

THE STRATEGIC PLAN

2016-2020



Table of Contents

Dignified and Outstanding	3
Our Strategic Plan for 2016 to 2020	3
Foreword (Executive Summary)	3
SECTION 1	5
The Review	5
SECTION 2	7
The Strategy	7
SECTION 3	9
Our Plans for 2016 to 2020	9
SECTION 4	10
Our Assurance – How we will know we are achieving.....	10
Strategic Bridges (Plan on a Page)	10
Appendix A	12
Internal Strengths and Weaknesses (SWOT)	12
European Foundation for Quality Management (EFQM)	13
Appendix B.....	15
PESTLE Analysis of Nugent Care 2015 and Beyond.....	15
Appendix C	20
<i>Values, Beliefs and Behaviours</i>	20

Dignified and Outstanding

Our Strategic Plan for 2016 to 2020

Foreword (Executive Summary)

About Us - Our History

Nugent Care is an established 135 year old charity based in Liverpool, founded in 1881 by Father James Nugent, which offers a diverse range of support to vulnerable adults and children within the North West area through our schools, care homes, community and social work services and social enterprise. We are the social welfare arm of the Catholic Archdiocese of Liverpool.

Our Purpose:

The reason why Nugent Care is here is to continue the kind and essential work started by Father Nugent helping the most vulnerable people in our communities.

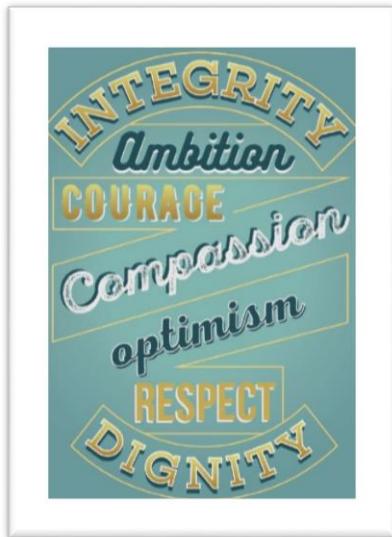
Our Mission:

- To care, educate, protect and inspire those in need.
- To be an employer of choice.
- To be an advocate: A voice for the voiceless.

Vision:

Our vision is be an entirely dignified & outstanding organisation by 2020.

Our Values:



We improve the way we promote, provide and govern our services. We will ensure that our services are financially sustainable, as well as dignified and outstanding in their delivery.

Nugent Care Strategic Plan 2016 – 2020



INTEGRITY COURAGE Optimism DIGNITY
Ambition Compassion RESPECT



Our History

Nugent Care is a 135 year old charity based in Liverpool, offering a diverse range of support to vulnerable adults and children within the North West area.



OUR PURPOSE

The reason why Nugent Care is here is to continue the kind and essential work started by Father Nugent helping the most vulnerable people in our communities.



our mission

To care, educate, protect and inspire those in need. To continue to be major employer within the Liverpool City Region. To be an advocate: A voice for the voiceless.



Our Vision

Our vision is to be an entirely dignified & outstanding organisation by 2020.



OUR VALUES

We improve the way we promote, provide and govern our services. We will ensure that our services are financially sustainable, as well as dignified and outstanding in their delivery.

SECTION 1

The Review

Our History

The origins of Nugent Care date back to the 1800's and the pioneering work of Father James Nugent (1822-1905) in relation to child welfare, relief from poverty and social reform. The work of Father Nugent had a dramatic impact on the lives of thousands of vulnerable people and his work continues to this day through Nugent Care. We are the social welfare arm of the Catholic Archdiocese of Liverpool.

Today, Nugent Care offers a diverse range of support to adults and children in Merseyside through our schools, care homes, community and social work services and social enterprise. As a health and social care provider, we work at the heart of some of the most vulnerable and disadvantaged communities. We strive, not only to provide the best possible service to individuals and their families in these areas, but to generate interest, awareness and an understanding of the issues they face and the impact of this on our wider communities.

Nugent Care supports on average 6,000 people each year. We are a major employer in the area, employing 650 staff and supporting 350 volunteers. We courageously advocate on issues of justice and fairness.

Our Environment

Nugent Care is a registered charity and is therefore regulated by the Charity Commission. We are also licensed to provide services by the Local Authorities across Merseyside as well as the national regulators including regulators Care Quality Commission (CQC), and Ofsted.

The Care Act 2014 has significantly shifted the way that services are provided within the social care sector. There have also been significant

changes to Children's legislation. The CQC and Ofsted have revised the way that they inspect the services that they regulate, expecting a higher level of quality and accountability than ever before. Further, confidence in fundraising has been under threat this last year. This is coupled with ongoing drastic cuts within the health and social care statutory sectors, with Liverpool being particularly affected. This means that Nugent Care is being expected to provide services in a hyper regulated environment with drastically less financial funding available. In essence, we are expected to provide more value for less money.

