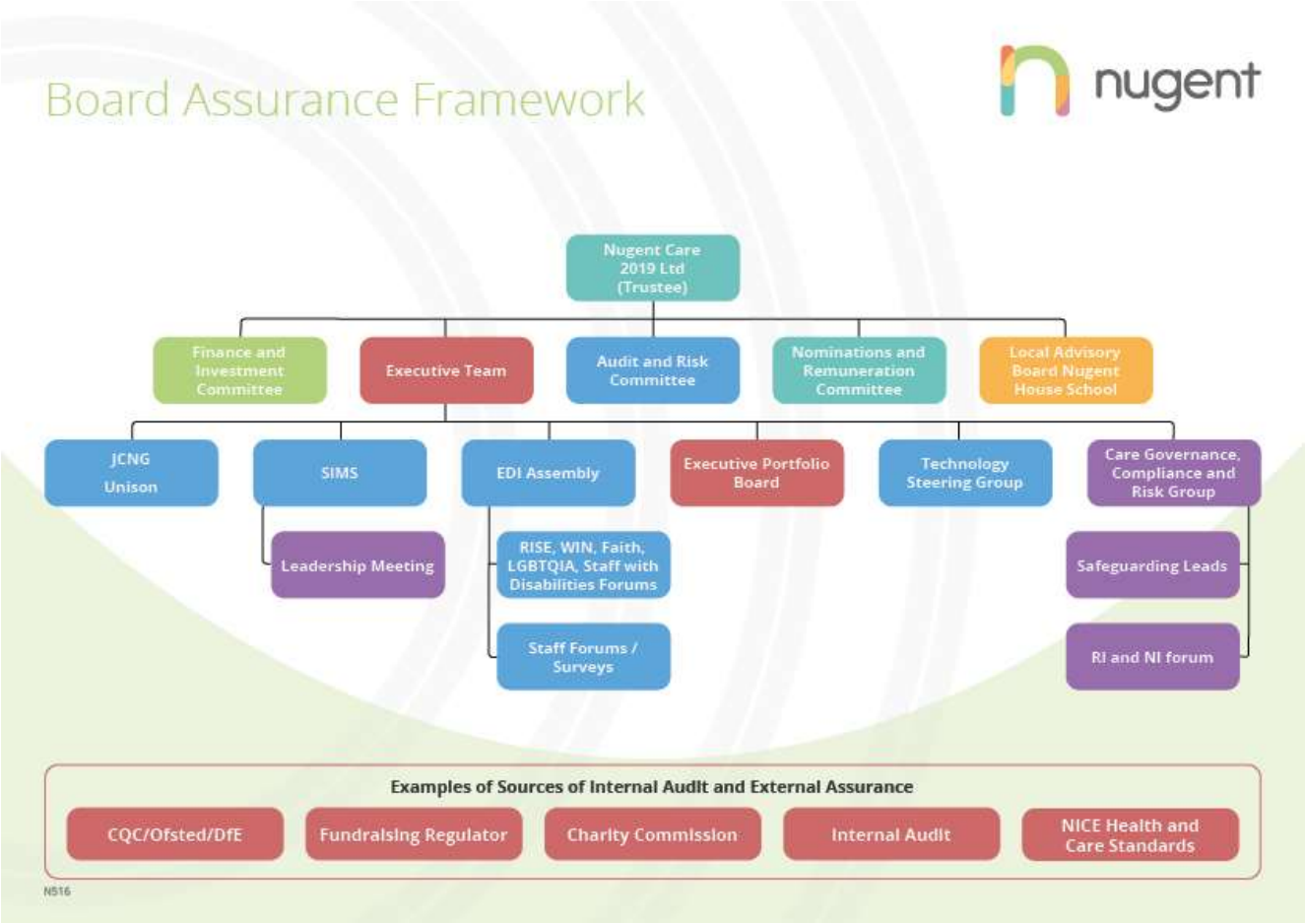
As a result of the audit, three new committees were created for 2021/22 financial year, these being

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

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

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

Each Committee has an agreed Terms of Reference.




**Related Parties and relationships with other organisations**

Nugent chooses to align itself with the Archdiocese of Liverpool.

**Executive Leadership Team**

In 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 Nominations and Remuneration Committee 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 (Croner Market Reports)
- 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

## 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 where 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.
- In 2022/23 a Podcast will be developed to further communicate with staff who do not use email in their regular day to day roles.
- During the pandemic, we launch a daily survey regarding people's 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
- 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. As a minimum Nugent is required to report those GHG emissions, and as a minimum are required to report natural gas, electricity and transport fuel as well as an intensity ratio under the Streamlined Energy and Carbon reporting (SECR) regulations.

**Scope of Report**
The scope covered under this report includes;
1. The energy use of our homes, school and offices
2. Transport – private and volunteer mileage

**Quantification and reporting methodology**
Nugent works with Utility Aid to monitor and report on our energy usage.

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

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

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

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

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

| Element | 2020-21 (tC02e) |
|---|---|
| **Gas Consumption** – at a premises where Nugent holds control over metering and invoicing (Sco | 693.5 tonne EST + 5% |
| **Owned Transport** – for vehicles rented/leased by Nugent for work purposes | 208,060 CO2 emissions |
| **UK Electricity** – At premises where Nugent holds control over metering and invoicing | |
| **Total(tC02e)** | 287.58 tonne |
| **Transmission and Distribution of UK Electricity** – at premises where Nugent hols control over metering and invoicing | 1,74,775 kWh |
| **Business Travel (land)** - Private staff and volunteer mileage | 47,239.31 Miles for 2020/21 |
| **Total Emissions (tC02e)** | **2.439 tonne per person** |
| **Intensity metric tonnes of CO2e per full time employee** | |

## FINANCIAL REVIEW

### Investment Policy and objectives

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

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

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

The listed investment portfolio increased in value by £340k, to £5,394k (2021: £5,054k). The portfolio produced an income stream of £130k to support our charitable activities.

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

### Reserves policy

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

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

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

The Trustees consider and review the appropriate requirements for free reserves (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 at c£5m . The reserves policy for the Charity is to hold reserves in the region of 6-8 months (£9-£12m) of operating costs. Given that the annual operating cost budget for the Charity is £17.5m the current level of reserves is c3-4 months of operating costs which is below the reserves policy. Therefore the Trustees acknowledge that the charity is not operating within its reserves policy.

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

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

**FINANCIAL REVIEW - CONTINUED**

**Income**

Total incoming resources for the year decreased from £17,425k to £15,650k.

Our Special Independent School generated slightly less income than the previous year at £2,437k (2021: £2,549k). Income from Residential Homes and Individualised Day Services decreased year on year to £11,703k, (2021: £13,695k) following the closure of James Nugent Court (JNC)

The income from donations decreased from £171k in 2021 to £86k in 2022. Legacies increased from £1k 2021 to £415k in 2022 which was an amazing result.

**Expenditure**

Total resources expended during the year reduced from £19,511k to £15,685k. There was decrease in expenditure of £363k on the Special Independent School. Expenditure on Residential Homes and Individual Day Services reduced by £3,332k again following the closure of JNC. Expenditure on Children's, Adults and Community Services increased by £129k.

**Surplus/Deficit**

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

Nugent Care's Strategic Plan is ambitious and rigorous in order to turn around the financial performance of the charity. Nugent Care continues to operate within a difficult environment as a result of the financial constraints placed on Local Authorities with regard to the funding of 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 Assets and Facilities (A&F) department has had a fantastic start to the New Year, building on the back of the very successful challenging and demanding last year.

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

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

**FINANCIAL REVIEW - CONTINUED**

**Asset Management**

- Sale of James Nugent Court. This transaction took place on the 1st July 2021 and was purchased by Kingsley
- Clarence House School and West Lane Field is currently sitting with the Chartered Accountants and Surveyors with redevelopment by a housing provider
- We are progressing on both sites with the housing provider with a minimum payable on west lane of £5,450,000 and the offer of the same price per developable acre for the Clarence site. We are anticipating the development of 2 properties for the benefit of Nugent as part of the deal along with the construction of a Community Sports Centre on the Clarence rear site that is subject to restrictive covenants.
- Lower Field at Nugent House School remains available for but we have had surveyors visiting the property for ground testing and suitability for redevelopment.

**Development**

Within the past 12 months, we have implemented some minor refurbishments along with project work and Capex expenditure.

Grant Work

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

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

Fire Door Inspector course completed by Joiner.

**Fleet**

- Fleet management is a key expense across the Charity.
- Fleet purchasing and vehicle management now benefit from a fully visible tracking and dash cam facility. This is delivering a downward trend on fleet miles.
- Many of the services have ordered new vehicles, due to the previous vehicles coming to the end of their contract. We have ensured that all new vehicles accurately match the services current requirements.
- Market tests for supply of replacement vehicles have demonstrated Arnold Clark's ability to deliver and work with the charity and resulted in renewal of their non-binding preferred supplier position

**Ongoing projects**

- Clarence High School to remove renewable assets fire doors and renewable plant equipment have been sourced to be used on other services.
- Marydale Bedroom and kitchen conversions we are currently working alongside principal contractors under CDM regulations for refurbishment off bedrooms to improve capacity.
- Central office Refurbishments including tenancy agreements for Local Solutions and a quiet place.
- Minor refurbishment works which included full PPM regulations so we can comply with fire and building regulations this is at the last stage of the project with just a few minor electrical redeemable works to be completed.
- Nugent House School CCTV Project has now been completed. Also on recommendations from the insurance company we have put out to tender for a new fire suppression system for the kitchen canteen area and again with the same recommendation an intruder alarm to be fitted to all lower level of the school.
- Clumber Lodge minor refurbishment works. The A&F team have been heavily involved in implementing a more robust facilities for a greater experience for the children including cinema room and the beauty room and refurbishment of the kitchen area as well as decorating and Landscaping. Windows have been replaced in May.

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

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

**FINANCIAL REVIEW - CONTINUED**

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

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

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

**Environmental and Energy**
Nugent has partnered with BiU Limited.

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

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

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

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

**Land Disposals**

**The land West Lane Formby (east side)**
The sale of land has been agreed and is progressing in 2022/23.

**Ravenmeols Lane, Formby**
Sale was completed in February 2022.

**Lower field Billinge, adjacent to Nugent House School**
The site has received a number of offers which are currently being considered following the marketing of the site.

**The land at Clarence High School, West Lane, Formby**
The sale of land has been agreed and is progressing in 2022/23. The sports field at the back of the school will be retained with a Community Sports Centre for use by the local community.

**FINANCIAL REVIEW - CONTINUED**

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

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

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

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

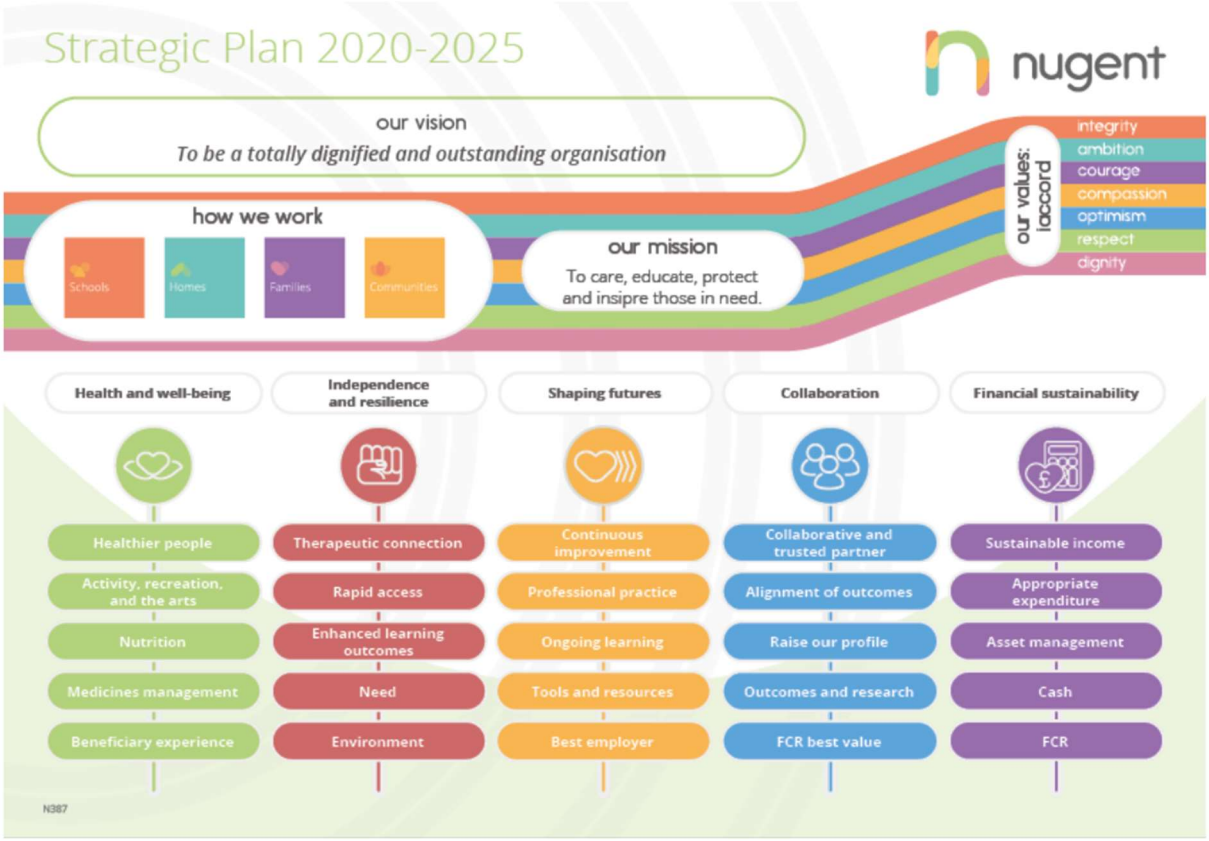
We have various income streams including monetary donations, grants, legacy, partnerships and charitable trusts; all of which help us to fund services which may not receive local authority funding, whilst developing current services to improve facilities and beneficiary experiences.

Since the lockdown ended, the Fundraising team have organised and delivered various successful events which has been reflected across income whilst raising awareness of Nugent. This includes events such as Phil Thompson Golf Classic, Sleep out with Nugent, Nugent Now development group, iACCORD Awards, Good Shepherd Mass and Light up a life.

