

JEWISH CARE

A charitable company limited by guarantee

Trustees' Report and Group Accounts

For the year ended 31 March 2022

JEWISH CARE

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JEWISH CARE

1. CHARITY INFORMATION

Bankers

Barclays Commercial Bank
Level 28, 1 Churchill Place
London E14 5HP

Investment Advisors

Quilter Cheviot Limited
One Kingsway
London WC2B 6AN

Veritas Investment Management LLP
Riverside House
2A Southwark Bridge Road
London SE1 9HA

Auditors

External

RSM UK Audit LLP
25 Farringdon Street
London EC4A 4AB

Auditors

Internal

haysmacintyre LLP
10 Queen Street Place
London EC4R 1AG

Solicitors

BDB Pitmans LLP
One Bartholomew Close
London EC1A 7BL

Stephenson Harwood LLP
1 Finsbury Circus
London EC2M 7SH

JEWISH CARE

1. CHARITY INFORMATION (cont'd)

Pension Advisors

Barnett Waddingham LLP
Decimal Place
Chiltern Avenue
Amersham HP6 5FG

Principal Office & Registered Address

Amélie House
Maurice and Vivienne Wohl Campus
221 Golders Green Road
London NW11 9DQ

Charity Registration Number

802559

Company Registration Number

02447900

Website

www.jewishcare.org

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

The Trustees have pleasure in submitting their Report incorporating the strategic report and audited financial statements for the year ended 31 March 2022.

Chair's overview 2021-22

2021 was a remarkable year of recovery and change for Jewish Care as we started to re-open in-person services that had previously closed or moved online. We adjusted to a new more stable phase of the Covid-19 pandemic which was reflected in a cautious return to normality across our services: fully open but with testing and safety protocols remaining in place.

Despite the pandemic we continued to progress the longer-term strategic vision we set out in 2019. In this we were aided by the continued and generous support of our wonderful donors who enabled the renaming of Stella & Harry Freedman House (formerly Lady Sarah Cohen) and all those who helped us build Sandringham, our wonderful new care campus in Stanmore. Changes have also been made in the locations of our community centres and dementia day centres, aligning them with our three existing care hubs: in North London at the Betty and Asher Loftus Centre, in North West London at the Maurice and Vivienne Wohl Campus and in Stanmore at Sandringham. We continue to drive forward plans to build our fourth care hub in Essex on the current Redbridge Jewish Community Centre site and we have started work on our 'Fifth Hub': a virtual community centre that will hopefully go live in the autumn of 2022.

This last development reflects our belief that we are now operating under a true 'new normal', where a hybrid of in-person and online services and events, fully adaptable and depending on outside circumstances, are the future of community care.

Irrespective of how our care is accessed, it is always delivered by our amazing workforce. In October 2021, we announced the implementation of a significant pay increase for over 500 of our frontline staff, bringing their pay in line with the current London Living Wage. The increase recognised the rise in the cost of living, but also reflected our immense gratitude to our frontline staff who worked throughout the pandemic, putting the safety of our clients before their own. We also believe that this will help with both recruitment and retention in a demanding climate across the health and social care sectors.

There will continue to be many other challenges ahead but we continue to navigate them with the backing of a very supportive and engaged community. As in person fundraising events have resumed, we constantly receive tangible reminders of the depth of commitment shown to us by our supporters, volunteers, and donors. In October 2021, our Women of Distinction Luncheon raised over £55,000. In February 2022, our Young Patrons Dinner saw a record breaking 450 young people in attendance raise £150,000 for Jewish Care. In March, our Topland Group Business Lunch saw over 900 people raise over £400,000 for our vital services. Many other events have also taken place and we were delighted to hold our first Annual Campaign Dinner in three years which took place after the year end in July 2022, raising £5million.

This financial year brought some changes to our Board of Trustees. After many years of dedicated service, Rachel Anticoni, Linda Bogod, Graham Edwards, and Matthew Weiner stepped down as Trustees of Jewish Care. We are incredibly grateful for their collective and individual contribution. We are a stronger and better organisation for their expertise and wisdom. In their place we welcome new Trustees Jonathan Rose, Dr Jonathan Shapiro, Marcus Sperber and Amy Woolf, who bring additional experience to the Board.