Family members and commissioning stakeholders also have less finances available and will seek to ensure that there is value in their purchases, and are looking to invest or receive services from organisations who are able to demonstrate that they are not just providing an adequate service but one that is 'good' or 'outstanding' and that this is evidenced by one or more of the regulators. Having a quality rating of 'inadequate' or 'needs improvement' is not financially sustainable. Ratings are openly available online to everyone. Information is accessible. Therefore the information ascertained with regard to Nugent Care will need to be transparent, demonstrate value for money and return on investment, as well as to be noted as providing outstanding care or delivery.

In order to attain recognition as an outstanding service provider, Nugent Care will need to be able to evidence, in advance of the regulators, not just attaining the standards set, but overachieving them. This means modern investment within the way we collect (including the use of electronic case management and management information systems), audit and analyse our data to demonstrate quality

outcomes, value for money and return on investment. We are responsible stewards of the finances that are meant to benefit services users and we are committed to this just activity.

Where we are now – An Internal and External Analysis of Nugent Care

At the end of 2014 the senior managers of Nugent Care conducted a SWOT analysis of Nugent Care and further, conducted a diagonal cross departmental analysis of the organisation as part of the EFQM initiative within Nugent Care. This information was used to inform this Strategic Plan. For more details on the outcomes of this exercise, please see [Appendix A](#).

Nugent Care has also conducted a PESTLE Analysis of how we are fitting in within a larger context. A PESTLE Analysis reviews the Political, Economic, Social, Technological, Legislative, and Environment context in which an organisation operates. The review was conducted using the Strategic Plans and business plans of Local Authorities, regulators, the NHS/CCGs and information bodies such as NICE. The review also considered local and national trade journals, the media (traditional and social media) as well as Government sources. For further information on this external analysis please see [Appendix B](#).

Summary of Organisational Analysis

In summary of our internal and external analysis, Nugent Care is working in an unprecedented

environment both politically and economically. Trust within the Third Sector is currently being tested and therefore we need to be even more transparent in our data, outcomes, fundraising and intentions than ever before. Changes to the National Living Wage, combined with reduced budgets for health and social care funding means that we will continue to be working in an environment that has higher expectations for less money. Our relationships with parishes and other communities will need to be continuously developed and our service user interface widened. Our advocacy role is needed now, more than ever. This will provide us with opportunities for diversification as well as challenges to be able to provide financially self-sustaining projects.

Internally, we need to be continually moving forward in order to remain competitive and true to our mission as an organisation as our environments are changing rapidly. Nugent Care needs to continuously develop to remain a provider of choice, a large and fair employer, a voice for the voiceless, and most importantly, to ensure that we do right by the end users of our services.

The staff of Nugent Care are the sap that runs through the deep roots of this organisation. With their commitment, integrity, courage and kindness, Nugent Care will not only survive these challenging times, but will thrive.

SECTION 2

The Strategy

This strategy sets out what we as an organisation propose to achieve in the next four years leading up to 2020. This strategy sets out a new vision for the organisation.

Vision:

To be an entirely dignified & outstanding organisation by 2020

The proposed and explicit 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.

The vision with regards to an ‘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 Charities Commission and other quality mark organisations such as the Gold Framework for End of Life Care. Further, the vision takes into account our attainment of our own chosen quality markers such as Investors in People (IIP), the European Foundation of Quality Management (EFQM) and/or ISO. 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 & 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.* We will ensure that our services are financially sustainable, and outstanding in their delivery.

Purpose - Why we exist

The reason why Nugent Care is here is to continue the kind and essential work started by Father Nugent helping the most vulnerable people in our communities.

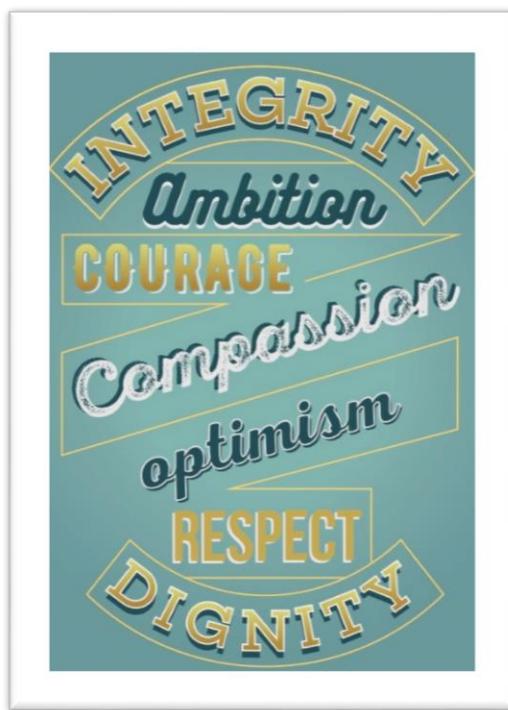
Our Mission – How we achieve our purpose

Our ideal is that everyone is able to live comfortably and in dignity. Unfortunately, for many people this is not the case in their lives, or for some part of their life, and Nugent Care aspires to be there for them. It is essential that through our service provision, we aim to be dignified and outstanding in all that we do.