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

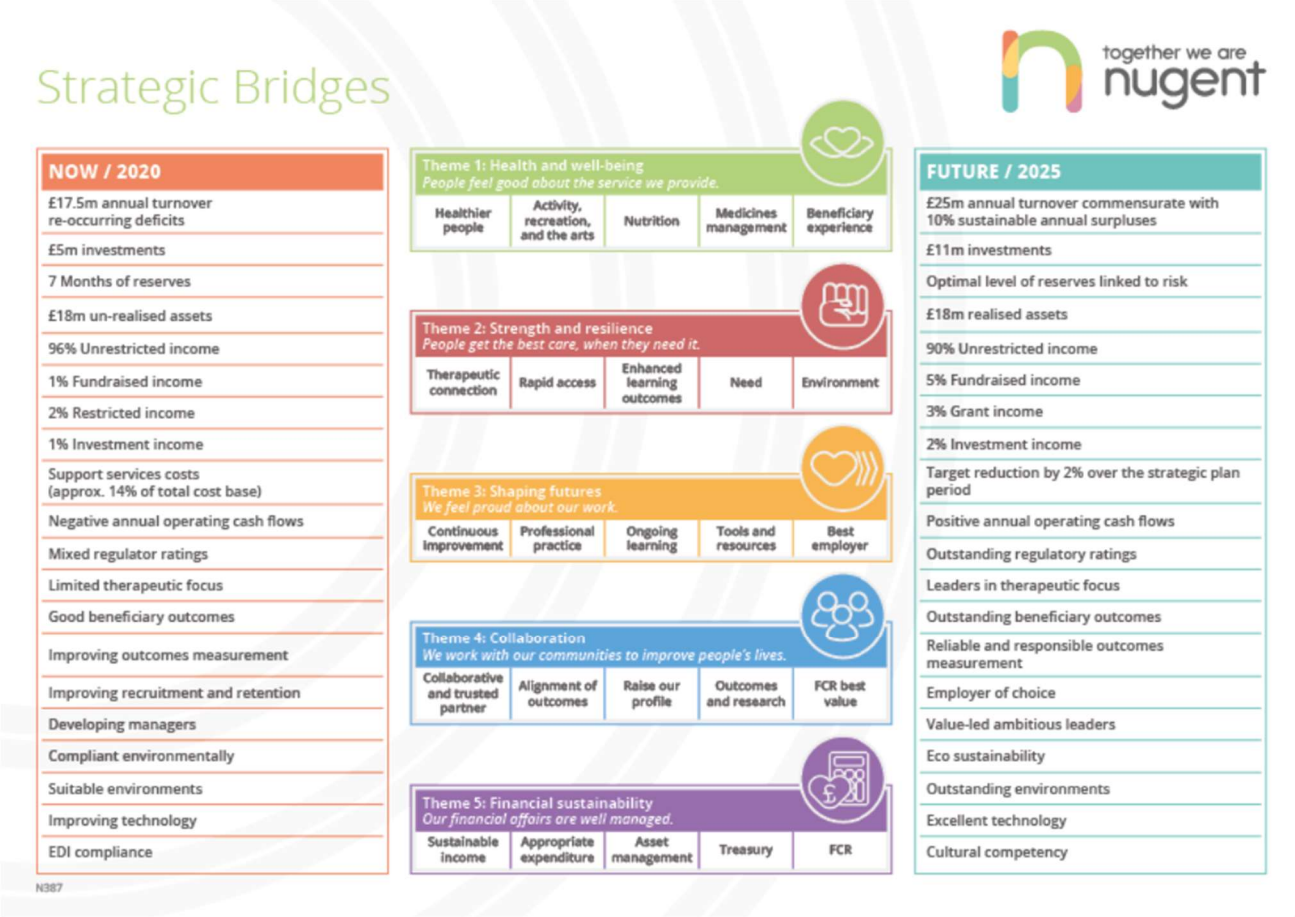
## FUTURE PLANS

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



## FINANCIAL REVIEW - CONTINUED

### Priorities and direction




### Therapeutic Connection

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

Where we want to be:

1. We want to be a leading provider 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.
2. We want to offer a holistic therapeutic environment where children and young people feel 'contained', are able to develop secure attachment behaviours, feel safe, feel empowered to communicate and participate.
3. Our therapeutic model and interventions will be evidence based and compliant with current best practice guidance.

**FINANCIAL REVIEW - CONTINUED**

**Plans**

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

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

**2022/2023 Business Plan (EBIP)**

| | Strategic Theme | Objective |
|---|---|---|
| 1. | Financial Sustainability | • To ensure that income in budgets is realised and<br>• Expenditure does not go beyond what is budgeted for |
| 2. | Financial Sustainability | • Growth Targets are met to ensure sustainable income |
| 3. | Collaboration | • Nugent engages with relevant strategic and operational partners |
| 4. | Collaboration | • To maintain or exceed good in all regulator rated services<br>• To ensure non regulated services achieve at least 3 star rating |
| 5. | Shaping Futures | • To build, maintain, engage an effective Executive Leadership Team |
| 6. | Health and Well-being | • Beneficiary Experience<br>• Safeguarding Strategy |
| 7. | Strength and Resilience | • Model of Care |
| 8. | Shaping Futures | • Best Employer<br>• ESG |
| 9. | Financial Sustainability | • Efficient and Effective financial systems |
| 10. | Financial Sustainability | • Commercial and Charitable Model |

## FINANCIAL REVIEW - CONTINUED

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 31.

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 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.

**STRUCTURE, GOVERNANCE AND MANAGEMENT – CONTINUED**

**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. As a result of the Covid 19 world-wide pandemic, further risks have emerged.

1. Strategy
2. Operations
3. Income and Sustainability
4. Governance and Compliance
5. Technology

| Key Risks | | |
|---|---|---|
| **1.** | **Strategic** | • **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. |
| **2.** | **Operational** | • **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. |
| **3.** | **Income and Sustainability** | • **Insufficient income and reserves for the charity** sector to achieve its strategic objectives and maintain its operations. |

| | | |
|---|---|---|
| **4.** | **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. |
| **5.** | **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.

**REFERENCE AND ADMINISTRATIVE DETAILS - CONTINUED**

- As a result of the Scheme, the charitable company is now the sole corporate trustee of the original unincorporated charitable trust. The incorporation process as a whole has simply inserted a corporate structure that now sits between the individual trustees (who are now directors/trustees of the charitable company) and the original unincorporated charitable trust.

- This provides for better protection to the individual trustees from any personal liability but also the additional benefit of having structured matters in a way whereby all of the activities previously conducted through the unincorporated charitable trust will continue to be conducted through the unincorporated charitable trust and so there has been no requirement to transfer the assets and undertaking of the unincorporated charitable trust to the new charitable company, nor has there been any requirement to have a TUPE transfer of staff.

- The various properties held by Nugent have been vested by the Charity Commission Scheme in the new charitable company and Brabners have updated the Land Registry records but otherwise there has been no need for the ownership records of any assets to be transferred.

- The Charity Commission or 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.

## REFERENCE AND ADMINISTRATIVE DETAILS - CONTINUED

### Principal address

99 Edge Lane
Liverpool
L7 2PE

### Nugent Care 2019 Sole Corporate Trustee of Nugent Care

### President

Most Rev Archbishop Malcolm McMahon OP

### Nugent Care 2019 Trustees

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

### Chief Executive Officer

Mrs Normandie Wragg MA, NCW

### Deputy Chief Executive and Chief Governance Officer

Mrs Joanne Henney

### Chief Operating Officer

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

### Chief Finance Officer

Mr Adrian Bloor (Retired October 2021)

### Auditors

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

### Bankers

HSBC
99-101 Lord Street
Liverpool
L2 6PG

**REFERENCE AND ADMINISTRATIVE DETAILS - CONTINUED**

**Solicitors**

Brabners
Horton House
Exchange Flags
Liverpool
L2 3YL

Keoghs
2 The Parklands
Bolton
BL6 4SE

Hill Dickinson
No. 50 Fountain Street
Manchester
M2 2AS

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

**Property Advisors**

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

**Investment Advisers**

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

**Insurance Brokers**

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

## EVENTS SINCE THE END OF THE YEAR

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

Since the beginning of the year, and as of June 2022, all of Nugent's regulated services were rated as either 'Good' or 'Outstanding'.

- Nugent House School went from a 'Requires Improvement' rating to achieving a 'Good' rating in June 2022 from Ofsted.
- Clumber Lodge went from an 'Inadequate' rating to a 'Good' rating in June 2022.
- The Willows, had its inaugural Ofsted Inspection and was rated 'Good' in May 2022.

All other services including the Adoption service and our Adult Homes were already rated as 'Good'. Marydale, has achieved an 'Outstanding' rating from Ofsted and continues to lead the sector.

- The Equalities, Diversity and Inclusion Strategy was ratified by Trustees.
- The Environment, Sustainability and Governance strategy draft has been presented to Trustees for consultation.
- Steady progress is being made on Nugent's growth plan.

### Covid-19 Pandemic

Nugent has embraced the opportunities that came about from the Covid-19 pandemic and have embedded these into their business as usual model, particularly the benefits of remote and flexible working. Nugent maintains a watching brief on the progression of Covid-19 but has maintained compliance with Government guidance throughout.

There have been minimal disruptions caused by Covid-19 over the last year, with the main issues stemming from staffing concerns when isolating.

Nugent complied with the requirement for staff working or accessing CQC registered services to be vaccinated. This regulation predominantly affected St Joseph's, with other services and support services impacted at a low level. The regulations were withdrawn in Q1 of 2022.

### Impact on Finance and Income Generation

### Finance

Nugent has appointed a new Chief Finance Officer, Emma Pridgeon, following the retirement of Adrian Bloor.

Following months of planning and testing, a new financial system, Cloud 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

After a period of uncertainty, the Fundraising Team have raised income through various channels such as events, corporate partnerships, appeals, grant income, legacies and gift in kind. The department has been restructured and priorities have changed, to ensure that we build our corporate partnerships and focus on our plans for growth. Through effective marketing and networks, our visibility continues to increase and more businesses are engaging with Nugent.

Nugent's fundraised income is less than 5% of our total revenue, with 90% of our income derived from contracts with statutory authority. However, authority funding is not merely enough to enable us to offer additional support and experiences for our beneficiaries. The Fundraising Team strives to organise and deliver on projects which will make a difference; key examples over the last year include:

**EVENTS SINCE THE END OF THE YEAR – CONITNUED**

- Organising and delivering the first 'Sleep out with Nugent' which has funded welcome packages for beneficiaries moving into their accommodation after experiencing homelessness
- Organising and delivering the Phil Thompson Golf Classic, which raised the most funds to date, to transform the outdoor area of Marydale
- Securing funding to transform rooms into sensory spaces and therapy rooms at our Community Choices and Nugent House School.
- Securing partnerships to fund unique requests, such as goat sheds in our children's home, to create therapeutic environments.

Additionally, a proportion of our income is also distributed directly to communities through our network of schools. Schools often reach out for support and inform us of a family in crisis, which we are able to support through funding or items required.

Over the last financial year of 2021/22, Fundraising have raised £122,966 cash income, plus a total of £414,665 legacy income, plus £27,457 retail income (April-August only), totalling an overall annual figure of £565,088, plus in-kind totalling £614,099.

In terms of in-kind donations, have raised a total of £49,010.60. This has been secured through various campaigns such as:

- Donated suits for a 'Tailored Futures' campaign to encourage job interviews for those who may be facing financial difficulty, in partnership with Timpson.
- Transforming spaces for our young people to ensure they can learn new skills, build relationships and feel empowered, in partnership with The Very Group.
- Tackling the digital divide, which involved securing and repurposing various digital devices for young people who do not have access, in partnership with Seneca Bridge Resource.
- Alleviating food poverty by operating breakfast clubs at schools across Merseyside, in partnership with Applied Nutrition
- Various restaurant vouchers, experience days and high-end auction/raffle prizes from a variety of businesses
- Refurbishing our charity shop to generate increased income and have further impact on our communities, supported by Krol Corlett Construction

Through organising various projects and creating an impact, we have helped our digital engagement. Our marketing efforts continue to develop. We have created bespoke sponsorship packages for each event whilst creating various proposals for new partners and fundraising asks. Our strategy will also focus on increased marketing of our services which will increase occupancy levels whilst also building our profile, resulting in increased awareness and funding.

We are entirely grateful for our existing and new supporters which have helped us make a difference over the last year and beyond. We will continue to grow our network through development groups, partnerships, sharing anonymised case studies, events and marketing. We will continue to work with supporters who strive to make the world a better place and create long-term value through sustainable connectivity.

**Impact on Investments, and Reserves**

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

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

**EVENTS SINCE THE END OF THE YEAR - CONTINUED**

**Impact on principal risks and uncertainties**

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

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

Mitigating our main risks of:

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

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

Although regulators have been limiting their visits during the 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.

**EVENTS SINCE THE END OF THE YEAR - CONTINUED**

## 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.

Signed on behalf of the trustees on

Approved by order of the Board of Trustees on 21/10/2022..... and signed on its behalf by:

JPDennis

.....

JP Dennis - Chair of Trustee

# REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES

## Opinion

We have audited the financial statements of Nugent Care 2019 (the 'charity') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'(United Kingdom Generally Accepted Accounting Practice).

In our opinion the accompanying financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and

- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

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

## Conclusions relating to going concern

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

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

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

## Other information

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

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

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the trustees' report, incorporating the 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 37, 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

**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**

28/10/2022

STATEMENT OF THE FINANCIAL ACTIVITIES
(Incorporating Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2022

| | Notes | Unrestricted Funds £'000 | Restricted Funds £'000 | 2022 Total £'000 | 2021 Total £'000 Re-stated (Note 22) |
|---|---|---|---|---|---|
| **INCOME AND ENDOWMENTS FROM:** | | | | | |
| Donations and legacies | 2 | **501** | **-** | **501** | 227 |
| Charitable activities | 3 | **14,517** | **177** | **14,694** | 16,861 |
| Other trading activities | 4 | **67** | **-** | **67** | 49 |
| Investment income | 5 | **132** | **-** | **132** | 132 |
| Other income | 6 | **256** | **-** | **256** | 156 |
| **Total income** | | **15,473** | **177** | **15,650** | 17,425 |
| **EXPENDITURE ON:** | | | | | |
| Raising funds | 7 | **246** | **-** | **246** | 348 |
| Charitable activities | 8 | **15,189** | **250** | **15,439** | 19,163 |
| **Total expenditure** | | **15,435** | **250** | **15,685** | 19,511 |
| **NET INCOME/(EXPENDITURE)** | | **38** | **(73)** | **(35)** | (2,086) |
| **TRANSFERS BETWEEN FUNDS** | | **779** | **(779)** | **-** | - |
| **OTHER RECOGNISED GAINS/(LOSSES)** | | | | | |
| Impairment in value of fixed assets | | **-** | **-** | **-** | (701) |
| Net gains/(losses) on investments | 14 | **339** | **-** | **339** | 769 |
| **NET MOVEMENT IN FUNDS** | | **1,156** | **(852)** | **304** | (2,018) |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | 22 | **12,366** | **895** | **13,261** | 15,279 |
| **TOTAL FUNDS CARRIED FORWARD** | | **13,522** | **43** | **13,565** | 13,261 |

The notes form part of these financial statements

BALANCE SHEET
31 MARCH 2022

| | Notes | 2022 £'000 | 2021 £'000 Re-stated (Note 22) |
|---|---|---|---|
| **FIXED ASSETS** | | | |
| Tangible assets | 13 | **6,218** | **9,274** |
| **Investments** | | | |
| Investments | 14 | **5,394** | **5,054** |
| Investment property | 15 | **143** | **143** |
| | | **11,755** | **14,471** |
| **CURRENT ASSETS** | | | |
| Debtors: amounts falling due within one year | 16 | **1,424** | **2,105** |
| Cash at bank and in hand | | **1,745** | **713** |
| | | **3,169** | **2,818** |
| **CREDITORS** | | | |
| Amounts falling due within one year | 17 | **(1,273)** | **(3,815)** |
| **NET CURRENT ASSETS/(LIABILITIES)** | | **1,896** | **(997)** |
| **TOTAL ASSETS LESS CURRENT LIABILITIES** | | **13,651** | **13,474** |
| **CREDITORS** | | | |
| Amount falling due after more than one year | 18 | **(86)** | **(213)** |
| **NET ASSETS** | | **13,565** | **13,261** |

The notes form part of these financial statements

**Nugent Care 2019**

BALANCE SHEET
31 MARCH 2022

| FUNDS | Notes | 2022 £'000 | 2021 £'000 Re-stated (Note 22) |
|---|---|---|---|
| | 22 | | |
| Unrestricted funds: | | | |
| General fund | | 5,017 | 1,926 |
| Designated – tangible fixed assets | | 6,005 | 7,940 |
| Designated - investments | | 2,500 | 2,500 |
| | | 13,522 | 12,366 |
| Restricted funds | | 43 | 895 |
| **TOTAL FUNDS** | | 13,565 | 13,261 |

The financial statements were approved by the Board of Trustees and authorised for issue on 21/10/2022 and were signed on its behalf by:

JP Dennis

.....
JP Dennis – Chair of Trustee

S Worden

.....
Susan Worden – Treasurer

**Company number 12227571**

The notes form part of these financial statements

# CASH FLOW STATEMENT
# FOR THE YEAR ENDED 31 MARCH 2022

| | Notes | 2022 | 2021 |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Net cash flow from operating activities | 29 | **602** | **(1,799)** |
| Interest paid | | **(6)** | **(6)** |
| Net cash provided by/(used in) operating activities | | **596** | **(1,805)** |
| **Cash flows from investing activities** | | | |
| Purchase of tangible fixed assets | | **(470)** | **(331)** |
| Sale of tangible fixed assets | | **3,148** | **-** |
| Dividends received | | **132** | **132** |
| Net cash provided by/(used in) investing activities | | **2,810** | **(199)** |
| **Cash flows from financing activities** | | | |
| New bank loan | | **-** | **2,250** |
| Bank loan repayments in year | | **(2,374)** | **(80)** |
| Net cash provided by/(used in) financing activities | | **(2,374)** | **2,170** |
| **Change in cash and cash equivalents in the reporting period** | | **1,032** | **166** |
| **Cash and cash equivalents at the beginning of the reporting period** | | **713** | **547** |
| **Cash and cash equivalents at the end of the reporting period** | 30 | **1,745** | **713** |

The notes form part of these financial statements

## 1. ACCOUNTING POLICIES

### BASIS OF PREPARING THE FINANCIAL STATEMENTS

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

A new charitable company limited by guarantee, Nugent Care 2019 was incorporated during the year ended 31 March 2021. This became the sole corporate trustee of Nugent Care by way of a Charity Commission scheme which was made on 27 March 2020 and took effect from 1 April 2020.