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

Chair's overview 2021-22 (cont'd)

I want to thank not just the arriving and departing Trustees, but the whole of our incredibly talented and dedicated Board of Trustees: Vice Chairs Arnold Wagner and Gayle Klein, Julia Bekhor, Michael Brodtman, Adam Dawson, Simon Friend, Harold Gittelmon and Leah Hurst. They have all supported and guided the organisation through another year of significant change. On behalf of all of them I must acknowledge our great fortune to work with such a highly effective and dedicated senior executive team as that led by Daniel Carmel-Brown.

Finally, I want to say a huge thank you to everyone who has supported us whether for the first time or over the long term. We are immensely grateful to you all.

Jonathan Zenios, Chair

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

CHIEF EXECUTIVE'S OVERVIEW FOR 2021/22

Following one of the most difficult years in Jewish Care's history, during 2021-22, we have seen a huge bounce back and return to many of our in-person services, relative visits, activities, and events.

We approached these changes with extreme caution, following Government guidance and keeping in place regular infection control protocols, mask wearing, hand sanitising and testing for all those coming into our services for as long as it was necessary. I can now confidently say that although we are still living with Covid-19 and the impact of it, we have successfully adapted yet again to bring many of our members, tenants, residents, relatives, volunteers and indeed, supporters, back together for in-person activity.

In August 2021, we began to re-open our community centres and centres for people living with dementia with some changes to both programming and location. Our Holocaust Survivors' Centre has relocated to sit within our Michael Sobell Jewish Community Centre at the Maurice and Vivienne Wohl Campus in Golders Green, meaning it is a much more convenient location for many of its users. Members of The Leonard Sainer Centre for people living with dementia, which was previously located in Edgware, are now welcomed at the Zalman and Ruchi Noé Centre at Sandringham. Edgware and Harrow Day Centre members are now welcomed at the Ronson Family Community Centre at Sandringham. Our services in Redbridge, including the Redbridge Jewish Day and Community Centres, the MIKE Youth Leadership Programme, and the Dennis Centre for people living with dementia, are all now operating in-person from local communal spaces until the fourth community and care campus in the Redbridge area is completed with construction (dependent on final planning) expected to commence in the first quarter of the new financial year on the current Redbridge Jewish Community Centre site. By relocating many of these services, we are strengthening our long-term strategic plan to focus on our hubs and allow our members to make better use of and have better access to Jewish Care activities and facilities.

We continue to offer community-based services including Meals on Wheels, which have reached 44,000 deliveries by dedicated volunteers. More than 40,000 befriending calls have also been made to lonely and isolated people across the community. We continue to offer online programming following the popularity of these events during the pandemic and our Jewish Care Presents series has hundreds of virtual attendees each month.

We are proud to have introduced the London Living Wage for our frontline staff to recognise both the rise in the cost of living but also reflects our gratitude for all their hard work during and post the pandemic. We know that our staff have worked incredibly hard over the last year, much like they did when the pandemic first hit. Many of our staff have received awards from various bodies in recognition of this.

Our Registered Manager and Activities Coordinator of Selig Court were the winners of the Housing with Care Award for the London Regional Great British Care Awards. They were praised for their enthusiasm and ideas and how our service users were so well supported. Our End of Life and Palliative Care Lead was praised for her work in ensuring that those we support receive good end of life care. Jewish Care staff were also shortlisted in nine other award categories.

During the last year, we have also said goodbye to our Chief Operating Officer, Andy Hope, and our Director of Care Services, Gaby Wills. We are incredibly grateful for the many years of service they have both dedicated to Jewish Care and wish them luck in their next steps. We have welcomed Amanda King to the position of Director of Finance and IT, and Rachel Jones to the position of Director of Care, Housing and Hospitality Services.

We have also welcomed the Jewish Helpline to the support services that we offer; the Jewish Helpline is a volunteer run, confidential and non-judgemental listening service that welcomes calls from anyone in the community regardless of age, gender, sex, religious observance, and we are proud to have them under the Jewish Care umbrella.

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

CHIEF EXECUTIVE'S OVERVIEW FOR 2021/22 (cont'd)

In April 2021, we announced that Sunridge Court would merge to form part of Jewish Care. Sunridge Court, based in Golders Green, has been providing high quality care to its residents for over 50 years. The last year has seen this merger successfully implemented, with Sunridge Court now having access to greater resources to provide a higher level and wider spectrum of care whilst also enabling Jewish Care to provide an even wider spectrum of care to our residents and the community.

