



annual report  
2015/16

 nugent

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# about nugent

At Nugent we offer a diverse range of support to adults and children in Merseyside through our schools, care homes, community and social work services and social enterprise. We work at the heart of some of the most vulnerable and disadvantaged communities. We strive also to generate interest, awareness and an understanding of the issues they face and the impact of this on our wider communities.

We support on average 6,000 people each year. We are a major employer in the area, with over 700 staff and supporting over 200 volunteers. We advocate on issues of justice and fairness.

## **We aim to:**

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

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

# ceo's welcome

Welcome to our Annual Report for 2015/16.

I am excited to share with you our annual report, my first report as Chief Executive since arriving in post in October 2015, when the previous Chief Executive, Ms Kathleen Pitt, retired after many years of dedicated service. Prior to October 2015, I was the Director of Operations for Nugent for two years. Nugent is an incredible organisation, helping so many vulnerable people, with staff who are so dedicated and driven, and volunteers who bring their commitment and enthusiasm to the fore for the people we serve. What a legacy to be a part of.

This year has been a time of exceptional changes within Nugent, mainly with Kathy retiring, but also in us looking internally at all that we do to begin the journey of continuing to improving how we work, building on our past success, and finding new and innovative ways to ensure we uphold the legacy of Father Nugent and the principals and guidance that he embedded in all that Nugent does and stands for.

Like many other charities, we too have been affected by the cuts in government and local authority funding. We have taken a brave and courageous position to increase our

profile within the market place in order that we continue to keep pace with the ever changing external competitive market. We may yet see difficult years to come, however, I am confident that we will rise to the challenge.



Normandie Wragg,  
CEO

We have a new strategic vision and a revised set of values that has been developed through consultation with staff, service users, stakeholders and our Governing Body. We began a process of re-branding Nugent from Nugent Care and improving the way that our story comes across. This has been a rewarding process, involving staff and volunteers has helped ensure that our guiding principles are at the heart of our work. Across the year Nugent has supported people across all walks of life and helped them make positive improvements and changes that have impacted on others. We are always amazed and enthused by people's resilience, where just a little support can make such a big difference, and this is at the core of our work.

# chair's message

I am happy once again to welcome you to our Annual Report all about our work here at Nugent, the official social welfare arm of the Archdiocese of Liverpool. This year again has been a busy year, responding to increasing need, a year of facing challenges but also a time of looking towards the future with confidence.

These times of austerity and increasing demands for our services are indeed a challenge. We are inspired by Pope Francis who tells us of this situation:

*"I believe that, yes, the times talk to us of so much poverty in the world and this is a scandal. Poverty in the world is a scandal. In a world where there is so much wealth, so many resources to feed everyone, it is unfathomable that there are so many hungry children, that there are so many children without an education, so many poor persons. Poverty today is a cry. We all have to think if we can become a little poorer, all of us have to do this."*

Here at Nugent we echo the call of Pope Francis and respond to the call of the poor with courage and determination to be an effective friend to those vulnerable children,

adults and communities who use our services and projects.

During this year we have had to say a fond farewell to our CEO Kath Pitt, who provided leadership and advocacy for Nugent for 12 years as CEO and has decided to retire. We wish her the very best for the future. We welcome our new CEO, Normandie Wragg, who has been with Nugent since 1st October 2013 as Director of Operations. We are secure in Normandie's abilities to take on this role in exciting times for Nugent and to maintain the legacy of Father Nugent's kind and essential work helping the most vulnerable people in our communities.



Fr Michael Fitzsimons

# trustees and governing body

## **President**

Most Rev Archbishop Malcolm McMahon OP

## **Trustees**

Father Michael Fitzsimons  
(Chair of Trustees)

John-Paul, Dennis  
(Vice Chair of Trustees)

Malcolm Boardman

Peter Hodges

Robina Murdoch

## **Governing Body**

Bernie Cuthel

Maxine Ennis

William Stead

Dermot O'Connor

Jonathan Berry

Kathleen Batt

Father Martin Kershaw

# executive management and leadership

## **Executive Management Team**

### **Kathleen Pitt**

Chief Executive Officer. Retired October 2015

### **Normandie Wragg**

Chief Executive Officer from October 2015  
(formerly Director of Operations)