On 30th June the Charity Commission confirmed the linking of Nugent Care and Nugent Care 2019. Nugent Care continues to exist in the same manner as it did prior to the linking direction being made. From 1 April 2020, Nugent Care, the unincorporated charity was given a new charity registration number of 1187072-1.

These financial statements cover the activities of Nugent Care unincorporated and Nugent Care 2019 for the period under review. As Nugent Care 2019 is dormant and does not have any assets, all activity relates to Nugent Care unincorporated and additional columns and results are not required for Nugent Care 2019.

Forecasts of future cash generation across the Charity have been prepared for the period to 18 months after the date of signing these accounts. These forecasts take account of current and expected changes in the wider economic environment and include downside scenarios. The forecasts assume that overdraft facilities currently provided will be maintained.

Based on the above approach, the Trustees have formed the judgement at the time of approving the accounts that the Charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing these accounts.

### PRIOR YEAR ADJUSTMENT

An adjustment has been made to a prior year provision for impairment to reflect additional legal costs incurred on the sale of a property which occurred after the prior year end. This has resulted in the net book value of fixed assets and reserves at the end of the prior year being £109,000 lower than previously stated.

### INCOME

Income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Donations are accounted for when received.

Legacies are recognised on the earlier of the date on which the charity is advised by the personal representatives of an estate that payment will be transferred, and the amount involved can be quantified with sufficient reliability or when the distribution is received by the estate. Where legacies have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

## 1. ACCOUNTING POLICIES – CONTINUED

### INCOME

Grants and fees for services and activities are accounted for when receivable. Grants subject to performance-related conditions or terms and conditions outside the charity's control are deferred and released to income when the conditions are met.

Government grants are recognised in the financial statements when there is reasonable assurance that the charity will comply with the conditions attached to the grant and the grants will be received. A grant that becomes receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the charity with no future related costs shall be recognised in income in the period in which it is receivable.

Gifts of goods donated for resale are recognised at the point of receipt at fair value unless it is impractical and/or the costs of recognition on receipt outweigh the benefit of this information to users of the accounts and the charity of this information, in which case they are recognised as income when sold.

Investment income is recognised when receivable and the amount can be measured reliably by the charity.

Funds reimbursed through an insurance claim are recognised by offsetting them against the related expense. The amount reimbursed is recognised as an addition to the fund that initially suffered the insured loss.

### EXPENDITURE

Expenditure is accounted for on an accruals basis.

Costs of raising funds are incurred in attracting voluntary income and include the salaries and overhead costs of the staff that undertake fundraising activities.

Charitable expenditure comprises costs of services supplied and activities undertaken directly in respect of the charity's activities, and related support and governance costs. Support costs represent costs such as strategic management and development, finance, HR, training, IT support, estate and property management and general administration. Governance costs are primarily associated with constitutional and statutory requirements of operating the charity, including professional fees for external audit and legal advice.

Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

### TANGIBLE ASSETS

Tangible assets are stated at cost and depreciated over their useful economic lives, except for freehold land which is not depreciated. The economic life of an asset is revised if there is a change in circumstances. Depreciation is calculated to write off the cost of fixed assets over the following maximum periods:

| | |
|---|---|
| Freehold property | 66 years |
| Building adaptations | 20 years |
| Motor vehicles | 3 years |

**1. ACCOUNTING POLICIES – CONTINUED**

Tangible assets are subject to an impairment review if circumstances or events change to indicate that the carrying value may not be fully recoverable. Where an asset is found to be impaired, it is written down to its recoverable amount and the loss on impairment is charged to the relevant expenditure category.

**INVESTMENTS**

Investments in quoted shares, traded bonds and similar, and investment property are measured initially at cost and subsequently at fair value.

**TAXATION**

The charity is exempt from tax on its charitable activities.

**FUND ACCOUNTING**

Restricted funds are subject to specific restrictions imposed by the donor or trust deed or terms of an appeal. Expenditure that meets the criteria is identified to the fund.

Unrestricted income funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for particular purposes.

**FINANCIAL INSTRUMENTS**

Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value except for bank loans, which are subsequently measured amortised cost using the effective interest method, and investments in listed shares, which are subsequently measured at fair value (market value).

Concessionary (interest free) loans made by the charity to its subsidiary are initially recognised at the amount paid. Loans repayable in more than one year are subsequently adjusted to reflect repayments and any impairment.

**LEASING COMMITMENTS**

Rentals payable under operating leases are charged against income over the lease term.

**CASH AT BANK**

Cash at bank and in hand includes cash and short term highly liquid investments which are included as current assets.

**DEBTORS**

Debtors are stated in the balance sheet at estimated net realisable value. Net realisable value is the invoiced amount less provisions for bad and doubtful debtors.

**CREDITORS**

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

## 1. ACCOUNTING POLICIES – CONTINUED

### MULTI EMPLOYER PENSION SCHEME

The charity participates in a multi-employer defined benefits pension scheme, the Teachers' Pension Scheme (England and Wales) ("the Scheme"), for its teaching staff. It is not possible or appropriate to identify the assets and liabilities of the Scheme which are attributable to the charity. Accordingly, the charity has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The TPS is an unfunded arrangement backed by the government. Contributions are paid in respect of benefits earned by members to date. Typically, there is no legal or constructive obligation to pay anything further in respect of current or prior service.

### CRITICAL ACCOUNTING JUDGEMENTS AND SOURCES OF ESTIMATION UNCERTAINTY

In applying the Charity's accounting policies , the Trustees are required to make judgements (other than those involving estimation) that have a significant impact on the amounts recognised and to make estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. These estimates and associated assumptions are based on historical experience and other factors including expectations of future events that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

a) *Critical judgements in applying the Charity's accounting policies*
Other than the assessment of going concern, the Trustees consider there to be no critical judgements.

b) *Key sources of estimation uncertainty*
The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and value in use analyses of the assets. The useful economic lives, value in use, and resulting annual depreciation charge are re-assessed annually. They are amended when necessary to reflect current estimates based on future investments, utilisation and the physical condition of the assets.

In addition, a key source of estimation uncertainty exists around the level of provision arrived at for outstanding debtors and as well as that considered necessary to settle any outstanding legal claims.

## 2. DONATIONS AND LEGACIES

| | 2022<br>£'000 | 2021<br>£'000 |
|---|---|---|
| Donations and gifts | 86 | 171 |
| Legacies | 415 | 1 |
| Grant income | - | 55 |
| | 501 | 227 |

Donations and legacies includes no restricted grant income (2021 £55k)

## 3. INCOME FROM CHARITABLE ACTIVITES

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| Children's, adult's, and community services | 540 | 614 |
| Special schools | 2,437 | 2,549 |
| Residential homes and individualised support projects | 11,703 | 13,695 |
| Miscellaneous | 14 | 3 |
| | 14,694 | 16,861 |

Income from charitable activities includes restricted grant funding of £177K (2021 £482k)

## 4. OTHER TRADING ACTIVITIES

| | Unrestricted £'000 | Restricted £'000 | 2022 £'000 | 2021 £'000 |
|---|---|---|---|---|
| Shop income | 67 | - | 67 | 49 |

## 5. INVESTMENT INCOME

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| Dividends from investments held | 132 | 132 |

## 6. OTHER INCOME

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| CJRS grant | - | 156 |
| Sale of fixed assets | 256 | - |
| | 256 | 156 |

## 7. RAISING FUNDS

### RAISING DONATIONS AND LEGACIES

| | 2022<br>£'000 | 2021<br>£'000 |
|---|---|---|
| Fundraising and publicity | 185 | 282 |

### OTHER TRADING ACTIVITIES

| | 2022<br>£'000 | 2021<br>£'000 |
|---|---|---|
| Charity shop expenditure | 61 | 66 |
| Aggregate amounts | 246 | 348 |

Expenditure on raising funds includes no expenditure related to restricted funding (2021: £9k)

## 8. CHARITABLE ACTIVITIES COSTS

| 2022 | Activities Undertaken directly £'000 | Support & Governance costs £'000 | Total 2022 £'000 | Total 2021 £'000 |
|---|---|---|---|---|
| (i) Unrestricted funds | | | | |
| Provision of children's, adults and community services | **894** | **39** | **933** | 809 |
| Special schools | **2,724** | **112** | **2,836** | 3,199 |
| Residential homes and individualised day support projects | **10,966** | **454** | **11,420** | 14,443 |
| | **14,584** | **605** | **15,189** | 18,451 |
| (ii) Restricted funds | | | | |
| Provision of children's, adults and community services | **53** | **-** | **53** | 206 |
| Residential homes and individualised day support projects | **197** | **-** | **197** | 506 |
| | **14,834** | **605** | **15,439** | 19,163 |

| 2021 | Activities Undertaken directly £'000 | Support & overnance costs £'000 | Total 2021 £'000 |
|---|---|---|---|
| (i) Unrestricted funds | | | |
| Provision of children's, adults and community services | **766** | **43** | **809** |
| Special schools | **3,063** | **136** | **3,199** |
| Residential homes and individualised day support projects | **13,808** | **635** | **14,443** |
| | **17,637** | **814** | **18,451** |
| (ii) Restricted funds | | | |
| Provision of children's, adults and community services | **206** | **-** | **206** |
| Residential homes and individualised day support projects | **506** | **-** | **506** |
| | **18,349** | **814** | **19,163** |

## 8 CHARITABLE ACTIVITIES COSTS (Continued)

**Support and Governance costs**

| | Total 2022 £'000 | Total 2021 £'000 |
|---|---|---|
| Office services | **244** | 267 |
| Quality assurance | **69** | 54 |
| Ops management | **24** | 20 |
| Personnel | **35** | 84 |
| Property services | **24** | 24 |
| Finance services | **46** | 36 |
| Management | **146** | 96 |
| IT services | **15** | 193 |
| Development | **-** | (6) |
| Office pensions | **3** | 3 |
| Fundraising | **29** | 43 |
| Other recharges | **(30)** | - |
| | **605** | 814 |

**Net expenditure for the year includes:-**

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| Fees payable to the auditor for | | |
| Audit | 15 | 14 |
| Other services | 5 | 3 |
| Depreciation | 635 | 713 |
| Operating lease rentals | 18 | 153 |

## 9. TRUSTEES REMUNERATION AND BENEFITS

No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

None of the trustees received or waived any remuneration during the year in respect of their services as trustees (2021: £nil)

During the year the charity held trustees' indemnity insurance, the cost of which is included in the cost of the general insurance policy.

**TRUSTEES' EXPENSES**

The charity trustees were not paid or received any other benefits from employment with the charity, (2021: £nil). Two trustees were reimbursed expenses during the year of £81 (2021: One trustee £48).

## 10. STAFF COSTS

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| Wages and salaries | 9,288 | 11,496 |
| Social security costs | 795 | 968 |
| Pension contributions | 422 | 485 |
| | 10,505 | 12,949 |

Staff costs include a holiday pay accrual of £105k as at 31 March 2022.

The number of employees whose emoluments in the year exceeded £60,000 was as follows:

| | 2022 Number | 2021 Number |
|---|---|---|
| £60,000 – £70,000 | 1 | 1 |
| £70,000 – £80,000 | 1 | 1 |
| £80,000 – £90,000 | - | 1 |
| £90,000 – £100,000 | 1 | 1 |
| £100,000 - £110,000 | - | - |
| £110,000 - £120,000 | 1 | - |

None of the staff with emoluments over £60,000 are accruing retirement benefits within a defined benefit scheme. The number accruing retirement benefits within a defined contribution scheme is 3 (2021: 4). The charity paid £13,563 (2021: £29,646) in respect of pension contributions on their behalf.

The average number of paid employees for the year was 418 (2021: 507).

The key management personnel of the charity this year comprise, the trustees, the Chief Executive, the Chief Operating Officer, the Chief Governance Officer and the Chief Finance Officer. The total employee remuneration and benefits of the key management personnel of the charity were £451,673 (2021: £350,742).

In order to maintain a quality care service, the charity has utilised external agency staff when operational requirements demand. The total costs incurred this year for use of such staff have amounted to £912,691 (2021: £1,161,806)

## 11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

**2021**

| | Unrestricted Funds £'000 | Restricted Funds £'000 | Total Funds £'000 Re-stated (Note 22) |
|---|---|---|---|
| **INCOME AND ENDOWMENTS FROM:** | | | |
| Donations and legacies | 172 | 55 | 227 |
| **Charitable activities** | | | |
| Children's, adults' and community service | 427 | 187 | 614 |
| Special schools | 2,549 | - | 2,549 |
| Residential homes and individualised support projects | 13,400 | 295 | 13,695 |
| Miscellaneous | 3 | - | 3 |
| Other trading activities | 40 | 9 | 49 |
| Investment income | 132 | - | 132 |
| Other income | 156 | - | 156 |
| **Total** | 16,879 | 546 | 17,425 |
| **EXPENDITURE ON:** | | | |
| Raising funds | 339 | 9 | 348 |
| **Charitable activities** | | | |
| Children's, adults' and community services | 809 | 206 | 1,015 |
| Special schools | 3,199 | - | 3,199 |
| Residential homes and individualised support projects | 14,443 | 506 | 14,949 |
| **Total** | 18,790 | 721 | 19,511 |
| **Impairment in value of fixed assets** | (701) | - | (701) |
| Net gains/(losses) on investments | 769 | - | 769 |
| **NET INCOME/(EXPENDITURE)** | (1,843) | (175) | (2,018) |
| **RECONCILIATION OF FUNDS:** | | | |
| **Total funds brought forward** | 14,209 | 1,070 | 15,279 |
| **TOTAL FUNDS CARRIED FORWARD** | **12,366** | **895** | **13,261** |

## 12. GOVERNANCE COSTS

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| Provision of Children's, Adults' and Community Services | 12 | 6 |
| Special Schools | 34 | 19 |
| Residential Homes and Individualised Support Projects | 137 | 88 |
| | 183 | 113 |

## 13. TANGIBLE FIXED ASSETS

| | Freehold Property £'000 | Building Adaptations £'000 | Motor Vehicles £'000 | Totals £'000 |
|---|---|---|---|---|
| **COST** | | | | |
| At 1 April 2021 as originally stated | 10,607 | 10,816 | 71 | 21,494 |
| Prior year adjustment (Note 22) | 874 | 326 | - | 1,200 |
| At 1 April 2021 as re-stated | 11,481 | 11,142 | 71 | 22,694 |
| Additions | - | 470 | - | 470 |
| Disposals | (3,874) | (850) | - | (4,724) |
| At 31 March 2022 | **7,607** | **10,762** | **71** | 18,440 |
| **DEPRECIATION** | | | | |
| At 1 April 2021 as originally stated | 3,671 | 8,369 | 71 | 12,111 |
| Prior year adjustment (Note 22) | 983 | 326 | - | 1,309 |
| At 1 April 2021 as re-stated | 4,654 | 8,695 | 71 | 13,420 |
| Charge for year | 131 | 504 | - | 635 |
| Eliminated on disposal | (983) | (850) | - | (1,833) |
| At 31 March 2022 | **3,802** | **8,349** | **71** | 12,222 |
| **NET BOOK VALUE** | | | | |
| At 31 March 2022 | **3,805** | **2,413** | **-** | 6,218 |
| At 1 April 2021 as re-stated | 6,827 | 2,447 | - | 9,274 |

Included in the cost of freehold land and buildings is freehold land of £546,000 which is not depreciated.