- To care, educate, protect and inspire those in need.
- To be an employer of choice.
- To be an advocate: A voice for the voiceless.

Our Values

In order to fulfil our mission and purpose we have agreed on a set of values that are the foundation our beliefs and our behaviours throughout the organisation. In late 2015 we consulted with service users, staff, volunteers and stakeholders with regard to our values, beliefs and behaviours. This consultation exercise demonstrated synergy across the focus groups, leading us to arrive at a key set of common values.



The definition of the word ‘accord’ is means signify an official agreement. The values identified, come together to form this acronym, including the ‘i’ at the front of the acronym stands for humble integrity. This very nicely leads to an indication that ‘one agrees...’

Our Beliefs and Behaviours – The Way We Choose To Be

As part of our consultation with our services, users, staff, volunteers and stakeholders, with regards to our values, we also reviewed our beliefs and behaviours in relation to the identified values. For each value identified there were many other words discussed that were either synonyms or had the same spirit/intention as the values of iACCORD.

Appendix C demonstrates the value, as well as its corresponding synonym, belief, and of course the behaviours that we expect to see.

SECTION 3

Our Plans for 2016 to 2020

By 2020...

- ✓ Outstanding Service User Satisfaction
- ✓ £30m Annual Turnover
- ✓ 6-8 Months of Reserves
- ✓ Financial Diversification
- ✓ A Highly Recognised Profile
- ✓ Outstanding Regulator Ratings
- ✓ Outstanding Staff Engagement
- ✓ Employer of Choice
- ✓ Provider of Choice

In order to achieve our plans for 2016 to 2020 we will concentrate on the following:

- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Leadership <ul style="list-style-type: none">• Communication• Values• A Culture of Excellence• Managing Change• Engagement 2. People <ul style="list-style-type: none">• People Development• The Voice of the Service User• Training 3. Strategy <ul style="list-style-type: none">• Raising the Profile of the Organisation• Quality Assurance• Ethical Fundraising | 4. Partnerships and Resources <ul style="list-style-type: none">• Market Position• Business Plans 5. Products, Processes and Services <ul style="list-style-type: none">• Improving our Environment• CRM System• Finances• ICT• CareSys• Information and Knowledge• Expanding Partnerships <ul style="list-style-type: none">• New Business Development• Quality Processes• New Product Development• Customer Relationships |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

SECTION 4

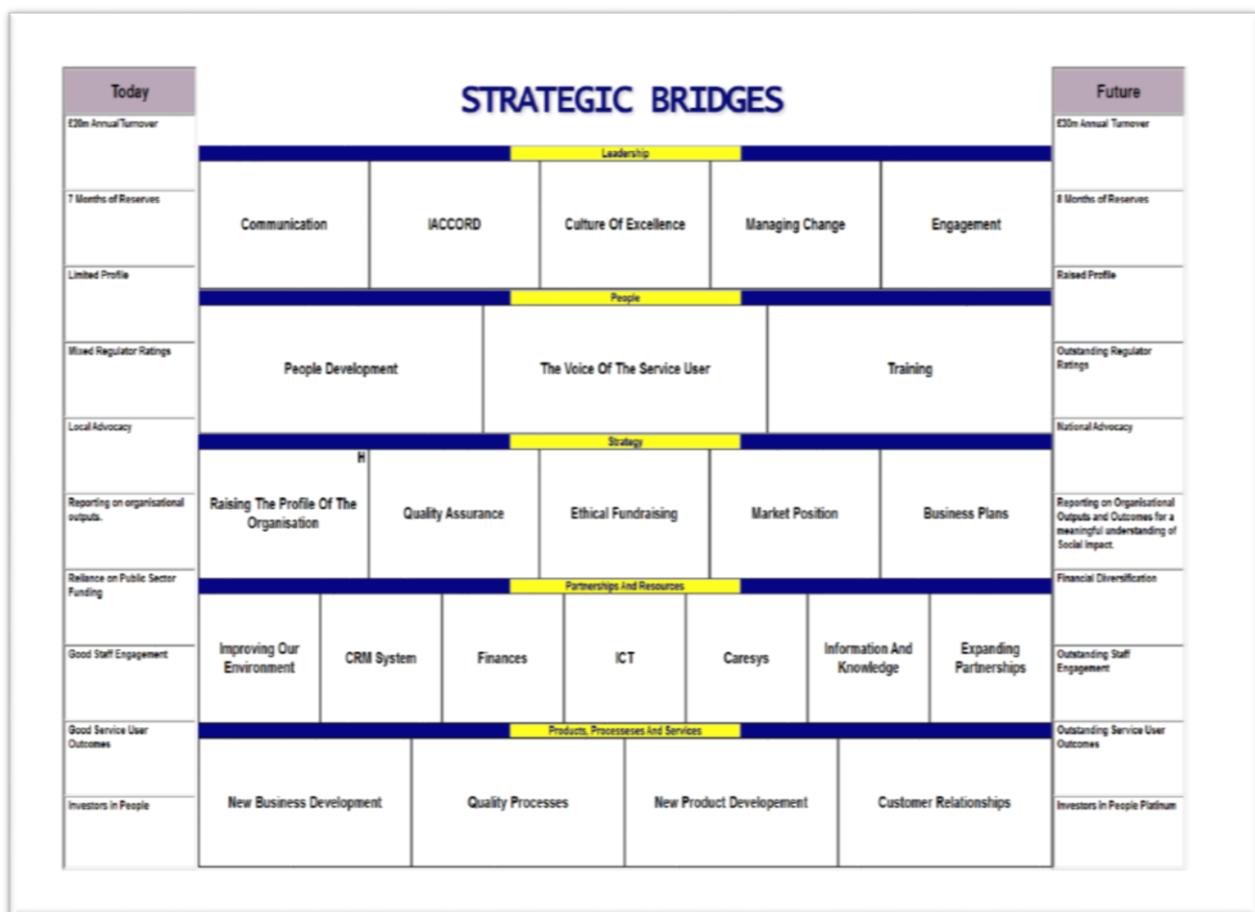
Our Assurance – How we will know we are achieving