### **Liz Jackson**

Director of Operations from October 2015  
(formerly Assistant Director of Children's  
Services)

### **Mark Roche**

Director of Finance and Business Support

## **Executive Leadership Team**

CEO, Director of Operations and Director of  
Finance and Business Support and;

### **Mike Blackwell**

Head of Human Resources

### **Anne-Marie Carney**

Assistant Director of Children's Services  
(appointed January 2016)

### **Helen Burgess**

Assistant Director of Adults Services  
(appointed August 2015)





# children's services

## **Nugent House School**

We are very proud of our pupils who this year all passed their GCSE's with one young man getting two grade C's in English and Music which is magnificent. These successes allowed two of our leavers to move on to college to study Performing Arts and Vehicle Maintenance.

During spring the physical education pupils took part in a five-a-side tournament at the Etihad Stadium in Manchester and Wigan Warriors RLFC attended to deliver a rugby skills session with our pupils.

The Music department produced its annual Christmas music concert and we were lucky enough to have the Lord Mayor of Liverpool, Tony Concepcion visit us and meet all our pupils for a tour of the school. In return he invited six boys to visit the Liverpool Town Hall.

We ended the year with 41 pupils on role which was good progress from the previous academic year.

## **Nugent House Children's Home**

Our young people at Nugent House have enjoyed a wide range of opportunities and experiences in keeping with their complex needs.

Several young people have become part of local football and rugby teams and have thrown themselves into training enthusiastically. One young person received the Barry Mealedy trophy for 'achievement against the odds' which was presented by Phil Thompson in St Helens.

One of our older boys has been commended by St Helens College for his commitment to and achievements in the Life Skills programme and is currently enjoying placements in Catering and Horticulture.

Trips have included Center Parcs in Cumbria and sightseeing tours of London with one young person who had been unwilling to participate in activities choosing to go on a steam train from Wigan to Sheffield. This included breakfast, a stint on the footplate and a full Sunday roast; a breakthrough in his progress towards independence.



## Clarence High School

We have had a really successful year here at Clarence High School. All of our Year 11 students achieved passes in English and Mathematics and one achieved a Grade C in GCSE Mathematics - a phenomenal achievement for the young person and a testament to the excellent teaching and support the young people receive here.

We have raised hundreds of pounds for various charities, and raised awareness of issues via 'jeans for genes' and 'wear it pink' days. We also had a hugely successful, well-attended Macmillan coffee morning which raised a lot of money and also involved the local community.

Our students completed a work experience programme which greatly helped their social development. Once again one of our students was elected Young Lord Mayor of Liverpool. This is an absolutely tremendous achievement and we are really proud of the young person involved who has already been on an official engagement and represented us here at Clarence and Nugent as an organisation with dignity.

## Schools Social Work Services

We have achieved well in the local economic climate, maintaining our contracts and relationships with our schools. In total we have worked with 115 children and their families, and continue to maintain positive links with other professionals.

We have a business plan which will see staff trained in aspects of therapeutic care that can be an additional offer to schools. This will also allow us to expand our offer to local authorities wishing to purchase specialist interventions.

The proposed rebrand of Nugent will help to drive the need for a rebrand of the School Social Work Service to enable it to open up the market through better promotion of the unique services we offer.





## **Marian House Home for Children and Young People**

Over the past 12 months we have provided good quality care in a small, safe and nurturing environment for a number of young people with complex needs. We successfully focus on life skills and preparation for independent living. Two of our young people had the opportunity to work voluntarily for charitable organisations. One organisation was our own Courtyard Café and the other a local charity shop, both of which were instrumental in developing the young peoples' social skills, raising their self-esteem and providing them with the opportunity to achieve valuable life experiences.

Normally we provide care up to the age of 18; however one young individual wished to remain with our service beyond this time. We were fortunate to be able to secure a variation in our licence to support her through this difficult period in her life, for a further six months. She has since moved on and is now settled and living independently.

Marian House was the first of the children's services to successfully go live with CareSys, Nugent's new electronic recording system.