In the wake of the pandemic and against a backdrop of demographic and financial challenges, we also gave further consideration to our care home portfolio with the decision to close Hyman Fine House in Brighton approved at a Trustee Board meeting in July 2022.

Plans for our new development in Redbridge are progressing and we intend to submit our application for planning permission in 2022. We remain 100% committed to the development of a new campus in Redbridge on the existing Redbridge Jewish Community Centre site, which is not just about physical infrastructure, but about the development of the right services to meet current and future demand for all Jewish Care services and the local community in Essex.

In February 2022, we began the process of closing our Redbridge and Southend Home Care service. It is always our aim to provide high quality services which utilise Jewish Care's resources efficiently, effectively and ensure their sustainability as far as possible. In Redbridge and Southend, attracting new, high-quality staff continued to be extremely challenging. This is a challenge faced by social care providers across the country, however, we know that some of the larger home care providers would be better placed than Jewish Care to deal with these recruitment challenges as they are more easily able to fill gaps due to staff absences. We also know that we operate in a very competitive and saturated home care market within Redbridge and Southend, where there are larger, specialist providers who can offer the same, or similar services. We are confident that our home care clients now have sufficient alternative provision and that no one who wanted to continue their care has been left without a service.

Despite some ongoing challenges emerging from the pandemic, we are delighted to be seeing such a positive return to activity across Jewish Care. With the generous support of our community, our lay leaders, and our hardworking staff and volunteers, we have much to look forward to as the next financial year progresses.

Daniel Carmel-Brown, Chief Executive Officer

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

2a. WHAT WE DO

Jewish Care is the largest health and social care charity serving the UK Jewish community in London and the South-East. Together with our 1,000 staff members, our 3,500 volunteers, and our dedicated Trustees and Lay Leaders lending their time and expertise, we run 10 care homes, 4 Retirement Living Schemes, 10 Community Centres, 3 Dementia Day Centres and many support services and groups, which, touch the lives of over 10,000 people every week.

IMPACT OF COVID-19 ON WHAT WE DO

Covid-19 continued to play a significant role in how Jewish Care operated over the last year. We continued to provide many of our community services virtually with telephone befriending and online events and supportive community groups. The increased demand for Meals on Wheels was also sustained.

Care homes were introduced to new Government guidance which stated that a limited number of designated visitors were allowed to see their loved ones. Occasionally, visiting was further restricted when an outbreak of Covid-19 in a home was identified. However, after such a long period of time where only distanced or virtual contact was possible, even a restricted number of designated visitors was the start of much more in-person contact, which has had a huge impact on our residents' wellbeing.

As the year progressed and restrictions were eased further, we were able to plan for residents in care homes to receive more visitors.

New legislation which mandated those working or volunteering in a care home to evidence having two doses of the Covid-19 vaccination also presented challenges with staff. Unfortunately, a small number of our staff chose to leave Jewish Care for this reason, although the overwhelming majority were happy to comply with the legislation.

Over the summer months of 2021, we began to reopen and welcome back members to our community, day, and dementia day centres. We continued to face some challenges to staffing and recruitment, as many across the care sector have. This was a direct impact of Covid-19 on the job market and care sector, however at the time of writing this, we have been able to safely resume activity and staff all our community, day, and dementia day centres at least 1-2 days a week.

We continued to ask members to take Lateral Flow Tests for some time after they had been designated by the Government as non-mandatory, however, this has also since been relaxed across Jewish Care following the Government decision to no longer hand out these tests to the general public for free.

Our virtual services and online events continued after restrictions were relaxed so that we can offer more flexibility for our clients depending on any variety of circumstances which may mean that they would wish to stay at home. Since restrictions relaxed, we have also held more in-person events and fundraisers. We are, of course, incredibly grateful to our generous donors and volunteers for coming back out to support us again.

We remain cautious that we are still living through a pandemic, and we continue to be careful and cautious as we move forward. We still test our staff and residents in care homes regularly and continue to follow Government guidance when a positive Covid-19 case is found. We also continue to urge all staff, volunteers, and clients to receive any Covid-19 booster jab and flu vaccination when it available or recommended.