Certain properties were transferred to the charity under trust deeds dated 8 April 1924 and 15 September 1976. At 31 March 2022 freehold property and adaptations relating to those properties are included in tangible fixed assets at a cost of £2.6m. Their market value is likely to be significantly different.

An adjustment has been made to a prior year provision for impairment to reflect additional legal costs incurred on the sale of a property which occurred after the prior year end. This has resulted in the net book value of fixed assets and reserves at the end of the prior year being £109,000 lower than previously stated. The impairment in the prior year was adjusted through cost rather than depreciation. This has also been amended in the prior year adjustment.

## 14. FIXED ASSET INVESTMENTS

| | Listed Investments £'000 |
|---|---|
| **MARKET VALUE** | |
| At 1 April 2021 | **5,054** |
| Additions | **423** |
| Disposals | **(422)** |
| Revaluation | **339** |
| At 31 March 2022 | **5,394** |
| **FAIR VALUE** | |
| At 31 March 2022 | 5,394 |
| At 31 March 2021 | 5,054 |

The investment portfolio is managed by Rathbones. The value of investments held at the year-end can be analysed as follows:

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| UK equities | 1,553 | 1,350 |
| Overseas equities | 2,826 | 2,605 |
| UK bonds and gilts | 350 | 384 |
| UK property – unit trust | 420 | 315 |
| UK cash held on deposit | 245 | 400 |
| | 5,394 | 5,054 |

## 15. INVESTMENT PROPERTY

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| At 1 April 2021 and 31 March 2022 | 143 | 143 |

The total fair value of £143,000 relates to one investment property. The value at the year-end has been determined following an in-depth review of sale prices for similar properties in the same area, taking into account the refurbishment of the property carried out in recent years.

## 16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| Trade debtors | 1,075 | 1,782 |
| Other debtors | 16 | 71 |
| Prepayments and accrued income | 333 | 252 |
| | 1,424 | 2,105 |

## 17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| Bank loans and overdrafts (see note 19) | 127 | 2,374 |
| Trade creditors | 266 | 359 |
| Taxation and social security | 181 | 195 |
| Other creditors | 699 | 887 |
| | 1,273 | 3,815 |

Other creditors include:

A holiday accrual for £105k

| | |
|---|---|
| Deferred income at 31 March 2021 | 82 |
| Released in the year | (82) |
| Deferred income at 31 March 2022 | - |

## 18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| Bank loans (see note 19) | 86 | 213 |

## 19. LOANS

An analysis of the maturity of loans is given below:

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| Amounts falling due within one year on demand: | | |
| Bank overdraft | - | - |
| Bank loans | 127 | 2,374 |
| | 127 | 2,374 |
| Amounts falling due within one and two years: | | |
| Bank loans – 1-2 years | 86 | 127 |
| Amounts falling due within two and five years: | | |
| Bank loans – 2-5 years | - | 86 |

The loan financing is in the form of a secured loan with a variable interest rate.

## 20. SECURED DEBTS

Nugent has an overdraft facility of £0.5m and other facilities with HSBC. Facilities total £1.7m and a security arrangement is in place over the investment portfolio of £1m with underlying investment values not to fall below £2.5m

## 21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

**2022**

| | Unrestricted Funds £'000 | Restricted Funds £'000 | 2022 Total £'000 | 2021 Total £'000 Re-stated (Note 13) |
|---|---|---|---|---|
| Fixed assets | **6,218** | **-** | **6,218** | 9,274 |
| Investments | **5,537** | **-** | **5,537** | 5,197 |
| Current assets | **3,126** | **43** | **3,169** | 2,818 |
| Current liabilities | **(1,273)** | **-** | **(1,273)** | (3,815) |
| Long term liabilities | **(86)** | **-** | **(86)** | (213) |
| | **13,522** | **43** | **13,565** | 13,261 |

**21.ANALYSIS OF NET ASSETS BETWEEN FUNDS (Continued)**

**2021**

| | Unrestricted Funds £'000 | Restricted Funds £'000 | 2021 Total £'000 Re-stated (Note 13) |
|---|---|---|---|
| Fixed assets | **8,495** | **779** | **9,274** |
| Investments | **5,197** | **-** | **5,197** |
| Current assets | **2,702** | **116** | **2,818** |
| Current liabilities | **(3,815)** | **-** | **(3,815)** |
| Long term liabilities | **(213)** | **-** | **(213)** |
| | **12,366** | **895** | **13,261** |

**22. MOVEMENT IN FUNDS**

**2022**

| | At 1 April 2021 As originally stated | Prior year adjustment (Note 13) | At 1 April 2021 Re-stated | Net movement in funds | Transfers between funds | At 31 March 2022 |
|---|---|---|---|---|---|---|
| | | | £'000 | £'000 | £'000 | £'000 |
| **Unrestricted funds** | | | | | | |
| General fund | 1,926 | - | 1,926 | 377 | 2,714 | 5,017 |
| Designated – tangible fixed assets | 8,049 | (109) | 7,940 | - | (1,935) | 6,005 |
| Designated – investments | 2,500 | - | 2,500 | - | - | 2,500 |
| | 12,475 | (109) | 12,366 | 377 | 779 | 13,522 |
| **Restricted funds** | | | | | | |
| Specific | 11 | - | 11 | - | - | 11 |
| Home fund | 38 | - | 38 | (19) | - | 19 |
| Children's fund | 8 | - | 8 | - | - | 8 |
| Bet 365 adoption services | 54 | - | 54 | (54) | - | - |
| Grant income | 779 | - | 779 | - | (779) | - |
| St Joseph's specific legacy | 5 | - | 5 | - | - | 5 |
| | 895 | - | 895 | (73) | (779) | 43 |
| **TOTAL FUNDS** | 13,370 | (109) | 13,261 | 304 | - | 13,565 |

**22. MOVEMENT IN FUNDS – continued**

Net movement in funds, included in the above are as follows:
**2022**

| | Incoming resources £'000 | Resources expended £'000 | Gains and losses £'000 | Movement in funds £'000 |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| General fund | 15,473 | (15,435) | 339 | 377 |
| Designated – fixed assets | - | - | - | - |
| Designated – investments | - | - | - | - |
| | 15,473 | (15,435) | 339 | 377 |
| **Restricted funds** | | | | |
| Home fund | - | (19) | - | (19) |
| Children's fund | - | - | - | - |
| Bet 365 adoption services | - | (54) | - | (54) |
| Grant income | - | - | - | - |
| Covid 19 funding | 177 | (177) | - | - |
| | 177 | (250) | - | (73) |
| **TOTAL FUNDS** | 15,650 | (15,685) | 339 | 304 |

Costs incurred in respect of the Bet 365 adoption services fund included staffing, scanning, facility refurbishment and training.

**FUNDS AND TRANSFERS BETWEEN FUNDS**

The tangible fixed asset funds represent the amount of reserves needed to provide the property and equipment for the charity to operate. They equate to the book value of fixed assets less loans used to fund those fixed assets.

The investments fund represents the level of investments on which the bank facility is secured.

The home fund and children's fund balances relate to amounts raised by individual projects and establishments. The balances are restricted, to be expended by the individual homes as and when required. The St Joseph's specific legacy is a specific legacy given for St Joseph's by a former resident.

**22 MOVEMENT IN FUNDS – continued**

**Comparatives for movements in funds**

**2021**

| | At 1 April 2020 | Net movement in funds | Transfers between funds | At 31 March 2021 As originally stated | Prior year adjustment (Note 13) | At 31 March 2021 Re-stated |
|---|---|---|---|---|---|---|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| **Unrestricted funds** | | | | | | |
| General fund | 757 | (1,911) | 3,080 | 1,926 | - | 1,926 |
| Designated – tangible fixed assets | 9,023 | (592) | (382) | 8,049 | (109) | 7,940 |
| Designated – investments | 4,429 | 769 | (2,698) | 2,500 | - | 2,500 |
| | 14,209 | (1,734) | - | 12,475 | (109) | 12,366 |
| **Restricted funds** | | | | | | |
| Specific | 11 | - | - | 11 | - | 11 |
| Home fund | 38 | - | - | 38 | - | 38 |
| Children's fund | 8 | - | - | 8 | - | 8 |
| Bet 365 adoption services | 72 | (18) | - | 54 | - | 54 |
| Grant income | 936 | (157) | - | 779 | - | 779 |
| St Joseph's specific legacy | 5 | - | - | 5 | - | 5 |
| | 1,070 | (175) | - | 895 | - | 895 |
| **TOTAL FUNDS** | 15,279 | (1,909) | - | 13,370 | (109) | 13,261 |

**22. MOVEMENT IN FUNDS – continued**

Comparative net movement in funds, included in the above are as follows:

| 2021 | Incoming resources £'000 | Resources expended £'000 | Gains and losses £'000 | Movement in funds £'000 |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| General fund | 16,879 | (18,790) | - | (1,911) |
| Designated – fixed assets | - | - | (592) | (592) |
| Designated – investments | - | - | 769 | 769 |
| | 16,879 | (18,790) | 177 | (1,843) |
| **Restricted funds** | | | | |
| Home fund | 3 | (3) | - | - |
| Children's fund | 1 | (1) | - | - |
| Bet 365 adoption services | - | (18) | - | (18) |
| Grant income | 55 | (212) | - | (157) |
| Covid 19 funding | 487 | (487) | - | - |
| | 546 | (721) | - | (175) |
| **TOTAL FUNDS** | 17,425 | (19,511) | 177 | (1,909) |

## 23. PENSION SCHEMES

The charity's employees belong to two principal pension schemes – the Teachers' Pension Scheme (TPS), and the Aviva Pension Scheme. The total pension cost for the year was £422,117 (2021: £485,120).

### a) Teachers' Pension Scheme

The charity participates in a multi-employer defined benefits pension scheme, the Teachers' Pension Scheme (England and Wales) ("the Scheme"), for its teaching staff. Contributions on a "pay as you go" basis are credited to the Exchequer under arrangements governed by the Superannuation Act 1972. It is not possible or appropriate to identify the assets and liabilities of the Scheme which are attributable to the charity. Accordingly, the charity has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Teachers' Pension Scheme is a statutory, contributory, defined benefit scheme, governed by the Teachers Pension Scheme regulations 2014.

### Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2023.

The superannuation charge for the year represents total employer contributions payable to the scheme of £203k (2021: £201k).

### b) Aviva Pension Scheme

For staff not in the defined benefits scheme the charity operates a Stakeholder pension scheme. This is a unit-linked defined contribution scheme from Aviva. The total employer contributions for the year end were £219k (2021: £284k).

## 24. CONTINGENT LIABILITIES

There were no material contingent liabilities in 2022 (2021: £nil).

## 25. CAPITAL COMMITMENTS

There were no capital commitments contracted, but not provided for, at the year-end (2021: £nil).

## 26. RELATED PARTY DISCLOSURES

Nugent Care chooses to be linked with the Roman Catholic Archdiocese of Liverpool and has the incumbent Archbishop serving as President. This link is a major influence on the ethos, culture and objectives of the charity. Within this relationship, the Archdiocese has also conveyed properties for use by the charity in providing residential schools and homes.

Nugent Care controls Nugent Social Enterprises CIC (registered in England and Wales, registered number 08825282). Nugent Social Enterprises was incorporated in 23 December 2013 to operate The Courtyard Cafe and training centre with the aim of providing training for young people not in education, employment or training and employment for adults with learning disabilities. It began trading in May 2014 and ceased trading in May 2017 when the company became dormant. Its accounts have not been consolidated into the financial statements on Nugent Care on the grounds of immateriality.

Nugent Multi Academy Trust (operating as Nugent Academy Trust) was incorporated on 26th 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 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.

The Chief Finance Officer and the Chief Governance Officer of Nugent Care are both directors of the Academy Trust.

There has been no activity within the Trust during the year ended 31 March 2022.

## 27. RESIDENTS' MONEY

Residents' money held at 31 March 2022 totalled £360,951 (2021: £323,729). In accordance with the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities this amount and the corresponding creditor are not included in these accounts.

## 28. OPERATING LEASES

| | Land and buildings £'000 | Other £'000 | Totals £'000 |
|---|---|---|---|
| Minimum lease payments due: | | | |
| Within 1 year | 12 | 63 | 75 |
| Within 2 – 5 years | - | 43 | 43 |
| In more than 5 years | - | 7 | 7 |
| Special schools | 12 | 113 | 125 |

## 29. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

| | 2022 £'000 | 2021 £'000 |
|---|---|---|
| **Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)** | 304 | (2,018) |
| **Adjustments for:** | | |
| Depreciation charges | 635 | 713 |
| Losses/(gain) on investments | (339) | (769) |
| Revaluation of fixed assets | - | 701 |
| Gain on sale of fixed assets | (256) | - |
| Interest paid | 6 | 7 |
| Dividends received | (132) | (132) |
| (Increase)/decrease in debtors | 680 | 249 |
| Increase/(decrease) in creditors | (296) | (550) |
| **Net cash generated by/(used in) operations** | 602 | (1,799) |

## 30. ANALYSIS OF CHANGES IN NET (DEBT)/FUNDS

| | At 1 April 2021 £'000 | Cash flow £'000 | At 31 March 2022 £'000 |
|---|---|---|---|
| **Cash at bank and in hand** | 713 | 1,032 | 1,745 |
| **Debt** | | | |
| Debts falling due within 1 year | (2,374) | 2,247 | (127) |
| Debts falling due after 1 year | (213) | 127 | (86) |
| | (2,587) | 2,374 | (213) |
| **Total** | (1,874) | 3,406 | 1,532 |

# CIC 34

# Community Interest Company Report

| | |
|---|---|
| **For official use** *(Please leave blank)* | |

***Please complete in typescript, or in bold black capitals.***

| | |
|---|---|
| **Company Name in full** | Nugent Social Enterprises CIC |
| **Company Number** | 08825282 |
| **Year Ending** | 31 March 2022 |

This template illustrates what the Regulator of Community Interest Companies considers to be best practice for completing a simplified community interest company report. All such reports must be delivered in accordance with section 34 of the Companies (Audit, Investigations and Community Enterprise) Act 2004 and contain the information required by Part 7 of the Community Interest Company Regulations 2005. For further guidance see chapter 8 of the Regulator's guidance notes and the alternate example provided for a more complex company with more detailed notes.