## **Marydale Secure Unit for Children and Young People**

St. Catherine's received the Josephine Butler Award in May 2015. We are very proud of this achievement as it confirms the recognition of the very difficult task we have in supporting our young people but more importantly it helps us to challenge pre conceptions made in relation to this very vulnerable group of young people. We consider ourselves to be great advocates for young people and this award acknowledged and celebrated our efforts.

We have provided a protecting and caring environment for 39 young girls over the past 12 months, all of whom suffer from the impact of trauma and, in most cases, neglect. A lot of the girls keep in touch and more recently one young person contacted us to tell us how much she enjoyed being at St. Catherine's and was able to discuss happy memories of attending external events with staff. Another young person rang to ask if she could return as she has never felt so cared for as much as she did by the staff working within Marydale, which is a great testimony to the staff team. There is no doubt that the staff have a very difficult job to do but such feedback provides great job satisfaction.

We have been fortunate to obtain various grants from DfE and NHS England which has allowed us to upgrade security across the site and provide much needed recreational resources for our young people.



## **Clumber Care Home for Children and Young People**

The majority of our children have been supported to achieve 100% attendance at school and really enjoy their education.

Some of our children and young people participated in a presentation for Nugent including a discussion around the ethos of their care and the culture and the benefits of spirituality. One of the young people told the audience of her good experiences of the care system with us.

Staff, children and young people at Clumber has significant input into Nugent's review of its organisational values, with so many common themes; kindness, caring, trust and safety coming through on most of the children's contributions.

The children and young people enjoyed various outings and we invested in season travel tickets – transferable where possible. Some of the older children spent some weekends with staff at the nearby Presthaven caravan site where there are plenty of activities and entertainment.

Various groups within the local community became involved during the year donating presents and money - M&S, NatWest, some of our local churches, friends and neighbours.

We received a grant of over £3,000 which we used to buy two computers, a HeartMath programme and training for staff from A Quiet Place.

## Adoption

2015/16 was a time of consolidation for the Adoption Service after a difficult year in 2014/15 where court changes meant the number of children available for adoption dropped dramatically. The situation is showing significant improvement as we move into 2016/17.

**£100,000**

in grants obtained from other bodies to support our adoption work

**12**

children placed for adoption

**14**

adoption orders granted

**79**

enquires from prospective adopters

**87**

enquiries from adopted adults and birth relatives regarding possible tracing

**6**

approval of inter-country adopters

**16**

approvals of Domestic (UK) adopters



# adult services

## James Nugent Court Care Home

We achieved high occupancy across the year and developed the provision for elderly people with dementia by turning 14 rooms into specialist dementia beds.

Our busy and vibrant care home continues to be a stimulating place to live for our residents, with lots of activities provided by our activities team that aim to ensure people are fit and healthy in both mind and body. We have memory activities that help keep memories alive through photographs and conversation and our staff are trained in Oomph which is a recognised exercise programme for older people, which our residents take part in and really look forward to.

Our Coffee shop is open and running with support of volunteers from Nugent and is a great focal point for residents and visitors.



## Margaret Roper House Care Home with Nursing

We have had various parties throughout year organised by and for our residents including an anniversary, Valentines Day, Chinese New year and Shrove Tuesday. The annual Christmas and New Year celebrations at Margaret Roper House were appreciated by all – especially when the manager dressed as Charles Dickens!

Our service users continue to enjoy life and have played a role in managing the house, and consulting on any changes such as decorating and planning activities and holidays.

Margaret Roper House was the second service to go live on our electronic record keeping system, Caresys

## Geel and Hitchen Court Care Home with Nursing

Following a robust inspection by Liverpool City Council, under the new system for contracts inspection, Geel and Hitchen Court achieved 92% compliance.

In addition to the inspection by Liverpool City Council, the home was inspected by Environment Health and the service awarded a 5 star rating.

Geel and Hitchen Court has embraced our CareSys electronic record keeping system, and was one of the first services to 'go live'.



## St Joseph's Care Home

We achieved full occupancy of 18 service users and were awarded 97% from Liverpool City Council for our inspection from them. We received our results for our Liverpool City Council Infection Control inspection which was also 97%.