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

2a. WHAT WE DO (cont'd)

Our care and support services include the following services:

Care homes – all our 10 care homes are committed to enabling residents to receive high quality residential, nursing and dementia care in an environment that promotes meaningful lives. Electronic care plans support evidence-based care and treatment, while providing an educational function for staff with active input to policies and procedures. Our care homes are regulated and inspected by the Care Quality Commission (CQC) and we aim to provide the very best standards of care. We also offer a unique style of care which reflects the traditions, beliefs and culture shared by Jewish people. Our staff are trained to understand the Jewish culture and help residents to observe and celebrate Shabbat and the Jewish festivals in a comfortable "heimische" atmosphere. The Jewish way of life is celebrated in all our homes, which have ongoing relationships with the Community. We are open to safe admissions following strict Public Health England guidelines and measures across our care homes.

Retirement Living – Our fourth retirement living scheme, Pears Court, open to tenants from June 2021, is part of our strategy to continue to meet the community's aspirations and requirements. Tenants benefit from having access to communal facilities including lounges, a kosher restaurant/catering facility, a hobby room as well as a courtyard garden and excellent access to local shops and facilities. Tenants also have access to care services depending on their needs of individuals and are adjusted as care needs change.

Community support and social work services – we have five specialist teams who can guide, support, advise and advocate in the areas of ageing and dementia, disability and welfare rights, family carers, holocaust survivors, refugees, and palliative care. Our teams work closely together with community networks, with GPs, synagogues, voluntary agencies, and other organisations including the NHS, local authorities, and other care service providers to deliver the best possible outcomes for our clients.

Community and day centres – Our community centres are places where people can stay active, develop new skills, stay in touch with old friends and make new ones. We try to cater for all interests, by offering a wide variety of enjoyable activities for all ages, including exercise, discussions, computer lessons, social events, support groups and more. All our centres celebrate the Jewish festivals and stay in touch with their communities by participating in activities with local synagogues and schools.

We had to close our centres during the pandemic lockdown. However during the second half of 2021 we restructured and reopened centres to progress our long-term strategic vision of creating state-of-the-art care campuses and hubs for the community. Our community centres and centres for people living with dementia operate from spaces within our Maurice and Vivienne Wohl Campus, The Betty and Asher Loftus Campus and our new Sandringham development. As mentioned above we also continue to drive forward plans to build our fourth care hub in Essex including a new community and day centre on the current Redbridge Jewish Community Centre site.

Although our non-residential buildings, including community centres, were closed during the Covid-19 pandemic, we continued to provide several key services to meet the needs of our community, providing Meals on Wheels every week, a programme of virtual talks, digital entertainment, online activities, and telephone befriending services. Between April 2021 and March 2022, we delivered over 44,000 Meals on Wheels and made more than 40,000 befriending calls, which were all supported by our dedicated volunteers.

Jewish Care Direct – is a confidential first port of call information and advice helpline, offering assistance, with a wide range of health and social care queries. Our trained advisers are friendly, knowledgeable, and helpful and can provide details of all Jewish Care's community support services in a sensitive and compassionate manner. In these unprecedented times, our telephone lines are available to support adults and carers who are considered extremely vulnerable to Covid-19, with an online and local resource library available for information and advice from other organisations. Between April 2021 and March 2022, the Helpline had over 21,000 enquiries.

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

2a. WHAT WE DO (cont'd)

Mental Health and wellbeing – The Jewish Association for Mental Illness (JAMI) and Jewish Care deliver a single integrated mental health service for the Jewish Community. The services provided offer support, advice, and care to people with mental health needs, their families and loved ones. The highly experienced and skilled teams provide individual support to clients using therapeutic, social, and cultural activities, enabling people to maintain their independence and enhance their wellbeing.

Dementia care – our person-centred care encourages individuals to remain active and helps people to maintain their dignity and quality of life. We also have a specialist dementia development team to train and support our staff working in dementia care throughout the organisation. Our Singing for Memory and memory way café groups continue to meet regularly online (and where possible, in person) each week.

Other Services

Support groups and social clubs – we facilitate over 40 different groups that offer support, encouragement, and advice to all those who attend. These groups offer support in such areas as addiction, bereavement, carers, memory way cafés, living with dementia and divorce. Other groups promote social events to increase confidence, enhance wellbeing and support those with mental health needs, such as the Active Life Supper club, Sunday socials, the Thursday Social Club and Salt Beef Bar.