**(N.B. A Filing Fee of £15 is payable on this document. Please enclose a cheque or postal order payable to Companies House)**

**PART 1 - GENERAL DESCRIPTION OF THE COMPANY'S ACTIVITIES AND IMPACT**

In the space provided below, please insert a general account of the company's activities in the financial year to which the report relates, including a description of how they have benefited the community.

The company has been dormant throughout the year.

*(If applicable, please just state "A social audit report covering these points is attached").*

*(**Please continue on separate continuation sheet if necessary**.)*

**PART 2 – CONSULTATION WITH STAKEHOLDERS** – Please indicate who the company's stakeholders are; how the stakeholders have been consulted and what action, if any, has the company taken in response to feedback from its consultations? If there has been no consultation, this should be made clear.

N/A. The company has been dormant throughout the year.

*(If applicable, please just state "A social audit report covering these points is attached").*

**PART 3 – DIRECTORS' REMUNERATION** – if you have provided full details in your accounts you need not reproduce it here. Please clearly identify the information within the accounts and confirm that, "There were no other transactions or arrangements in connection with the remuneration of directors, or compensation for director's loss of office, which require to be disclosed" (See example with full notes). If no remuneration was received you must state that "no remuneration was received" below.

No remuneration was paid during the year.

**PART 4 – TRANSFERS OF ASSETS OTHER THAN FOR FULL CONSIDERATION** – Please insert full details of any transfers of assets other than for full consideration e.g. Donations to outside bodies. If this does not apply you must state that "no transfer of assets other than for full consideration has been made" below.

N/A

*(**Please continue on separate continuation sheet if necessary**.)*

**PART 5 – SIGNATORY (Please note this must be a live signature)**

***(DD/MM/YY)***

**The original report must be signed by a director or secretary of the company**

Signed Date 28/10/2022

**Please note that it is a legal requirement for the date format to be provided in full throughout the CIC34 report.**

**Applications will be rejected if this is information is incorrect.**

*Office held (delete as appropriate) Director/Secretary*

You do not have to give any contact information in the box opposite but if you do, it will help the Registrar of Companies to contact you if there is a query on the form. The contact information that you give will be visible to searchers of the public record.

| |
|---|
| Normandie Wragg |
| CEO |
| |
| Tel 0151 261 2000 |
| DX Number DX Exchange |

**When you have completed and signed the form, please attach it to the accounts and send both forms <u>by post</u> to the Registrar of Companies at:**

*For companies registered in England and Wales*: Companies House, Crown Way, Cardiff, CF14 3UZ DX 33050 Cardiff

*For companies registered in Scotland*: Companies House, 4th Floor, Edinburgh Quay 2, 139 Fountainbridge, Edinburgh, EH3 9FF DX 235 Edinburgh or LP – 4 Edinburgh 2

*For companies registered in Northern Ireland*: Companies House, 2nd Floor, The Linenhall, 32-38 Linenhall Street, Belfast, BT2 8BG

**(N.B. Please enclose a cheque for £15 payable to Companies House)**

together we are nugent

99 Edge Lane
Liverpool
L7 2PE
0151 261 2000
wearenugent.org
info@wearenugent.org
@wearenugent

MHA Moore and Smalley
Richard House
9 Winckley Square
Preston
PR1 3HP

Dear Sirs

**Financial statements for the year ended 31 March 2022**

We confirm that the following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience and, where appropriate, of inspection of supporting documentation sufficient to satisfy ourselves that we can properly make each of the following representations to you in connection with your audit of the charity's financial statements for the year ended 31 March 2022:

1 We have fulfilled our responsibilities as directors under the Companies Act 2006 in accordance with the applicable accounting framework, Charities SORP (FRS 102), which you have drafted on our behalf, and for making accurate representations to you.

We confirm that in our opinion the financial statements give a true and fair view and in particular where any additional information must be disclosed in order to give a true and fair view that information has in fact been disclosed.

All the accounting records have been made available to you for the purpose of your audit and all the transactions undertaken by the charity have been properly reflected and recorded in the accounting records.

All other records and related information, including minutes of all management and trustees' meetings, have been made available to you.

2 The financial statements are free of material misstatements, including omissions.

3 We acknowledge our responsibility for the design and implementation of internal control systems to prevent and detect fraud and error. We have disclosed to you the results of our risk assessment that the financial statements may be misstated as a result of fraud. We have disclosed to you all instances of known or suspected fraud affecting the entity involving management, employees who have a significant role in internal control or others that could have a material effect on the financial statements. We have also disclosed to you all information in relation to allegations of fraud or suspected fraud affecting the entity's financial statements communicated by current or former employees, analysis, regulators or others.

4 The charity has satisfactory title to all assets and there are no liens or encumbrances on the charity's assets, except for those that are disclosed in the notes to the financial statements.

5 We have recorded or disclosed, as appropriate, all liabilities, both actual and contingent, and have disclosed in the notes to the financial statements all guarantees that we have given to third parties.

6 We have no plans or intentions that may materially alter the carrying value or classification of assets and liabilities reflected in the financial statements.

7 Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.

8 The charity has not granted any advances or credits to, or made guarantees on behalf of directors other than those disclosed in the financial statements.

9 We have disclosed to you all claims in connection with litigation that have been, or are expected to be, received and such matters, as appropriate, have been properly accounted for, and disclosed in, the financial statements. This includes a £13k provision in respect of Greenfields.

10 We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose affects should be considered when preparing the financial statements. There are no outstanding issues which would impact the going concern status of the charity from a financial, reputational or other basis. All correspondence with regulators has been provided to you.

11 Related party relationships and transactions have been appropriately accounted for and disclosed in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with legislative and accounting standards requirements.

12 The company has at no time during the year entered into any arrangement, transaction of agreement to provide credit facilities (including loans, quasi loans or credit transactions) for directors, nor to guarantee or provide security for such matters, except as disclosed in the financial statements.

13 All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed.

14 We believe that the charity's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the charity's needs. We have considered a period of twelve months from the date of approval of the financial statements. We believe that no further disclosures relating to the charity's ability to continue as a going concern need to be made in the financial statements.

15 All grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such income.

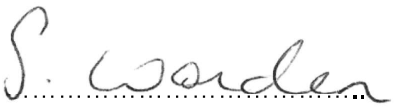
16 We confirm the following specific representations made to you during the course of your audit:

a The Directors are satisfied that the disclosures relating to the properties controlled by the company are appropriate and not mis-stated.

b The Directors are satisfied that all conditions relating to restricted funds have been met and funding has been spent on the permitted costs. As such it is considered appropriate to transfer remaining funds to unrestricted.

17 We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that so far as we are aware, there is no relevant audit information needed by you in connection with preparing your audit report of which you are unaware. Each director has taken all the steps that he or she ought to have taken as a director in order to make him or herself aware of any relevant audit information and to establish that you are aware of that information.

Yours faithfully



Director Treasurer and Chair of Finance & Investment Committee

On behalf of the Board of Directors

30th September 2022

Date 30th September 2022

**NUGENT CARE 2019**

England & Wales - Charity number 1187072

# Accounts

Company number 12227571

Registered Charity Number: 1187072

# Nugent Care 2019

## (Company Limited by Guarantee)

## Trustees' Report and Financial Statements

## For The Year Ended 31 March 2021

mha
MOORE & SMALLEY

**Nugent Care 2019**

CONTENTS


| | Page |
|---|---|
| Report of the Trustees | 1 to 33 |
| Report of the Independent Auditors | 35 to 37 |
| Statement of Financial Activities (Incorporating Income and Expenditure Account) | 38 |
| Balance Sheet | 39 to 40 |
| Cash Flow Statement | 41 |
| Notes to the Cash Flow Statement | 42 to 43 |
| Notes to the Financial Statements | 44 to 66 |

# REPORT OF THE TRUSTEES
# FOR THE YEAR ENDED 31 MARCH 2021

The Trustees present their report with the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 2019).

The accounts are for the charity Nugent Care 2019 and the linked charity Nugent Care. Nugent Care 2019 was incorporated on 25 September 2019 and the charities were linked on 30 June 2020.

The Trustees report incorporates the Directors' and Strategic report as required by Company Law.

## OBJECTIVES AND ACTIVITIES

The objectives of the charity are to provide for the:

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

## OBJECTIVES AND ACTIVITIES

### Public benefit

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

### Nugent principles

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

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

### Nugent Values

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

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

### Staff and Volunteers

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

Our staff and volunteers are essential to the work that Nugent does. They dedicate their time, expertise, passion and compassion to the work that we do. During the Coronavirus, we furloughed on average over the 3 lockdowns 3% of staff at peak, using the Government's furloughed job retention scheme ensuring that staff received 80% of their pay.

## 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.

1. 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.
2. 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.
3. Trustees annually meet with our financial auditors however; in September 2021 Trustees will meet the auditors without paid staff present.
4. A 'register of interests' has been expanded.
5. 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.

## STRATEGIC REPORT

## ACHIEVEMENTS AND PERFORMANCE

### Charitable activities

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

**School**
- Special education for 59 young people with behavioural difficulties, 41 remain on roll and 18 leavers.

**Homes**

**Adults**
- 24-hour residential care and support for 28 older people.
- 24-hour residential care and support for 22 individuals with mental health difficulties.
- 24-hour residential care and support for 18 individuals with an acquired brain injury.

**Children**

- 24-hour residential care and support for 74 children, young people and mothers with babies.
  **Note**: Clumber Lodge will not be accommodating mothers and babies in 2021/22.

**Community**

- Providing housing related support to 34 people, a total of 26 units are available.
- Providing housing support to 11 people in supported tenancies
- Providing support to 18 people with MH outreach.
- Providing individualised community and day service support to 24 people with learning disabilities.
- Providing community support to 12 people in supported tenancies with mental health difficulties.
- 177 Crisis Fund grants that have supported 568 people.
- Food provision via the market and pantry has supported 7,615.
- Community sponsorship – refugees resettled 18.
- Faith development of children and adults with learning disabilities 49.
- BSL and deaf awareness workshops attended by 24 people.
- 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.
- £23 000 + awarded in back pay to clients for successful benefit appeals.
- Total beneficiaries from the Caritas team and Nugent volunteers is 8,732 people.

**Family**

- 9 children were placed with 6 families – 3 x sibling groups of two children and 3 x individual children
- No children were placed internationally with Nugent approved adopters during the reporting period. One family awaits immigration approval to bring their two children home from Nigeria and one family is in the appeal process after a Visa refusal, also in Nigeria.
- We no longer take direct enquiries for Inter-Country adoption but are part of the Inter-Country Adoption Regional Adoption Agency (ICA RAA) and have been involved in the assessment of 3 families over this period.
- One family has recently returned from Nigeria with their child. One family is due to go to Panel for approval and hopes to adopt from Morocco. The third single adopter hopes to adopt from Uganda and will attend Panel later this year.
- We are also involved with a fourth inter-country family who have returned from Nigeria with their child, who were not assessed by Nugent, but for whom we are providing FER (Foreign Element Regulations) support and placement oversight.
- There were 49 domestic adoption enquiries in 2020-2021 a decrease of 19 from 68 the previous year.
- There were 107 access to records enquiries in 2020-2021 Nugent (40); Shrewsbury (14); Leeds (44); Middlesbrough (8); Hallam (1). This was a decrease in enquiries of 17 across all dioceses from the previous year.
- 21 Life Story Books were commissioned by St Helens Council for children with a plan for adoption and long term Fostering.
- The Adoption Service continues to provide Non-agency (Step Parent) adoption assessments for Bolton Council and St Helens Council when required. However no assessments were commissioned by Bolton or St Helens in this reporting period. Further assessments have been commissioned by Bolton since this time.

**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 refuge family from Syria.

**ACHIEVEMENTS AND PERFORMANCE – continued**

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 has 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.

**ACHIEVEMENTS AND PERFORMANCE – continued**

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.
- Horticultural programme.

**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.

**ACHIEVEMENTS AND PERFORMANCE – continued**

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 3 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 on level of risk
- All audits to summarised and shared with ELT and service leads

During Q1 of 2021, Governance were allocated 2 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.

**ACHIEVEMENTS AND PERFORMANCE – continued**

- 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.

| Date | Action | |
|---|---|---|
| July 2020 | **Anti-Racism Pledge** | A pledge, supported by Trustees that in addition to BAME work that we would include 'Developing an Equalities, Diversity and Inclusion Strategy' (race inclusion, age diversity, disability, gender equality, sexual orientation, religion and belief). |
| | **Inclusivity Statement** | CEO sets out pledge that is published on our external website and on our internal SharePoint. |
| | **Anti-Racism Statement** | CEO provides a statement that is published on our external website and on our internal SharePoint. |
| August 2020 | **EDI Strategy Commitment** | CEO commits to developing an Equalities, Diversity and Inclusion Strategy (race inclusion, age diversity, disability, gender equality, orientation, religion and belief). |
| | | Internal Report commissions *Ethnicity comparison of Nugent staff and volunteers* and *Impact of Covid on BAME Staff/Volunteers.* |
| | | Internal Report Commission on *Diversity of Adopters in the Adoption Service.* |

**ACHIEVEMENTS AND PERFORMANCE – continued**

| | | |
|---|---|---|
| | | Unconscious Bias and Inclusive Leadership Training for leaders in Nugent. |
| October 2020 | **BAME Forum** | BAME forum launches – renames to RISE forum (Racial Inclusion staff engagement). |
| September 2020 | **EDI Survey** | Survey conducted with Leadership on Diversity and Inclusion. |
| November 2020 | **Zero Tolerance Policy** | Development of Zero Tolerance policy begins. |
| | **Charity Governance Code Audit, including EDI** | Audit conducted by Governance Department based on evidence provided. 83% compliance achieved. |
| | **EDI Group Terms of Reference** | CEO publishes EDI Group Terms of reference that identifies the creation of staff forums, that have never before existed. |
| December 2020 | **Board Report: CEO Executive Summary** | - Internal reports shared with Trustees<br>- CEO advocates for Nugent to commit to being a Living Wage employer<br>- Charity Wide EDI Audit |
| January 2021 | **EDI Assembly Launches** | EDI Assembly launches on Martin Luther King Jr day. |
| February 2021 | **EDI Strategy Draft** | Consultation begins with EDI Assembly. |
| March 2021 | **Review of Equality and Diversity Policy** | Completed as part of People Stack. Taken to first EDI assembly for Impact Assessment. |
| | **Board Assurance Framework** | Board Assurance Framework approved by Trustees including the EDI forum and the staff forums for LGBTQIA+, RISE, WIN, Interfaith, Disabilities and will be included in the Nugent wide Meetings policy. |
| | **Trustee Board EDI Work Including in Strategic Bridges** | Images provided by marketing include EDI and Cultural Competency in the Strategic Bridges as a demonstration of alignment in the strategic plan 2020-2025. |
| | **Unconscious Bias and Inclusive Leadership** | Trustees engage in Unconscious Bias and Inclusive Leadership Training. |
| | **Trustee Board** | Charity Governance Code Audit Findings presented to Trustees. |
| | **Living Wage Employer** | Trustees commit to becoming a Living Wage Employer in 2022. |

**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.

**ACHIEVEMENTS AND PERFORMANCE – continued**

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

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

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

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

**ACHIEVEMENTS AND PERFORMANCE – continued**

  - 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 for, educate, protect and inspire those in need'.

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

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

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

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

and long-standing and respected values within our charity.

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

**Our Mission**
To care for, educate, protect and inspire those in need.
We have five strategic themes that we will work to ensure that we are directed towards our mission.