Residents have been on regular outings to Llandudno and to Blackpool. Our summer barbecue was a great success and we have just enjoyed our firework extravaganza and barbecue with residents' friends and family present.



## Lime House Care Home

One of our residents had a wish one to re-enact the Kate Winslet scene on Titanic, so it was timely that a trip had been arranged for a day out on a canal boat, not quite the ship they had in mind, but it was the next best thing we could do.

Last year we were approached by a company who wanted to offer their services to Lime House by carrying out some decorating work and work in the garden. They built a sensory garden with benches, repainted the fences, built raised beds to allow the residents to tend to them, put up bird boxes and hanging baskets. They also decorated one of the lounges and the main dining room. All the materials were provided free of charge as was their time, we are so grateful for the work and the generous support.



# community services

## **Caritas in Nugent**

Keeping true to our mission 'to be an advocate, a voice for the voiceless' our Caritas teams are working with some of the most vulnerable and isolated people in our communities within the following projects:

### **Opening Doors**

Betty\* is one of the people we have supported. Betty used to love going out, she went out every day and loved to visit her sister. She was very active until a recent fall some months ago. Betty is 88 years old, she lives alone and has no friends. Her sister is in a care home and her brother is the sole carer for his wife.

We introduced Betty to Jean, a Nugent volunteer, together they went and took part in chair based exercise class. Jean supported Betty for 12 weeks to go to the classes and has had a massive impact on Betty's life, Betty is now confident to go to the exercise classes on her own and looks forward to seeing her new friends every week. Betty is involved in the Opening Doors project that is being funded by Knowsley Council.

\*Name changed to protect the privacy of our service user

## **Catechist Team**

The Catechist Team strive to put the needs of people with disabilities at the heart of everything we do and make every effort to be a fully inclusive and welcoming community. We do this by offering support and providing preparation for the sacraments of the Catholic faith to children and adults with learning difficulties. We also offer opportunities for on-going faith formation in the form of reflection days/retreats etc. for adults with learning disabilities.

We dedicate ourselves to creating Catholic communities where all are welcome and where everyone belongs to the Body of Christ.

## **The Deaf and Sign Community Service**

The Deaf and Sign Community Service offers specialised support in Merseyside including BSL sign language classes, an arts and drama group, interpretation service, health awareness services and support in all areas of spiritual and pastoral life for people who are Deaf.

## **Hear Here Project**

Hear Here project supports people who have acquired a hearing loss and offers practical support in the form of lip-reading classes, basic computer training – laptop, tablet, smart phone etc. Communication awareness courses – for service providers. Advice on specialist equipment and short term loan scheme.

## **The Volunteer Management Project**

The Volunteer Management Project is supported by over 200 volunteers who freely give their time and skills to enable disabled, isolated and vulnerable people to be active within their community. Some of our volunteers have been with us for over 30 years which is a testament to their dedication and commitment.





## **Nugent Horticultural Training Centre**

The main focus has been the inclusion of the people who use the service by developing individual support plans.

As part of supporting people we are developing high achievement awards and portfolios and recognised fully funded NVQ qualifications and employability skills which include telephone and office skills, learning new social skills and building confidence.

## **The Courtyard Cafe Training Centre\***

The project provided training to four students as well as serving quality, freshly cooked meals to workers from across Knowsley Business Park.

The students took part in catering industry standard training programmes and undertook in-house training to work within catering industry requirements and achieved really well. They have all progressed personally, gaining not only key skills in catering but also confidence in working 'front of house' with customers, serving at the counter and waiting tables serving food. They experience all aspects of the business including assisting in food preparation, baking, sweeping and cleaning and hygiene skills.

One of the students, John Birchall, was awarded a Dignity in Care Award at our AGM and was overwhelmed by everyone's support.

\*The Courtyard Cafe is a separately registered Community Interest Company, part of Nugent Social Enterprises.

## **Epsom Street Community Centre (Epsy)**

During the past year Epsy has been really busy working with and supporting our local community. The CHATs team have run two community health days with over 75 people attending each event. We have had two cancer awareness sessions with Sunflower aimed at people who are supporting or caring for people diagnosed with cancer and cancer patients and survivors.