We will know we are achieving by ensuring that we are able to effectively evidence both the qualitative and quantitative elements of this Strategic Plan. We will use a quality framework to ensure that we are continuously ambitious in achieving our goals.

EFQM is the yardstick that we measure our success by therefore our planning and operational processes will be aligned with the EFQM model.

We monitor and measure our progress using 'Strategic Bridges'.

Strategic Bridges (Plan on a Page)



We will also incorporate the areas we will focus on noted in Section 3 into our yearly Business Plans which will include departmental strategies.

Business Plans

From the Strategic Plan we will have a business plan for the charity. Underneath this business plan will be key business plans for;

1. Operational Services (Adult and Children's Services)
2. Human Resources
3. Quality Assurance
4. New Business Development
5. Support Services, including;
 - IT
 - Fundraising
 - Procurement
 - Admin
 - Finance
 - Marketing and Communications

The Master Business Plan will incorporate the key strategic outcomes of the Strategic Plan and will be monitored through Quarterly Senior Manager Meetings relating achievement through the projects identified through the agreed EFQM projects, supervision and appraisal, and other identified and evolving task and finish groups. This will then cascade to the business plans within all of the operational services. Business Plans are updated at the mid-way point through the year and progress on the business and Strategic Plans are overseen by our Governing Body.

Measurement

We will have yearly business plans and six monthly reviews to evidence progress against the Strategic Plan.

We will have quarterly meetings in alignment with the strategic plan to ensure that the Strategic Plan is achieved.

Governance

We will constantly and rigorously review and improve our governance by;

- We will ensure that the Trustees and Governing Body are kept informed so that they are able to make well informed judgements.
- We will ensure that that Regulators, including the Charities Commission are kept informed of relevant information.
- We will comply with all regulatory and legislative requirements.
- We will have a clear internal governance framework.

Appendix A

Internal Strengths and Weaknesses (SWOT)

At the end of 2014 the senior managers of Nugent Care conducted a SWOT analysis of Nugent Care and further, conducted a diagonal cross departmental analysis of the organisation as part of the EFQM initiative within Nugent Care.

A SWOT analysis is an analysis of the strengths, weaknesses, opportunities and threats that an organisation faces. Following this day of review key issues were narrowed down to these most commonly agreed areas.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none">• Staff skills• Staff commitment• Stakeholder relations	<ul style="list-style-type: none">• Terms & Conditions of employment• Funding pressure• Slow internal processes	<ul style="list-style-type: none">• Communication• Staff recognition• Development of wider services	<ul style="list-style-type: none">• Recruitment & Retention• Reliance on public sector funding• Competitors• Reduced budgets

The managers of our organisation felt Nugent Care had great strengths with regards to staff skills, and staff commitment. They also felt that the relationships that we have with Stakeholders is a strength. The weaknesses that the group felt we experienced were in relation to terms and conditions of employment (including salary), funding pressures and also cited slow internal processes. Opportunities for Nugent Care included; strengthening communication, staff recognition and the development of wider services. Threats to the organisation included recruitment and retention of staff (which tied in to the weaknesses of the employment terms and conditions of Nugent Care), reliance on public sector funding, competitors and a pressure to improve the quality of services due to reduced budgets.