These are

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

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

**Structure**

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

**Trustees**

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

The role of 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 ow 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

1. Black, Asian and Minority Ethnic People (the forum have chosen to refer to themselves as RISE – Racial Inclusion Staff Engagement)
2. LGBTQIA+
3. Women (Win – Women in Nugent)
4. Disabled People
5. 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 where 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;

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

**Quantification and reporting methodology**

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

**Energy efficiency actions and targets**

Nugent 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 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 | 2019-2020 (tC02e) |
|---|---|
| **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 | |
| **Total(tC02e)** | 273.89 tonne |
| **Transmission and Distribution of UK Electricity –** at premises where Nugent hols 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 (tC02e)** | **2.721 tonne per person** |
| **Intensity metric tonnes of CO2e per full time employee** | |

## FINANCIAL REVIEW

### Investment Policy and objectives

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

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

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

The listed investment portfolio increased in value by £769,000 to £5,054,000 (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 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 policy (Continued)

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

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

The Trustees consider and review the appropriate requirements for free reserves (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 £1,926k.

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 incoming resources for the year decreased from £17,466,000 to £17,425,000.

Our Special Independent School generated less income than the previous year at £2,549,000 (2020: £2,557,000). Income from Residential Homes and Individualised Day Services increased year on year to £13,695,000 (2020: £13,115,000). The income from donations decreased from £187,000 in 2020 to £171,000 in 2021. Legacies increased from £500 in 2020 to £1,486 in 2021. We very much thank people who think of us in their wills. We also had grant income of £55,000.

**Expenditure**

Total resources expended during the year reduced from £21,002,000 to £19,511,000. There was an increase in expenditure of £11,000 on the Special Independent School. Expenditure on Residential Homes and Individual Day Services reduced by £1,375,000. Expenditure on Children's, Adults and Community Services decreased by £130,000.

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

**FINANCIAL REVIEW – continued**

**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 was completed 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 2 additional fire escape routes to ensure timely evacuation.

Works were tendered at £283,000 and delivered in 3 phases: Fire Doors; Basement compartmentation and Fire escapes. Works are complete to phases 1 and 2 with phase 3 due to complete in July 2021. Subject to any final account variations works are on time and on budget.

**Nugent House School**
Nugent House School benefited from a number of initiatives which started during the course of 2019/20 and remain in progress during the current year which includes the following:
- 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 variance within budget lines allowed the preceding projects to be initiated at zero increase to school budget.

**FINANCIAL REVIEW – continued**

**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.

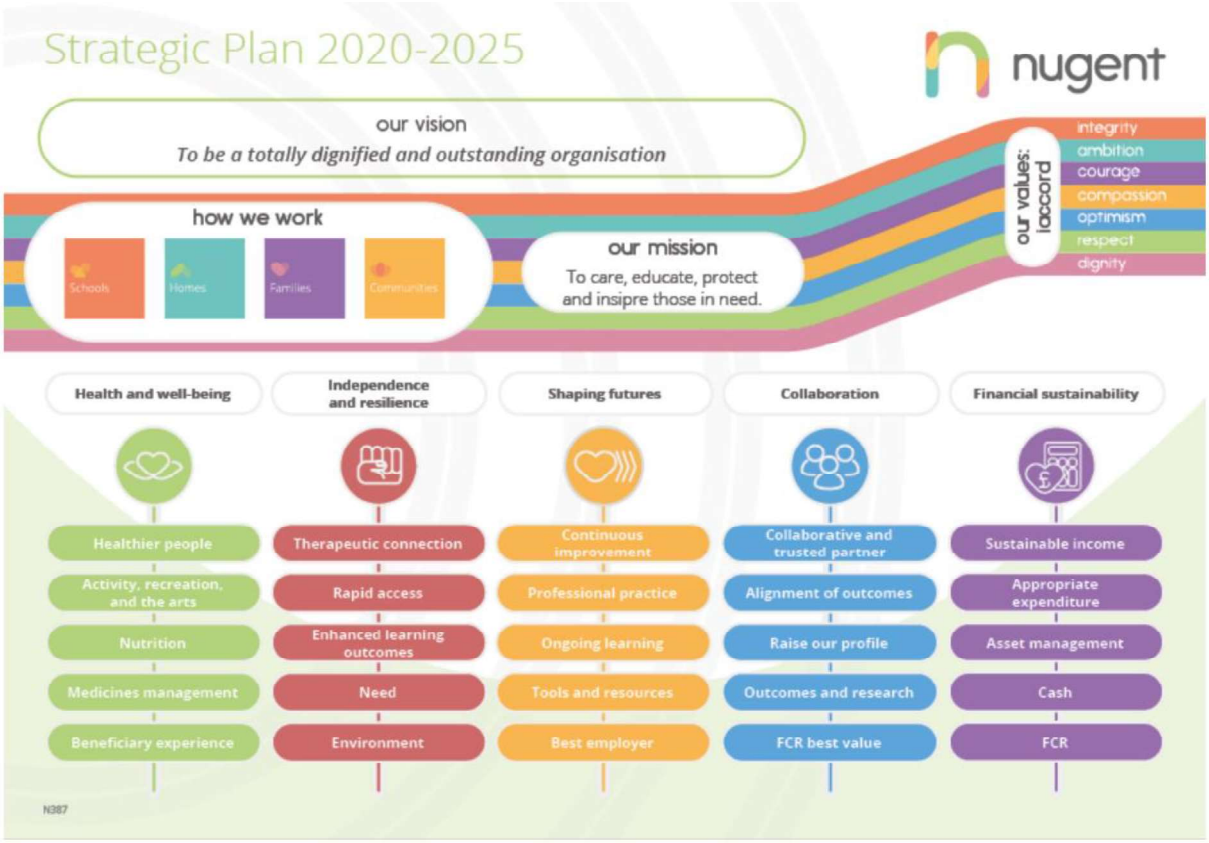
We work hard to ensure all of our donors enjoy the best possible experience when supporting Nugent. We understand things can go wrong and we take all concerns and complaints seriously. We received no complaints this year relating to Fundraising.

**FINANCIAL REVIEW – continued**

NB: Our current Head of Fundraising & 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

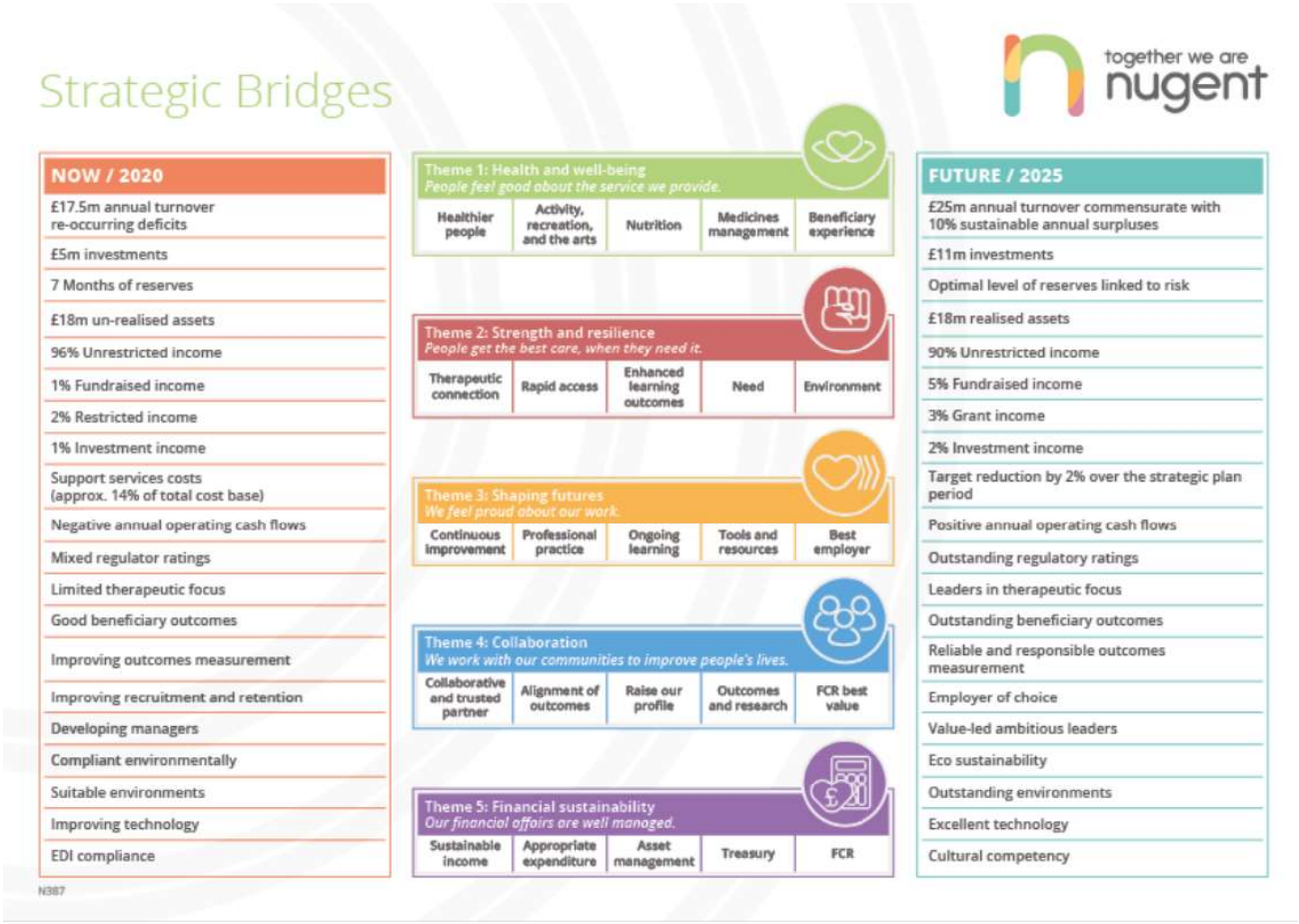
**FUTURE PLANS**

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



**FINANCIAL REVIEW – continued**

**Priorities and direction**




**Therapeutic Connection**

Where we want to be:

1. 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.
2. We want to offer a holistic therapeutic environment where children and young people feel 'contained', are able to develop secure attachment behaviours, feel safe, feel empowered to communicate and participate.
3. Our therapeutic model and interventions will be evidence based and compliant with current best practice guidance.

Plans

- Possibility of new modular school at NHS and improvement to the existing building (within next five years).
- Potentially to sell Central Office in the next 3 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 3 new children's homes in the next five years.

**FINANCIAL REVIEW – continued**

Nugent Care 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 Care 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 Care'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 26.

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

Nugent Social Enterprises CIC (NSE) was formed by Nugent Care. The company is a community interest company and as such is a separate entity from Nugent Care, 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 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.

1. Strategy
2. Operations
3. Income and Sustainability
4. Governance and Compliance
5. Technology

| Key Risks | | |
|---|---|---|
| **1.** | **Strategic** | • **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. |
| **2.** | **Operational** | • **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. |
| **3.** | **Income and Sustainability** | • **Insufficient income and reserves for the charity** sector to achieve its strategic objectives and maintain its operations. |

| | | |
|---|---|---|
| **4.** | **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. |
| **5.** | **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 or 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.

# REPORT OF THE TRUSTEES
# FOR THE YEAR ENDED 31 MARCH 2021

## REFERENCE AND ADMINISTRATIVE DETAILS

### Principal address

99 Edge Lane
Liverpool
L7 2PE

### Nugent Care 2019 Sole Corporate Trustee of Nugent Care

### President

Most Rev Archbishop Malcolm McMahon OP

### Nugent Care 2019 Trustees

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
Ms Elizabeth Ambler (Date of Resignation 14th August 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

**REFERENCE AND ADMINISTRATIVE DETAILS – continued**

**Solicitors**

Brabners
Horton House
Exchange Flags
LIVERPOOL
L2 3YL

KEOGHS
2 The Parklands
Bolton
BL6 4SE

Hill Dickinson
No. 50 Fountain Street
MANCHESTER
M2 2AS

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

**Property Advisors**

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

**Investment Advisers**

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

**Insurance Brokers**

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

## EVENTS SINCE THE END OF THE YEAR

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 fundraising 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 6th January 2021 until 12th 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.

**EVENTS SINCE THE END OF THE YEAR - continued**

**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.

**EVENTS SINCE THE END OF THE YEAR - continued**

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 in a 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:

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

**EVENTS SINCE THE END OF THE YEAR - continued**

Mitigating our main risks of:

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

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

Although regulators have been limiting their visits during the 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.

**EVENTS SINCE THE END OF THE YEAR - continued**

**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.

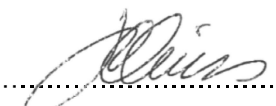
**Auditor**
A resolution proposing that MHA Moore and Smalley be re-appointed will be put at a General Meeting.

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.

Signed on behalf of the trustees on 22nd November 2021

Approved by order of the Board of Trustees on 22nd November 2021 and signed on its behalf by:



JP Dennis - Chair of Trustee

# REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES

## Opinion

We have audited the financial statements of Nugent Care 2019 (the 'charity') for the year ended 31 March 2021 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 2021 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.

**Matters on which we are required to report by exception**

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

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

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

**Responsibilities of Trustees**

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

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

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations;
- Enquires with management about any known or suspected instances of fraud;
- Reviewing minutes of meetings of those charged with governance;
- Examination of journal entries and other adjustments to test for appropriateness and identify any instances of management override of controls;

Because of the 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

**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**

24/11/2021

STATEMENT OF THE FINANCIAL ACTIVITIES
(Incorporating Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2021

| | Notes | Unrestricted Funds £'000 | Restricted Funds £'000 | 2021 Total £'000 | 2020 Total £'000 |
|---|---|---|---|---|---|
| **INCOME AND ENDOWMENTS FROM:** | | | | | |
| Donations and legacies | 2 | **172** | **55** | **227** | 617 |
| **Charitable activities** | 5 | | | | |
| Children's, adults' and community service | | **427** | **187** | **614** | 824 |
| Special schools | | **2,549** | **-** | **2,549** | 2,557 |
| Residential homes and individualised support projects | | **13,400** | **295** | **13,695** | 13,115 |
| Miscellaneous | | **3** | **-** | **3** | 10 |
| **Other trading activities** | 3 | **40** | **9** | **49** | 85 |
| **Investment income** | 4 | **132** | **-** | **132** | 247 |
| **Other income** | 6 | **156** | **-** | **156** | 11 |
| **Total income** | | **16,879** | **546** | **17,425** | 17,466 |
| **EXPENDITURE ON:** | | | | | |
| Raising funds | 7 | **339** | **9** | **348** | 345 |
| **Charitable activities** | 8 | | | | |
| Children's, adults' and community services | | **809** | **206** | **1,015** | 1,145 |
| Special schools | | **3,199** | **-** | **3,199** | 3,188 |
| Residential homes and individualised support projects | | **14,443** | **506** | **14,949** | 16,324 |
| **Total expenditure** | | **18,790** | **721** | **19,511** | 21,002 |
| **NET INCOME/(EXPENDITURE)** | | **(1,911)** | **(175)** | **(2,086)** | (3,536) |
| Impairment in value of fixed assets | | **(592)** | **-** | **(592)** | - |
| Net gains/(losses) on investments | | **769** | **-** | **769** | (745) |
| **NET MOVEMENT IN FUNDS** | | **(1,734)** | **(175)** | **(1,909)** | (4,281) |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | | **14,209** | **1,070** | **15,279** | 19,560 |
| **TOTAL FUNDS CARRIED FORWARD** | | **12,475** | **895** | **13,370** | 15,279 |