We supported 34 of our young people, in partnership with Positive Futures, on the National Citizenship Scheme. Our Youth Advisory Group have gained their First Aid qualification, AQA in Budgeting and Communication and are training to become a member of NCS North Liverpool Grant Advisory Board.

We have worked with the Probation Service supporting people on Community Payback; offering training and support in functional skills.

We have given out food supplies, clothing, and toys and given starter packs to pregnant community members. Epsy has supported people with CV writing, job applications, functional skills, Universal Credit applications and training support in various NVQ's.

## **Welfare and Material Aid**

Nugent is keenly aware of the pressure disadvantaged individuals and families are facing. We regularly receive requests from individuals to help supply food, to advocate with regard to benefit reform, to support people who are struggling with the daily debilitating effects of poverty. Through the support of the welfare and material aid scheme we endeavour to empower individuals by working alongside them to challenge the consequences of poverty.

## **Nugent Community Choices and Individualised Community Support Liverpool and Wigan**

Two of the services within Nugent Community Choices, Liverpool ICS and Childwall Park Avenue, had quality assessment framework inspections by Liverpool City Council in January and February 2016. The inspections were successful with services scoring 99.5% from a total score of 103. Manager Sylvia Youds was nominated for a Dignity in Care Award held at the Marriot Hotel in July and was chosen as the winner.



Service users have visited numerous places on day trips, including Blackpool, Wales, Chester and York and local trips out to Knowsley Safari Park, Chester Zoo and Cheshire Oaks. The trips are well planned in advance and organised with service users input.

Some really good comments were received regarding service users 'About Me' files, saying how informative they are and that daily diary sheets give plenty of useful information.

Lots of celebrations were held for birthdays and parties for Halloween, Christmas and New Year. For Halloween it was fancy dress; service users really enjoyed choosing clothes and make-up to wear.

Wigan and Liverpool I.C.S provided a mixture of support for 49 service users, helping them to access education, leisure activities and social integration.

Staffing for both is currently 4 team-leaders and 49 support workers.

# support services

## Human Resources

The Human Resources department has supported various service reorganisations through consultation with staff and their representatives, and has continued to assist managers to resolve individual staffing issues. The Department was involved in the development and piloting of the EFQM quality management and improvement system, and introduced additional staff benefits, including a shopping discount scheme, membership of a Credit Union, and the establishment of an employee assistance programme. We have worked with managers to reduce the usage of agency staff by streamlining recruitment processes, including the use of the DBS online Update Service.

## Learning and Development

The Learning and Development department continued to provide mandatory and role-essential training to Nugent services. The assessment centre supported this through the delivery of Level 2 and Level 3 diplomas relevant to both the adult and children's sectors. On 1st April 2015 the Care Act (2014), CQC Fundamental Standards and Care Certificate were introduced as common standards across the adult sector. The Training Department responded to this and all relevant staff received the required training.

The training for the children's sector was revised following Ofsted inspections and this was delivered across all services, in addition to updates in relation to safeguarding and the PREVENT agenda. Within the adult sector training around dementia was also updated to meet the standards of the Skills for Care and NHS England Dementia Core Skills and Education Framework.

## Quality Assurance

The Quality Assurance Department at Nugent was developed to work in conjunction with both our adult and children's services.

The Quality Assurance department ensures that high standards of care and service provision were achieved and maintained, by supporting front line services.

The department was expanded to ensure there was robust management oversight and compliance with agreed service standards, values were evident and that service users were safe and received positive outcomes.

The work to achieve this was begun in 2015/16 so that now and in the future we can demonstrate that our services provide good value for money, are safe and deliver results.

## Marketing and Communications

Toward the end of the December our Marketing and Communications Manager began immediately working on marketing plans and strategies for different aspects of Nugent's work and developing campaigns to deliver on key priorities as identified in the strategic plan.

The Marketing and Communications Manager is working with the EFQM group to deliver on key areas around profile raising, marketing, social media and digital. Part of this work involves developing a social media strategy to build a stronger online profile for Nugent.

We invited three creative agencies to pitch for a marketing and communications strategy development project which will develop marketing and communications strategy, new websites and digital tools and strategy. This key project was completed in May 2016 and will enable Nugent to promote its business, services, and fundraising more efficiently and to the right people.