Following the away day an analysis of the information gathered above, grouped the issues identified into three main topics, these were;

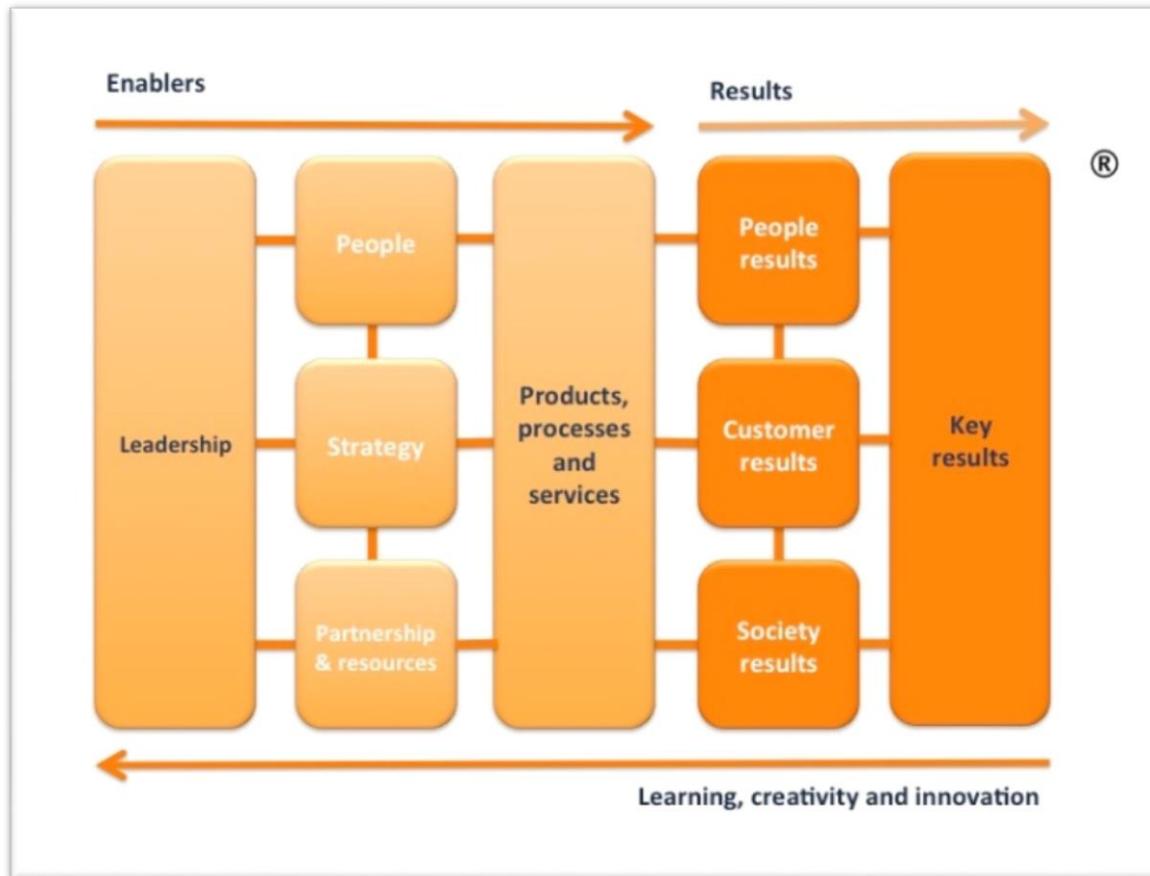
- Relationships
- New Developments
- People
- Sustainability

The group then looked at interventions and suggestions in order to address the particular areas Business Plan Away Day Follow Up). Many of these items have been addressed through an Operational organisational restructure and the HR Strategy, however many of these identified areas will translate into areas for development in both this strategic Vision, 2016-2020 and were further identified through the EFQM consultations.

European Foundation for Quality Management (EFQM)

EFQM is a quality framework and is an acronym for European Foundation for Quality Management.

The EFQM framework looks at a set of enablers which put into action will demonstrate a set of results.



The EFQM group consisted of a group of staff that represented a diagonal slice of the staff that are based here. This included staff from front line workers through to the Director of Operations and was facilitated by an external consultant from North of England Excellence.

This group also did a SWOT analysis and grouped their findings into a number of project groups which included;

- A. To improve IT efficiency
- B. Staff development (HR and Training)
- C. Customer feedback & outcomes
- D. To raise the profile of the organisation
- E. To improve culture, processes, leadership & communication

- F. Improving financial awareness and compliance
- G. To improve environmental policy

Following this the group then further analysed their findings through an exercise that looked at the strategic impact of the issues versus the ease of implementing. This exercise ranked the groups into a hierarchy that noted that (E) Improving Culture, processes, Leadership and Communication, (B) Staff Development and (D) Raising the Profile of the Organisation were projects that could both strategically benefit the organisation but also have some 'quick wins' within the topic areas.

This information was brought to the Executive Management Team for consideration. All project plans were approved and were agreed to be incorporated within the Strategic Plan 2016 – 2020 with three of the projects being initiated immediately. These three were;

1. Staff Development,
2. Raising the Profile of the Organisation, and,
3. To Improve IT Efficiency.

Improving IT efficiency was fast tracked through this development as there was a key IT programme about to be launched (CareSys) that the EMT would know would have a great impact and high risk if IT was not developed as a priority. Culture, Processes, Leadership and Communication will be addressed within the Strategic Plan and the EFQM Project Groups.