The notes form part of these financial statements

BALANCE SHEET
31 MARCH 2021

| | Notes | 2021<br>£'000 | 2020<br>£'000 |
|---|---|---|---|
| **FIXED ASSETS** | | | |
| Tangible assets | 13 | **9,383** | 10,358 |
| **Investments** | | | |
| Investments | 14 | **5,054** | 4,286 |
| Investment property | 15 | **143** | 143 |
| | | **14,580** | 14,787 |
| **CURRENT ASSETS** | | | |
| Debtors: amounts falling due within one year | 16 | **2,105** | 2,335 |
| Investments | 17 | **-** | 19 |
| Cash at bank and in hand | | **713** | 547 |
| | | **2,818** | 2,901 |
| **CREDITORS** | | | |
| Amounts falling due within one year | 18 | **(3,815)** | (2,115) |
| **NET CURRENT (LIABILITIES)/ASSETS** | | **(997)** | 786 |
| **TOTAL ASSETS LESS CURRENT LIABILITIES** | | **13,583** | 15,573 |
| **CREDITORS** | | | |
| Amount falling due after more than one year | 19 | **(213)** | (294) |
| **NET ASSETS** | | **13,370** | 15,279 |

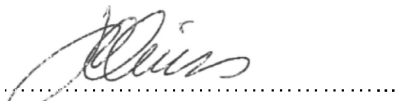
**Company number 12227571**

The notes form part of these financial statements

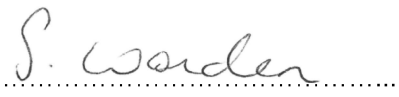
BALANCE SHEET
31 MARCH 2021

| **FUNDS** | 23 | **2021 £'000** | **2020 £'000** |
|---|---|---|---|
| Unrestricted funds: | | | |
| General fund | | 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 |

The financial statements were approved by the Board of Trustees and authorised for issue on 22nd November 2021 and were signed on its behalf by:



JP Dennis – Chair of Trustee



Susan Worden – Treasurer

**Company number 12227571**

The notes form part of these financial statements

# CASH FLOW STATEMENT
# FOR THE YEAR ENDED 31 MARCH 2021

| | Notes | 2021 | 2020 |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Net cash flow from operating activities | 1 | **(1,799)** | (2,597) |
| Interest paid | | **(6)** | (13) |
| Net cash used in operating activities | | **(1,805)** | (2,610) |
| **Cash flows from investing activities** | | | |
| Purchase of tangible fixed assets | | **(331)** | (1,045) |
| Purchase of fixed asset investments | | **-** | - |
| Sale of tangible fixed assets | | **-** | 2 |
| Sale of fixed asset investments | | **-** | 5,199 |
| Sale of investment property | | **-** | 170 |
| Dividends received | | **132** | 247 |
| Net cash provided by/(used in) investing activities | | **(199)** | 4,573 |
| **Cash flows from financing activities** | | | |
| New bank loan | | **2,250** | - |
| Bank loan repayments in year | | **(80)** | (103) |
| Net cash generated by financing activities | | **2,170** | (103) |
| **Change in cash and cash equivalents in the reporting period** | | **166** | 1,860 |
| **Cash and cash equivalents at the beginning of the reporting period** | 2 | **547** | (1,313) |
| **Cash and cash equivalents at the end of the reporting period** | 2 | **713** | 547 |

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2021

## 1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

| | 2021 £'000 | 2020 £'000 |
|---|---|---|
| **Net expenditure for the reporting period (as per the Statement of Financial Activities)** | (1,909) | (4,281) |
| **Adjustments for:** | | |
| Depreciation charges | 713 | 639 |
| Losses/(gain) on investments | (769) | 745 |
| Revaluation of fixed assets | 592 | |
| Loss on disposal of fixed assets | - | - |
| Interest paid | 7 | 13 |
| Dividends received | (132) | (247) |
| (Increase)/decrease in debtors | 249 | (188) |
| Increase/(decrease) in creditors | (550) | 722 |
| **Net cash used in operations** | (1,799) | (2,597) |

## 2. ANALYSIS OF CASH AND CASH EQUIVALENTS

| | 2021 £'000 | 2020 £'000 |
|---|---|---|
| Cash in hand | 713 | 50 |
| Notice deposits (less than 3 months) | | 497 |
| Overdrafts included in bank loans and overdrafts falling due within one year | - | - |
| Total cash and cash equivalents | 713 | 547 |

The notes form part of these financial statements

### 3. ANALYSIS OF CHANGES IN NET (DEBT)/FUNDS

| | At 1 April 2020 £'000 | Cash flow £'000 | At 31 March 2021 £'000 |
|---|---|---|---|
| **Net cash** | | | |
| Cash at bank and in hand | 547 | 166 | 713 |
| Bank overdraft | - | - | - |
| | 547 | 166 | 713 |
| **Liquid Resources** | | | |
| Deposits included in cash | - | | |
| Current asset investments | 19 | (19) | - |
| | 19 | (19) | - |
| **Debt** | | | |
| Debts falling due within 1 year | (105) | (2,269) | (2,374) |
| Debts falling due after 1 year | (294) | 81 | (213) |
| | (399) | (2,188) | (2,587) |
| **Total** | 167 | (2,041) | (1,874) |

The notes form part of these financial statements

## 1. ACCOUNTING POLICIES

### BASIS OF PREPARING THE FINANCIAL STATEMENTS

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

A new charitable company limited by guarantee, Nugent Care 2019 was incorporated during the year. This became the sole corporate trustee of Nugent Care by way of a Charity Commission scheme which was made on 27 March 2020 and took effect from 1 April 2020.

On 30th June the Charity Commission confirmed the linking of Nugent Care and Nugent Care 2019. Nugent Care continues to exist in the same manner as it did prior to the linking direction being made. From 1 April 2020, Nugent Care, the unincorporated charity was given a new charity registration number of 1187072-1.

These financial statements cover the activities of Nugent Care unincorporated and Nugent Care 2019 for the period under review. As Nugent Care 2019 is dormant and does not have any assets, all activity relates to Nugent Care unincorporated and additional columns and results are not required for Nugent Care 2019.

In consideration of the appropriateness of the use of the going concern basis, the trustees have considered the principal financial risks facing the charity and the steps they have taken to mitigate them. With respect to the next reporting period, 2021-22, financial forecasts have been prepared and downside scenarios have also been modelled in relation to the growth plans for the organisation. The outcomes of these forecasts support the view that the Charity remains a going concern.

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

### INCOME

Income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Donations are accounted for when received.

Legacies are recognised on the earlier of the date on which the charity is advised by the personal representatives of an estate that payment will be transferred, and the amount involved can be quantified with sufficient reliability or when the distribution is received by the estate. Where legacies have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Grants and fees for services and activities are accounted for when receivable. Grants subject to performance-related conditions or terms and conditions outside the charity's control are deferred and released to income when the conditions are met.

## 1. ACCOUNTING POLICIES – continued

### INCOME

Government grants are recognised in the financial statements when there is reasonable assurance that the charity will comply with the conditions attached to the grant and the grants will be received. A grant that becomes receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the charity with no future related costs shall be recognised in income in the period in which it is receivable.

Gifts of goods donated for resale are recognised at the point of receipt at fair value unless it is impractical and/or the costs of recognition on receipt outweigh the benefit of this information to users of the accounts and the charity of this information, in which case they are recognised as income when sold.

Investment income is recognised when receivable and the amount can be measured reliably by the charity.

Funds reimbursed through an insurance claim are recognised by offsetting them against the related expense. The amount reimbursed is recognised as an addition to the fund that initially suffered the insured loss.

### EXPENDITURE

Expenditure is accounted for on an accruals basis.

Costs of raising funds are incurred in attracting voluntary income and include the salaries and overhead costs of the staff that undertake fundraising activities.

Charitable expenditure comprises costs of services supplied and activities undertaken directly in respect of the charity's activities, and related support and governance costs. Support costs represent costs such as strategic management and development, finance, HR, training, IT support, estate and property management and general administration. Governance costs are primarily associated with constitutional and statutory requirements of operating the charity, including professional fees for external audit and legal advice.

Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

### TANGIBLE ASSETS

Tangible assets are stated at cost and depreciated over their useful economic lives, except for freehold land which is not depreciated. The economic life of an asset is revised if there is a change in circumstances. Depreciation is calculated to write off the cost of fixed assets over the following maximum periods:

| | |
|---|---|
| Freehold property | 66 years |
| Building adaptations | 20 years |
| Motor vehicles | 3 years |

**1. ACCOUNTING POLICIES – continued**

Tangible assets are subject to an impairment review if circumstances or events change to indicate that the carrying value may not be fully recoverable. Where an asset is found to be impaired, it is written down to its recoverable amount and the loss on impairment is charged to the relevant expenditure category.

**INVESTMENTS**

Investments in quoted shares, traded bonds and similar, and investment property are measured initially at cost and subsequently at fair value.

**TAXATION**

The charity is exempt from tax on its charitable activities.

**FUND ACCOUNTING**

Restricted funds are subject to specific restrictions imposed by the donor or trust deed or terms of an appeal. Expenditure that meets the criteria is identified to the fund.

Unrestricted income funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for particular purposes.

**FINANCIAL INSTRUMENTS**

Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value except for bank loans, which are subsequently measured amortised cost using the effective interest method, and investments in listed shares, which are subsequently measured at fair value (market value).

Concessionary (interest free) loans made by the charity to its subsidiary are initially recognised at the amount paid. Loans repayable in more than one year are subsequently adjusted to reflect repayments and any impairment.

**LEASING COMMITMENTS**

Rentals payable under operating leases are charged against income over the lease term.

**CASH AT BANK**

Cash at bank and in hand includes cash and short term highly liquid investments which are included as current assets.

**DEBTORS**

Debtors are stated in the balance sheet at estimated net realisable value. Net realisable value is the invoiced amount less provisions for bad and doubtful debtors.

**CREDITORS**

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can' be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

## 1. ACCOUNTING POLICIES – continued

### MULTI EMPLOYER PENSION SCHEME

The charity participates in a multi-employer defined benefits pension scheme, the Teachers' Pension Scheme (England and Wales) ("the Scheme"), for its teaching staff. It is not possible or appropriate to identify the assets and liabilities of the Scheme which are attributable to the charity. Accordingly, the charity has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The TPS is an unfunded arrangement backed by the government. Contributions are paid in respect of benefits earned by members to date. Typically, there is no legal or constructive obligation to pay anything further in respect of current or prior service.

### JUDGEMENTS AND KEY ESTIMATES

Other than noted in the fixed asset note in respect of the valuation of the properties, there are no judgements or key estimates required in preparing the accounts.

## 2. DONATIONS AND LEGACIES

| | 2021<br>£'000 | 2020<br>£'000 |
|---|---|---|
| Donations and gifts | 171 | 187 |
| Legacies | 1 | 1 |
| Grant income | 55 | 429 |
| | 227 | 617 |

Donations and legacies includes £55k of restricted grant income (2020 £429k)

## 3. OTHER TRADING ACTIVITIES

| | Unrestricted<br>£'000 | Restricted<br>£'000 | 2021<br>£'000 | 2020<br>£'000 |
|---|---|---|---|---|
| Shop income | 40 | 9 | 49 | 85 |

## 4. INVESTMENT INCOME

| | 2021<br>£'000 | 2020<br>£'000 |
|---|---|---|
| Dividends from investments held | 132 | 247 |

## 5. INCOME FROM CHARITABLE ACTIVITES

| | 2021<br>£'000 | 2020<br>£'000 |
|---|---|---|
| Children's, adult's, and community services | 614 | 824 |
| Special schools | 2,549 | 2,557 |
| Residential homes and individualised support projects | 13,695 | 13,115 |
| Miscellaneous | 3 | 10 |
| | 16,861 | 16,506 |

Income from charitable activities includes restricted grant funding of £482K (2020 £8k)

## 6. OTHER INCOME

| | 2021<br>£'000 | 2020<br>£'000 |
|---|---|---|
| Fixed asset disposal | - | 1 |
| CJRS grant | 156 | - |
| Covid grant | - | 10 |
| | 156 | 11 |

## 7. RAISING FUNDS

### RAISING DONATIONS AND LEGACIES

| | 2021<br>£'000 | 2020<br>£'000 |
|---|---|---|
| Fundraising and publicity | 282 | 271 |

### OTHER TRADING ACTIVITIES

| | 2021<br>£'000 | 2020<br>£'000 |
|---|---|---|
| Charity shop expenditure | 66 | 74 |
| Aggregate amounts | 348 | 345 |

Expenditure on raising funds includes £9k of expenditure related to restricted funding (2020 £Nil)

## 8. CHARITABLE ACTIVITIES COSTS

| | Activities Undertaken directly £'000 | Support & Governance costs £'000 | Total 2021 £'000 | Total 2020 £'000 |
|---|---|---|---|---|
| (i) Unrestricted funds | | | | |
| Provision of children's, adults and community services | **766** | **43** | **809** | 1,128 |
| Special schools | **3,063** | **136** | **3,199** | 3,188 |
| Residential homes and individualised day support projects | **13,808** | **635** | **14,443** | 16,135 |
| | **17,637** | **814** | **18,451** | 20,451 |
| (ii) Restricted funds | | | | |
| Provision of children's, adults and community services | **206** | **-** | **206** | 17 |
| Residential homes and individualised day support projects | **506** | **-** | **506** | 189 |
| | **18,349** | **814** | **19,163** | 20,657 |

| | Total 2021 £'000 | Total 2020 £'000 |
|---|---|---|
| Office services | **267** | 383 |
| Quality assurance | **54** | 61 |
| Purchasing | **-** | (7) |
| Ops management | **20** | 28 |
| Personnel | **84** | 44 |
| Training | **-** | 24 |
| Property services | **24** | 50 |
| Finance services | **36** | 28 |
| Management | **96** | 134 |
| IT services | **193** | 103 |
| Health and safety | **-** | 19 |
| Development | **(6)** | - |
| Office pensions | **3** | 3 |
| Fundraising | **43** | 76 |
| | **814** | 946 |

## 8 CHARITABLE ACTIVITIES COSTS (Continued)

**Net expenditure for the year includes:-**

| | 2021 £'000 | 2020 £'000 |
|---|---|---|
| Fees payable to the auditor for | | |
| Audit | 14 | 30 |
| Other services | 3 | - |
| Depreciation | 713 | 639 |
| Operating lease rentals | 153 | 162 |

## 9. TRUSTEES REMUNERATION AND BENEFITS

No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

None of the trustees received or waived any remuneration during the year in respect of their services as trustees (2020: £nil)

During the year the charity held trustees' indemnity insurance, the cost of which is included in the cost of the general insurance policy.

**TRUSTEES' EXPENSES**

The charity trustees were not paid or received any other benefits from employment with the charity, (2020: £nil). One trustees was reimbursed expenses during the year of £48 (2020: Two trustees £285).

## 10. STAFF COSTS

| | 2021 £'000 | 2020 £'000 |
|---|---|---|
| Wages and salaries | 11,496 | 12,178 |
| Social security costs | 968 | 1,019 |
| Pension contributions | 485 | 490 |
| | 12,949 | 13,687 |

Staff costs include a holiday pay accrual of £153,000 as at 31 March 2021.

The number of employees whose emoluments in the year exceeded £60,000 was as follows:

| | 2021 Number | 2020 Number |
|---|---|---|
| £60,000 – £70,000 | 1 | 1 |
| £70,000 – £80,000 | 1 | 1 |
| £80,000 – £90,000 | 1 | - |
| £90,000 – £100,000 | 1 | 1 |

**10. STAFF COSTS – continued**

Retirement benefits within a defined benefit scheme are accruing to 0 (2020: 0) of these staff and within a defined contribution scheme to 4 (2020: 3). The charity paid £29,646 (2020: £14,004) in respect of pension contributions on their behalf.

The average number of paid employees for the year was 507 (2020: 587).

The key management personnel of the charity this year comprise, the trustees, the Chief Executive, the Chief Operating Officer, the Chief Governance Officer and the Chief Finance Officer. The total employee remuneration and benefits of the key management personnel of the charity were £350,742 (2020: £351,415).