## **Property Services**

Property Services have continued to maintain all Nugent premises in accordance with statutory and regulatory requirements in financial year 2015/16. The team have successfully managed various projects including the upgrading the outside play area at St Catherine's Secure Centre, the installation of an Air Source Heating System at Clarence High School, the installation of an adapted kitchen at St Joseph's and fully refurbished the ground floor reception and kitchen areas at Central Office. We also assisted in relocating the Wigan ICS Project to the Millennium Building in Wigan.

## **Health and Safety**

Health and Safety has continued to support all services throughout the year. The aim is to ensure that Nugent is compliant with all current legislation. The Health and Safety department has been reactive in the support of services who have immediate requirements such as Ofsted and CQC inspections or during times when establishments need direct input.

The Health and Safety department continue to be proactive, completing health and safety, fire, infection control, food hygiene inspections, feeding back to managers actions that are required and following up with regular visits to support compliance.

A number of establishments have had fire inspections by the local Fire Rescue Services with none of the establishments showing any major non-compliances.

## **IT**

IT continues to provide support to all of its frontline services using ITIL best practice frameworks. We cover everything from troubleshooting basic PC issues and backing up of critical data, to overseeing security and managing complex IT infrastructure.

Over the past 12 months our IT team supported the move to electronic based recording in the organisation (i.e. Caresys, iTrent, etc.). During this time we have lead numerous projects such as upgrading of our MPLS IP VPN, rebuilding of the IT disaster recovery environment at St Catherine's, expansion of our VoIP (telephony) to St Catherine's and upgrading of our virtual server and storage environment at Central Office.

## Fundraising

With the help of our supporters, donors and friends we have focused our work on supporting the most vulnerable and marginalised people in our communities. We have witnessed first-hand the smiles from children and adults we have helped. We have been privileged to listen and see first-hand how your donations have impacted on people's lives as they share with us their stories about how poverty, disability and isolation impacts their lives.

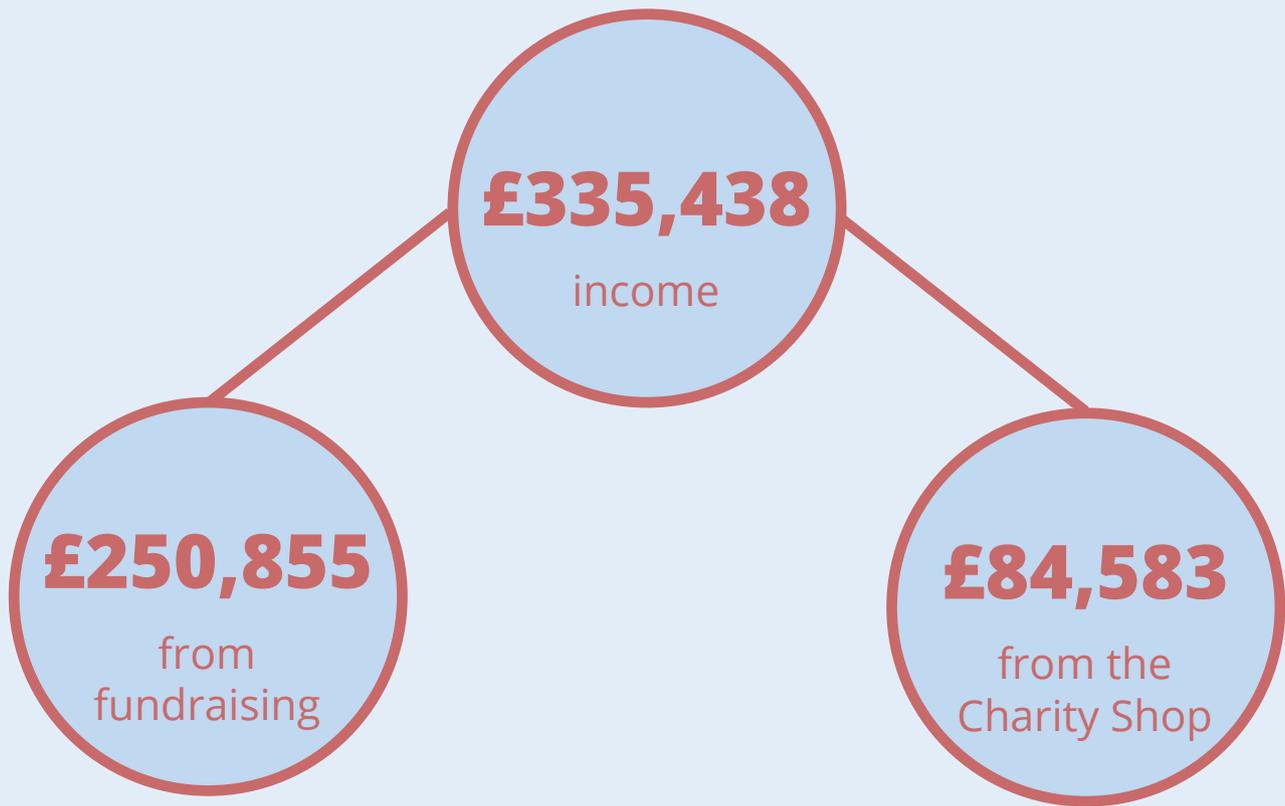
Donations have enabled mother's to feed their children and grandchildren. Last Christmas we purchased a cooker for a grandmother who became homeless through domestic violence. She was rehoused and was unable to feed her family as she had no cooker. We have helped feed school children and give them beds to sleep on. We have enabled people with dementia to become active and enjoy fun exercise classes, enabling them to be more alert and mobile. We have stopped people being evicted and losing their homes, young mothers in violent relationships have been supported by our fundraising, we have helped with practical household equipment, fridges, freezers and microwaves along with bedding have been purchased to enable people to live a better life and stop the debt from escalating.