Appendix B

PESTLE Analysis of Nugent Care 2015 and Beyond.

A PESTLE Analysis reviews the Political, Economic, Social, Technological, Legislative, and Environment context in which an organisation operates. The following is a brief PESTLE analysis of Nugent Care.

Political

In 2015 a Conservative Government was elected and therefore will be in power for the majority of the time that this Strategic Plan covers. Currently, the Conservative Government is setting the budgets which will have a detrimental impact on welfare recipients, care recipients, the working poor with regards to Tax Cuts and funding available for services.

Confidence in the Third Sector - In 2015 there are currently five national reviews of charities or proposals to reform the nature of charities. The closure of Kids Company, BeatBullying and the British Association for Adoption and Fostering, The Cage vs The Charity Commission case and the review of fundraising activity has politically called into question the governance and ethics of the third sector.

Charities having access to donor details and 'Big Data' are also being politically queried in the media, particular in relation with misuse of that data.

Donors, beneficiaries, and partners expect Charities to be transparent in their finances, not only through submitting accounts online but there is also a push currently to have charities publish the number of salaries above £60K. The public want to know what impact the charity is having.

The media and the Charities Commission appear to be steering in the direction of reduction of the number of charities in existence, discouraging the creation of new charities, and encouraging the merging of existing charities. The Charities

Commission itself has seen a stark decrease in its resources.

The 'NHS 5 Year Forward View' calls for services to work more closely together, including between general practices and hospitals, health and social care, and physical and mental health, so that the NHS is truly person-centered.

International crisis and war is increasingly becoming a local issue. The war in Syria and social/political unrest in other countries are now a local issue with calls from the church to host migrants or calls to action to support Aid to particular causes. The Immigration Act (see below) and the proposed Immigration Bill will have an impact on some of the most vulnerable people. Additionally a consequence of an increasing focus on migrants or refugees has the potential to impact a health and social care system that is also currently struggling to meet the needs the migrants or refugees that are within the UK now (CSAN, Directors Forum, 2016).

According to a search carried out by nfpSynergy indicated that more than half of charities should be out spending their money rather than saving it. The same research indicated that that people would be more likely to agree that charities need larger reserves when discussed in months of reserves rather than a financial amount.

The Institute of Fundraising revised its ***Code of Fundraising Practice*** and the government ordered root-and-branch restructure of regulation into fundraising activities of Charities. Although Nugent Care is not over affected by these changes, we work within an environment where fundraising practices are being scrutinized at an unprecedented level and this may deter activity within our fundraising efforts. The

Etherington review was tasked with the reviewing the current self-regulatory system for fundraising and whether or not it was effective. Concurrently the government table amendments to the Charities (Protection and Social Investment) to address concerns about the use of external fundraisers.

Economic

Funding on a national and local level continues to be decimated. Nugent Care is consistently being asked to review fees for cost reductions. A recent plenary speech by the Chief of Liverpool City Council indicated that discretionary spending had already been ceased and he has reduced statutory spending by 25%. He stated that in two years there would not be further funding. The Liverpool Mayor's Budget 2014/15-2016/17 needs to save £156 million, on top of the £173 million over the previous three years. There are calls within the sector that Local Authorities may not be paying for the true price of care.

From April 2016, the government will introduce a new mandatory National Living Wage (NLW) for workers aged 25 and above, initially set at £7.20 – a rise of 50p relative to the current National Minimum Wage (NMW) rate. The adult NMW rate is currently £6.70. From 1 April 2016 the premium will come into effect on top of the NMW, taking the National Living Wage to £7.20. The NMW will continue to apply for those aged 21 to 24, with the premium added on top for those aged 25 and over, taking the total hourly rate to the National Living Wage.

Finances as closely linked the quality of care and the ratings to that care as determined by external regulators. With decreased funds available, the largest expenditure currently in health and social care is staffing, however inadequate staffing levels and its effect on health and safety and quality of care is the most significant factor noted

when a service is inadequate or needing improvement.

With the cuts to Local Authorities and public health funding, thresholds for care will increase which will mean that we will experience individuals at the far end of the care spectrum that will have more complex needs and severity of needs with less resources in order to support these.

Charitable fundraising will be hit hard with a new regulator and The Fundraising Preference Service which could lead to a situation where charities are unable to talk directly to their supporters. It may be harder to attract new supporters in the years to come without exerted effort. This could lead to a risk that charities could rely on their reserves in order to continue to function.

Social Impact / Investment Bonds

B Corps – B Corps are Benefit Corporations. They are for profit entities that have a social and environmental impact. Essentially, they are the next stage of evolution of the Social Enterprise, but attract larger investment and therefore have the ability to create larger impact. With the decrease in public sector and fundraising income, organisations with a mission to benefit others are working closely with private sector funders in order to creatively and ethically fund projects with benefit that may not ordinarily attract funding.