In order to maintain a quality care service, the charity has utilised external agency staff when operational requirements demand. The total costs incurred this year for use of such staff have amounted to £1,161,806 (2020: £1,422,833)

## 11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

| | Unrestricted Funds £'000 | Restricted Funds £'000 | Total Funds £'000 |
|---|---|---|---|
| **INCOME AND ENDOWMENTS FROM:** | | | |
| Donations and legacies | 188 | 429 | 617 |
| **Charitable activities** | | | |
| Children's, adults' and community service | 824 | - | 824 |
| Special schools | 2,557 | - | 2,557 |
| Residential homes and individualised support projects | 13,107 | 8 | 13,115 |
| Miscellaneous | 10 | - | 10 |
| Other trading activities | 85 | - | 85 |
| Investment income | 247 | - | 247 |
| Other income | 11 | - | 11 |
| **Total** | 17,029 | 437 | 17,466 |
| **EXPENDITURE ON:** | | | |
| Raising funds | 345 | - | 345 |
| **Charitable activities** | | | |
| Children's, adults' and community services | 1,128 | 17 | 1,145 |
| Special schools | 3,188 | - | 3,188 |
| Residential homes and individualised support projects | 16,135 | 189 | 16,324 |
| Miscellaneous | - | - | - |
| **Total** | 20,796 | 206 | 21,002 |
| Net gains/(losses) on investments | (745) | - | (745) |
| **NET INCOME/(EXPENDITURE)** | (4,512) | 231 | (4,281) |
| **RECONCILIATION OF FUNDS:** | | | |
| **Total funds brought forward** | 18,721 | 839 | 19,560 |
| **TOTAL FUNDS CARRIED FORWARD** | **14,209** | **1,070** | **15,279** |

## 12. GOVERNANCE COSTS

| | 2021 £'000 | 2020 £'000 |
|---|---|---|
| Provision of Children's, Adults' and Community Services | 6 | 11 |
| Special Schools | 19 | 31 |
| Residential Homes and Individualised Support Projects | 88 | 154 |
| | 113 | 196 |

## 13. TANGIBLE FIXED ASSETS

| | Freehold Property £'000 | Building Adaptations £'000 | Motor Vehicles £'000 | Totals £'000 |
|---|---|---|---|---|
| **COST** | | | | |
| At April 1 2020 | **11,481** | **11,627** | **71** | 23,179 |
| Additions | **-** | **331** | **-** | 331 |
| Disposals | **-** | **(816)** | **-** | (816) |
| Revaluation | **(874)** | **(326)** | **-** | (1,200) |
| At 31 March 2021 | **10,607** | **10,816** | **71** | 21,494 |
| **DEPRECIATION** | | | | |
| At 1 April 2020 | 3,858 | 8,893 | 71 | 12,822 |
| Charge for year | 181 | 532 | - | 713 |
| Eliminated on disposal | - | (816) | - | (816) |
| Revaluation | (368) | (240) | | (608) |
| At 31 March 2021 | **3,671** | **8,369** | **71** | 12,111 |
| **NET BOOK VALUE** | | | | |
| At 31 March 2021 | **6,936** | **2,447** | **-** | 9,383 |
| At 31 March 2020 | 7,624 | 2,734 | - | 10,358 |

Included in the cost of freehold land and buildings is freehold land of £546,000 which is not depreciated.

Certain properties were transferred to the charity under trust deeds dated 8 April 1924 and 15 September 1976. At 31 March 2021 freehold property and adaptations relating to those properties are included in tangible fixed assets at a cost of £2.6m. Their market value is likely to be significantly different.

## 14. FIXED ASSET INVESTMENTS

| | Listed Investments £'000 |
|---|---|
| **MARKET VALUE** | |
| At 1 April 2020 | **4,285** |
| Additions | **1,769** |
| Disposals | **(1,769)** |
| Revaluation | **769** |
| At 31 March 2021 | **5,054** |
| **FAIR VALUE** | |
| At 31 March 2021 | 5,054 |
| At 31 March 2020 | 4,286 |

Investments have historically been held in two portfolios managed by Martin Currie Investment Management Limited and BlackRock Investment Managers. The BlackRock portfolio was liquidated during the year. The value of investments held at the year-end can be analysed as follows (2020 Martin Currie Investment Management Limited only):

| | 2021 £'000 | 2020 £'000 |
|---|---|---|
| UK equities | 1,350 | 2,574 |
| Overseas equities | 2,605 | 1,078 |
| UK bonds and gilts | 384 | 286 |
| UK property – unit trust | 315 | - |
| UK cash held on deposit | 400 | 348 |
| | 5,054 | 4,286 |

## 15. INVESTMENT PROPERTY

| | 2021 £'000 | 2020 £'000 |
|---|---|---|
| At April 1 2020 | 143 | 310 |
| Additions | - | - |
| Disposals | - | (170) |
| Revaluations | - | 3 |
| At 31 March 2021 | 143 | 143 |

The total fair value of £143,000 relates to one investment property. The value at the year-end has been determined following an in-depth review of sale prices for similar properties in the same area, taking into account the refurbishment of the property carried out in recent years.

## 16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 2021 £'000 | 2020 £'000 |
|---|---|---|
| Trade debtors | 1,782 | 1,881 |
| Other debtors | 71 | 193 |
| Prepayments and accrued income | 252 | 261 |
| | 2,105 | 2,335 |

## 17. CURRENT ASSET INVESTMENTS

| | 2021 £'000 | 2020 £'000 |
|---|---|---|
| UK cash held on deposit | - | 19 |

## 18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 2021 £'000 | 2020 £'000 |
|---|---|---|
| Bank loans and overdrafts (see note 20) | 2,374 | 105 |
| Trade creditors | 359 | 791 |
| Taxation and social security | 195 | 291 |
| Other creditors | 887 | 928 |
| | 3,815 | 2,115 |

Other creditors include:

A holiday accrual for £296,000

| | |
|---|---|
| Deferred income at 31 March 2020 | 86 |
| Increase in deferrals in the year | (4) |
| Deferred income at 31 March 2021 | 82 |

## 19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

| | 2021 £'000 | 2020 £'000 |
|---|---|---|
| Bank loans (see note 20) | 213 | 294 |

## 20. LOANS

An analysis of the maturity of loans is given below:

| | 2021 £'000 | 2020 £'000 |
|---|---|---|
| Amounts falling due within one year on demand: | | |
| Bank overdraft | - | - |
| Bank loans | 2,374 | 105 |
| | 2,374 | 105 |
| Amounts falling due within one and two years: | | |
| Bank loans – 1-2 years | 127 | 108 |
| Amounts falling due within two and five years: | | |
| Bank loans – 2-5 years | 86 | 186 |

The loan financing is in the form of a secured loan with a variable interest rate.

## 21. SECURED DEBTS

The bank overdraft facility and bank loans are secured on the portfolio of listed investments.

## 22. ANALYSIS OF NET ASSETS BETWEEN FUNDS

| | Unrestricted Funds £'000 | Restricted Funds £'000 | 2021 Total £'000 | 2020 Total £'000 |
|---|---|---|---|---|
| Fixed assets | **9,383** | | **9,383** | 10,358 |
| Investments | **5,197** | | **5,197** | 4,429 |
| Current assets | **1,923** | **895** | **2,818** | 2,901 |
| Current liabilities | **(3,815)** | | **(3,815)** | (2,115) |
| Long term liabilities | **(213)** | | **(213)** | (294) |
| | **12,475** | **895** | **13,370** | 15,279 |

## 23. MOVEMENT IN FUNDS

| | At 1 April 2020 £'000 | Net movement in funds £'000 | Transfers between funds £'000 | At 31 March 2021 £'000 |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| General fund | 757 | (1,911) | 3,080 | 1,926 |
| Designated – tangible fixed assets | 9,023 | (592) | (382) | 8,049 |
| Designated – investments | 4,429 | 769 | (2,698) | 2,500 |
| | 14,209 | (1,734) | - | 12,475 |
| **Restricted funds** | | | | |
| Specific | 11 | - | - | 11 |
| Home fund | 38 | - | - | 38 |
| Children's fund | 8 | - | - | 8 |
| Bet 365 adoption services | 72 | (18) | - | 54 |
| Grant income | 936 | (157) | - | 779 |
| St Joseph's specific legacy | 5 | - | - | 5 |
| | 1,070 | (175) | - | 895 |
| TOTAL FUNDS | 15,279 | (1,909) | - | 13,370 |

**23. MOVEMENT IN FUNDS – continued**

Net movement in funds, included in the above are as follows:

| | Incoming resources £'000 | Resources expended £'000 | Gains and losses £'000 | Movement in funds £'000 |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| General fund | 16,879 | (18,790) | - | (1,911) |
| Designated – fixed assets | | | (592) | (592) |
| Designated – investments | - | - | 769 | 769 |
| | 16,879 | (18,790) | 177 | (1,734) |
| **Restricted funds** | | | | |
| Home fund | 3 | (3) | - | - |
| Children's fund | 1 | (1) | - | - |
| Bet 365 adoption services | - | (18) | - | (18) |
| Grant income | 55 | (212) | - | (157) |
| Covid 19 funding | 487 | (487) | | |
| | 546 | (721) | - | (175) |
| **TOTAL FUNDS** | 17,425 | **(19,511)** | **177** | (1,909) |

**23 MOVEMENT IN FUNDS – continued**

**Comparatives for movements in funds**

| | At 1 April 2019 £'000 | Net movement in funds £'000 | Transfers between funds £'000 | At 31 March 2020 £'000 |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| General fund | (556) | (3,767) | 5,080 | 757 |
| Designated – tangible fixed assets | 8,768 | - | 255 | 9,023 |
| Designated – investments | 10,509 | (745) | (5,335) | 4,429 |
| | 18,721 | (4,512) | - | 14,209 |
| **Restricted funds** | | | | |
| Specific | 13 | - | - | 13 |
| Home fund | 36 | - | - | 36 |
| Children's fund | 7 | 1 | - | 8 |
| Bet 365 adoption services | 89 | (17) | - | 72 |
| Grant income | 689 | 247 | - | 936 |
| St Joseph's specific legacy | 5 | - | - | 5 |
| | 839 | 231 | - | 1,070 |
| **TOTAL FUNDS** | 19,560 | (4,281) | - | 15,279 |

**23. MOVEMENT IN FUNDS – continued**

Comparative net movement in funds, included in the above are as follows:

| | Incoming resources £'000 | Resources expended £'000 | Gains and losses £'000 | Movement in funds £'000 |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| General fund | 17,029 | (20,796) | - | (3,767) |
| Designated – investments | - | - | (745) | (745) |
| | 17,029 | (20,796) | (745) | (4,512) |
| **Restricted funds** | | | | |
| Home fund | 6 | (6) | - | - |
| Children's fund | 2 | (1) | - | 1 |
| Bet 365 adoption services | - | (17) | - | (17) |
| Grant income | 429 | (182) | - | 247 |
| | 437 | (206) | - | 231 |
| **TOTAL FUNDS** | 17,466 | (21,002) | (745) | (4,281) |

**23. MOVEMENT IN FUNDS – continued**

**FUNDS AND TRANSFERS BETWEEN FUNDS**

The tangible fixed asset funds represent the amount of reserves needed to provide the property and equipment for the charity to operate. They equate to the book value of fixed assets less loans used to fund those fixed assets.

The investments fund represents the fair value (market value) of the charity's investments.

The home fund and children's fund balances relate to amounts raised by individual projects and establishments. The balances are restricted, to be expended by the individual homes as and when required.

The St Joseph's specific legacy is a specific legacy given for St Joseph's by a former resident.

The Bet 365 adoption services fund is a specific donation to support the adoption service.

The grant income fund is made up of:

Grant income for the provision of a media wall and exercise equipment and to fund the cost of new doors and CCTV equipment.

Grant income for the refurbishment works to the bedrooms and bathrooms at one of the services. Grant income in respect of improvements at one of the services including:

CCTV Improvements.
Security System.
W.C. Locks on corridors.
Dining Room furniture.
Visitor System.
Control Panel door replacements.

The transfer to the restricted tangible fixed assets fund was made when the monies were expended.

Grant income in respect of staff costs to allow staff training to take place.

## 24. PENSION SCHEMES

The charity's employees belong to two principal pension schemes – the Teachers' Pension Scheme (TPS), and the Aviva Pension Scheme. The total pension cost for the year was £489,930 (2020: £431,408).

### a) Teachers' Pension Scheme

The charity participates in a multi-employer defined benefits pension scheme, the Teachers' Pension Scheme (England and Wales) ("the Scheme"), for its teaching staff. Contributions on a "pay as you go" basis are credited to the Exchequer under arrangements governed by the Superannuation Act 1972. It is not possible or appropriate to identify the assets and liabilities of the Scheme which are attributable to the charity. Accordingly, the charity has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Teachers' Pension Scheme is a statutory, contributory, defined benefit scheme, governed by the Teachers Pension Scheme regulations 2014.

### Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2023.

The superannuation charge for the year represents total employer contributions payable to the scheme of £201,100 (2020: £160,416).

### b) Aviva Pension Scheme

For staff not in the defined benefits scheme the charity operates a Stakeholder pension scheme. This is a unit-linked defined contribution scheme from Aviva. The total employer contributions for the year end were £201,100 (2020: £329,514).

## 25. CONTINGENT LIABILITIES

There were no material contingent liabilities in 2021 (2020: £nil).

## 26. CAPITAL COMMITMENTS

There were no capital commitments contracted, but not provided for, at the year-end (2020: £nil).

## 27. OTHER FINANCIAL COMMITMENTS

Guarantee dated 9 March 2010 in favour of Liverpool City Council for £53,500.

## 28. RELATED PARTY DISCLOSURES

Nugent Care is intrinsically linked with the Roman Catholic Archdiocese of Liverpool and has the incumbent Archbishop serving as President. This link is a major influence on the ethos, culture and objectives of the charity. Within this relationship, the Archdiocese has also conveyed properties for use by the charity in providing residential schools and homes.

Nugent Care controls Nugent Social Enterprises CIC (registered in England and Wales, registered number 08825282). Nugent Social Enterprises was incorporated in 23 December 2013 to operate The Courtyard Cafe and training centre with the aim of providing training for young people not in education, employment or training and employment for adults with learning disabilities. It began trading in May 2014 and ceased trading in May 2017 when the company became dormant. Its accounts have not been consolidated into the financial statements on Nugent Care on the grounds of immateriality.

Nugent Multi Academy Trust (operating as Nugent Academy Trust) was incorporated on 26th 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 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.

The Chief Finance Officer and the Chief Governance Officer of Nugent Care are both directors of the Academy Trust.

There has been no activity within the Trust during the year ended 31 March 2021.

## 29. POST BALANCE SHEET EVENTS

### Coronavirus Business Interruption Loan

The charity repaid in full a Coronavirus Business Interruption Loan post year end in the sum of £2.25m.

### Sale of Property

The sale of James Nugent Court, a former Adult Residential Care home, was completed post year end. The carrying value of the asset at 31 March 2021 was £3.59m.

## 30. RESIDENTS' MONEY

Residents' money held at 31 March 2021 totalled £323,729 (2020: £292,073). In accordance with the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities this amount and the corresponding creditor are not included in these accounts.

## 31. OPERATING LEASES

| | Land and buildings £'000 | Other £'000 | Totals £'000 |
|---|---|---|---|
| Minimum lease payments due: | | | |
| Within 1 year | 17 | 91 | 108 |
| Within 2 – 5 years | 9 | 107 | 116 |
| In more than 5 years | - | - | - |
| Special schools | 26 | 198 | 224 |