We have supported people with learning disabilities to engage in community activities

and be supported by committed and caring volunteers. We have made a dream holiday for children who never get the chance to get out of the city a reality, the children and their families are living with violence, poverty and drug crime, this holiday changed lives, and will live in the memories of these children for many years to come.

Thank you so much to everyone who has supported us, the children, teachers and families who supported the Good Shepherd Appeal, the volunteers who abseiled for us, the golfers at the annual Phil Thompson golf tournament, our dedicated volunteers for events and bucket collections. Sir Terry Leahy for supporting our work with people with dementia and hard of hearing people. To all the supporters in parishes. Finally, we remember the donors who have died and left us gifts and legacies in their wills.





## **Administration**

Nugent's Administration Team continue to play a key role in supporting operational activities and have supported the Training Department through their transition to the Learning and Development department. Our reception area has been relocated and modernised in order to provide a more welcoming, efficient front of house customer service. The Administration Team continue to diversify its skills to accommodate and support all new and existing developments.

## **Finance**

The Finance Team ensured that Nugent continued to be financially compliant during 2015/16, producing the annual published accounts and making all necessary statutory returns. We have continued to support management decision making through the provision of financial information and modelling throughout the year. During the year we had two staff departures and we took the opportunity to reorganise and reduce the cost of the finance function. We have also been working on the implementation of a new sales invoicing module to improve efficiency. We have gone live with this in our adult homes and plan to go live with our other services in 2016/17.

## **Procurement**

Purchasing has been maintaining a frontline presence as part of the Support Service Team, whilst assisting suppliers with green issues and Social Value Act initiatives.

This year has seen an enterprising pilot scheme to manage our agency staff engagement through a specialist vendor with an emphasis on reducing overall cost and improving accountability.

The 2015-16 period achieved savings of £68,000 for centrally negotiated goods and service contracts, together with £32,000 fee/commission payments. Advance contract negotiation has included our Gas Utility contract which renews in July 2017. The new contract will maintain an 18% reduction in standard tariff up until 2021 a saving of £30,000 year on year, circa £120,000.

Nugent received substantial sponsorship from some of our suppliers which covered all our costs for the Leadership Summit and the annual Start of Year Conference.