There have been examples of Local Authorities elsewhere in the country cutting funding to charities with an expectation that the charities will use their reserves to deliver the same level of service.

It is also worthy to note that former large government agencies have now become charities, i.e. the Canal and River Trust. This movement onto the charitable stage means a re-distribution of charitable funding throughout the country. Other organisations are changing the way that they structure themselves, some becoming Charitable Incorporated Organisations

(CIOs) which is altering the way charities are competing for charitable funding as well as potentially confusing the public about what a charitable organisation is.

Social/Cultural/Ecumenical

The population across the UK is aging. Figures suggest an increase of around 2 million in the number of people over 70 years old. The impact on the health and social care services in the UK will be significant. More people will need the support from charitable sources.

The make-up of traditional households is changing. There are more single person households than ever before. This will drive up the need for accommodation particularly in the larger urban centres. This also means that the single households are more likely to be hit by variances in the economy and will be less likely to apportion parts of their income to charity.

Our relationships with the parish communities will need to be continuously developed and our service/fellowship interface, widened.

The media are promoting a strong anti-welfare agenda. Meanwhile people in poverty, the working poor and vulnerable people are seemingly more disadvantaged and more in need due to the political agenda.

The use of foodbanks is increasing. Nugent Care needs to work closely with expert organisations such as the Trussell Trust in order to minimise duplication of effort, with maximum impact.

Equality and diversity are key drivers of the charitable sector. As champions ourselves we need to constantly assure ourselves that we ourselves are an equal and diverse organisation. Reviewing regularly,

- The gender balance within leadership roles within the organisation.
- The diversity balance within the organisation and a true understanding of our diversity and equality positions.

- Reviewing our positions of leading and ‘doing for’ groups of independent and capable people, such as the Deaf community.
- Succession planning.

Technological

Our online and social media presence is crucial. This is often the first ‘look in’ to Nugent Care from charitable investors, commissioners, families looking to place with us, news media, potential volunteers and staff and the general public. Our information needs to be value congruent, current, modern and consistent across all platforms.

Trust is key in expanding technological initiatives within a charity. Digital fundraising is only one aspect of technological developments that can develop within a charity. It can also be used to demonstrate effectiveness, quality and to aid communication. Innovation and links to social media can create the largest return on investment as in the case study of Refuge UK who teamed up with a YouTube Beauty Guru demonstrating how to use makeup to cover bruising thereby raising awareness of domestic violence. Innovation, luck and timing is contributory to a healthy return on investment.

Regulators and commissioners have a high expectation of evidencing performance, outcomes and outputs. Nugent Care is now moving towards a charity wide case management system and management information system. This will facilitate;

- The auditing of care and safeguarding of vulnerable people.
- The quick and timely collation of performance outcomes and outputs – data is instant and securely accessible.
- Provide the evidence for advocacy campaigns, fundraising and tender and grant writing.
- The Management Information Analysis of the data collected by the technological systems

will be facilitative and grow during the next four years.

Training records are required by the regulators and the commissioners of service and these need to be accurate and current. Electronic and accessible records, therefore are key with the implementation of iTrent.

Staff will need to be recruited with the relevant skills in order to work in an environment which expects a higher level of technological aptitude.

Adaptive technology for service users is a key tool for increasing safety, dignity and quality of life.

Our IT infrastructure is robust and modern. We must ensure that effective resources are available to ensure protection of data and information. The IT customer interface will experience a transition period in whilst staff become acclimatized to working within a technological environment and as new staff are already recruited with these skills.

Regulators including Local Authorities, Ofsted, CQC, and the Charities Commission expect the transmission of information to occur electronically.

Legislation (including Regulation)

The national regulators at the CQC and Ofsted both started inspection against a new inspection framework. Both regulators are now using the same rating system and will be doing joint inspections. Inspectors at both of these national regulators liaise closely with the local authority for their opinion of quality prior to inspection.

The Lobbying Act will affect the way that Charities will be regulated with regards to finance and has created national debate which will continue for some years.

The Health and Social Care (Safety and Quality) Act 2014 has changed both the care and financial landscape for services that provide services for vulnerable adults.

Children and Families Act 2014 will mean changes to the law to give greater protection to vulnerable children, improved support for children whose parents are separating, a fresh system to help children with special educational needs and disabilities, and assistance for parents to balance work and family life. The act also safeguards vigorous alterations to the adoption system can be put into practice. Improvements for children in care can be implemented including giving them the choice to stay with their foster families until they are 21 years of age.

Working to Safeguard Children was updated in March 2015. The Department for Education produced fresh guidance for people working with children in England. This new guidance supersedes the previous version of Working Together to Safeguard Children, 2013.

The 2015 guidance also incorporates legislation and statutory guidance published since 2013.

The Modern Slavery Act 2015 introduces new transparency requirements that will require businesses to prove that no slavery and/or human trafficking is taking place within their business and/or their supply chains. Should our income exceed £36/m we would be required to evidence this.

The Immigration Act 2014 makes provision to inhibit private landlords from renting houses to individuals without status and will stop illegal immigrants from obtaining driving licenses and bank accounts.

The Immigration Bill 2015 extends provisions introduced by the Immigration Act 2014 and will implement a number of measures which were outlined in the Conservative Party General Election manifesto. These changes may have a substantial effect on the safety and well-being of asylum seekers, many of whom will be exposed to greater risk of mistreatment and destitution.

The **Welfare Reform and Work Bill** makes significant amendments to the **Child Poverty Act, 2010** as well as implementing some measures announced in the Chancellor's July 8, 2016 budget. These measures may have a negative impact on low income and working families. This Bill would change the Child Poverty Act of 2010 to the "**Life Chances Act**" and changing income related targets to be replaced with alternative measures. The potential removal of the measure of income being removed and an increasing focus on worklessness.

Poverty has a direct link to a lack of financial resources and worklessness runs the risk of becoming a primary focus. Additionally, clauses within the Bill introduce a "two child limit" for Child Tax Credits and their equivalent under Universal Credit. CSAN wrote, the effect "two-child limit will be to substantially disadvantage around two million children living in larger families, many of whom are in, or at risk of, poverty."

The Charities Commission has reminded the third sector of its responsibilities under anti-terrorism legislation in that we must remain alert and vigilant to the risks that third sector organisations experience when operation in areas where terrorist groups could operate or exercise control or where there is a risk of terrorism.

Environmental

We are continuously moving toward increasing our environmental strategy within the organisation. Including the implementation of more efficient heating systems, recycling, the growing of our own food and the use of green space.

ESOS is a mandatory energy assessment scheme for organisations in the UK that meet the qualification criteria of which Nugent Care meets. Therefore we must carry out ESOS assessments every 4 years. These assessments are audits of the energy used by their buildings, industrial processes and transport to identify cost-effective energy saving measure.

Appendix C

Values, Beliefs and Behaviours

	Value	Synonyms	Belief	Behaviour
		<i>Words that have the same spirit or meaning as our chosen value words</i>	<i>These are the beliefs that we have as an organization based on our values.</i>	<i>These are the behaviours we would expect of ourselves given our shared values and beliefs.</i>
i	Integrity	Honesty Trust Openness Fairness Truth Justice	As a health and social care provider we should have strong moral principles.	We do what we say we are going to do. We ensure our decisions are underpinned by our values. We are consistent, open and fair. We are open and provide constructive feedback. We are inquisitive and open to ideas. We share knowledge and information with each other. We confront ethical and legal dilemmas immediately. We use resources entrusted to us responsibly.
A	Ambition	Commitment Dedication Passionate Creative Professional Cooperation	In order to provide the best outcomes for our service users we aspire to be the best we can be.	We are collaborative. We constantly strive to be outstanding. We make a positive difference. We manage our finances diligently. We ensure we deliver high quality care. We work as a team to ensure our success. We focus on the balance between important business issues for the charity and care provision. We ensure that we are seen as a provider of choice and quality services by our regulators. We continue to ensure we maintain a skilled, emotionally intelligent and diverse workforce.
C	Courage	Bravery Safety Determination Fortitude	We must do what is right even if it is difficult to do.	We keep people safe. We bravely travel new roads and build up or challenge accepted wisdom and practice. We clarify our expectations with each other and promote change. We advocate and are the voice of the voiceless. We are brave enough to have difficult conversations.

				We take on difficult times in the best interest of the service user. We are accountable and take responsibility. We learn from our mistakes.
C	Compassion	Kindness Caring Loving Patience	Those that are suffering deserve to be helped.	We ensure that our decisions are made with the best interest of our service users in mind. We treat others as we wish to be treated. We show that we care by being kind. We are comforting. We continue to make our services available to people who are most in need of them. We ensure our care is evidence and outcome based.
O	Optimism	Humour Fun Faith Happiness Hope	Expecting the best possible outcome from any given situation.	We believe we will succeed. We use appreciative enquiry to clarify our understanding. We are solution focused. We celebrate our successes. We are eager for innovation.
R	Respect	Consideration Polite Courteous	Treat others as we wish to be treated.	We show consideration for one another. We respect each other views and listen. We give praise where it is due, and challenge where we need to. We care for the environment. We respect the spirit of our Collective Agreement. We continue to involve service users in the planning and development of services.
D	Dignity	Peace Ethical	People have an innate worth, value and distinction.	We strive to provide dignity at work. We value and respect equality and diversity. We are supportive of the Living Wage and equal pay for equal work. We treat people well knowing they are valuable and important. We respect individual's privacy. We provides service that we would be happy to receive ourselves.

* Support services include all functions that are not front line services, including (but not limited to);

- Human Resources
- Training
- Administration
- Procurement
- Health and Safety
- Finance
- IT
- Quality Assurance
- Property Services
- Fundraising



Submitted to Governing Body on March 3rd, 2016 for consideration and approval.

N. Wragg, Chief Executive.

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