# accounts

Income and expenditure account and other gains/losses for the year ended 31 March 2016.

| <b>BALANCE SHEET</b>                         | 31.03.2016    | 31.03.2015     |
|--|---------------|----------------|
|  | Total funds   | Total funds    |
|  | £'000         | £'000          |
| <b>FIXED ASSETS</b>                          |               |                |
| Tangible assets                              | 10,478        | 11,406         |
| Investments                                  | 11,946        | 14,113         |
|  | <b>22,424</b> | <b>25,519</b>  |
| <b>Current assets</b>                        |               |                |
| Debtors; amounts falling due within one year | 5,388         | 1,953          |
| Investments                                  | 71            | 65             |
| Cash in hand                                 | 13            | 10             |
|  | <b>5,472</b>  | <b>2,028</b>   |
| <b>Creditors</b>                             |               |                |
| Amounts falling due within one year          | (4,191)       | (3,323)        |
| <b>Net current assets/(liabilities)</b>      | <b>1,281</b>  | <b>(1,295)</b> |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> | <b>23,705</b> | <b>24,224</b>  |
| <b>Creditors</b>                             |               |                |
| Amounts falling due after more than one year | (697)         | (2,821)        |
| <b>NET ASSETS</b>                            | <b>23,008</b> | <b>21,403</b>  |
| <b>Funds</b>                                 |               |                |
| Unrestricted funds:                          |               |                |
| General                                      | 2,176         | (1,203)        |
| Designated - tangible fixed asset fund       | 10,478        | 11,406         |
| Designated - investments fund                | 11,946        | 14,113         |
| Pension fund                                 | (2,030)       | (3,095)        |
|  | <b>22,570</b> | <b>21,221</b>  |
| Restricted funds                             | 438           | 182            |
| <b>TOTAL FUNDS</b>                           | <b>23,008</b> | <b>21,403</b>  |

|  | 31.03.2016     | 31.03.2015    |
|--|----------------|---------------|
|  | Total funds    | Total funds   |
|  | £'000          | £'000         |
| <b>OPERATIONAL INCOME</b>  |                |               |
| <b>Voluntary and other generated income</b>                          |                |               |
| Voluntary income   | 522            | 198           |
| Charity Shop   | 85             | 77            |
| Nugent Social Enterprises CIC  | 71             | 43            |
| Investment income  | 496            | 476           |
| <b>Income from services</b>  |                |               |
| Childrens', Adults' and community services                           | 736            | 793           |
| Special schools  | 7,328          | 7,996         |
| Residential homes and individualised day support projects            | 10,824         | 11,046        |
| Miscellaneous  | 4              | 5             |
| <b>TOTAL OPERATIONAL INCOME</b>                                      | <b>20,066</b>  | <b>20,634</b> |
| <b>OPERATIONAL EXPENDITURE</b>                                       |                |               |
| <b>Costs of generating income</b>                                    |                |               |
| Fundraising and publicity  | 216            | 198           |
| Charity Shop   | 60             | 54            |
| Nugent Social Enterprises CIC  | 121            | 108           |
| <b>Expenditure on services</b>                                       |                |               |
| Childrens', Adults' and community services                           | 1,421          | 1,372         |
| Special schools  | 7,764          | 7,714         |
| Residential homes and individualised day support projects            | 11,827         | 11,724        |
| <b>TOTAL OPERATIONAL EXPENDITURE</b>                                 | <b>21,409</b>  | <b>21,170</b> |
| <b>OPERATING (DEFICIT)/SURPLUS</b>                                   | <b>(1,343)</b> | <b>(536)</b>  |
| <b>Non-operational income and expenditure and other gains/losses</b> |                |               |
| Other income - gain on disposal of fixed assets                      | 3,209          | -             |
| (Decrease)/Increase in market value of investments                   | (156)          | 1,090         |
| Defined benefit pension scheme adjustments                           | (105)          | (146)         |
| <b>Net movement in funds</b>   | <b>1,605</b>   | <b>408</b>    |
| <b>Total funds brought forward</b>                                   | <b>21,403</b>  | <b>20,995</b> |
| <b>TOTAL FUNDS CARRIED FORWARD</b>                                   | <b>23,008</b>  | <b>21,403</b> |

 nugent  
education

 nugent  
residential

 nugent  
family

 nugent  
community

 nugent  
support



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