Holocaust Survivor and Refugee Services – we also offer a unique range of therapeutic services for holocaust survivors and refugees, tailored to meet their specific needs. Staff in the Shalvata centre offer practical and emotional support related to past trauma and current difficulties.

Disability services – we offer specialist services for people with disabilities, promoting independence, choice and providing support and enabling development.

Family carers support – our services for family carers provide vital information, support, and representation to help people manage their caring role. We aim to offer individual support and advice about coping strategies and specialist support groups. Our Social Work and Community Support Team supported over 2,000 people over the last year.

ROLE OF VOLUNTEERS

Volunteers have always been a vital part of Jewish Care and during the pandemic, they were critical to our Covid-19 response and worked closely alongside staff to deliver meals on wheels and make befriending calls. As restrictions began to ease, we welcomed volunteers back in to our care homes and in to our Community and Day Centres. Volunteers were required to undergo the same testing as staff before working with clients and continued to follow all Government guidance related to Covid-19. The return of many of our volunteers and continued activities of our newly recruited volunteers has been key to reopening our centres for in-person activity.

All our Trustees and Lay Leaders are also volunteers and section 2c explains their role and how significant they are to Jewish Care.

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

2a. WHAT WE DO (cont'd)

FUNDRAISING APPROACH

Jewish Care undertakes fundraising activity to achieve both revenue and capital projects income. We are a member of the Fundraising Regulator and adhere to the Fundraising Code of Practice. We also hold organisational membership of the Institute of Fundraising. Income is generated from the community and existing supporters via a number of channels including donations, direct mail, challenge events, special events, supporters who raise income on behalf of Jewish Care, legacies and a major gifts programme. Jewish Care does not use any third party fundraising organisations. As members of the Fundraising Regulator we abide to the Fundraising Promise:

- We will commit to high standards
- We will be clear, honest and open
- We will be respectful
- We will be fair and reasonable
- We will be accountable and responsible

Jewish Care's fundraising activity also complies with the Data Protection Act 2018 and other data protection regulations. We send communications via mail, e-mail and through social media and advertising. Consent is obtained where required and recorded. All information is stored securely. Supporters are aware of their rights, are in control of the information they share with us and are able to change the way they hear from Jewish Care at any time. We also ensure that we take careful steps to protect vulnerable and other members of the community from behaviours that may be deemed unreasonable. In line with the Institute of Fundraising's guidance on Treating Donors Fairly, we have a clear policy for treating people in vulnerable circumstances. Fundraising is overseen by the Fundraising Governance Committee (formerly the Campaign Oversight Group). The Fundraising Governance Committee is chaired by a Trustee and is made up of ex Trustees and other members of the Community with relevant professional experience. The Committee meets regularly and is responsible for managing fundraising risk by ensuring compliance with the Fundraising Regulator and GDPR, and that all donations are appropriate and do not give rise to reputational risk.

JEWISH CARE

2b. OUR VISION, PURPOSE, VALUES AND STRATEGY

Our Vision

For Jewish Care to be the care and community services provider of choice for older people in the Jewish community and to support family members every step of the way.

Our Purpose

To deliver excellent care and community support services to the community that are Jewish at heart, either directly or with others.

Jewish Care is an organisation where Jewish culture and values are shared and celebrated throughout our work. The Jewish values of care and respect for others run through all we do. We will be distinguished by the Jewishness of the services we offer, and people will choose us because of this.

Our Values

Our values are central to the way we work. They are what make us distinctive and drive how we act as individuals and as an organisation. They shape our culture. They are:

- Excellence
- Innovation
- Compassion
- Inclusiveness
- Integrity

Our Strategy

Our strategic plan for 2020-25 is available to view at www.jewishcare.org/strategy. Our strategy sets out an ambitious plan in a world of increasing change, complexity, challenges, and choice. We will need to be agile and responsive and ensure the organisation's sustainability for generations to come. Our strategic vision faces the following challenges: the changing need for care, the changing nature of Jewishness, the widening care funding gap, the growth of regulation and the changing economic landscape. We will have to make tough choices internally and constantly challenge ourselves to ensure that the care we provide, the people who provide it and the systems that support it are the most efficient and the most effective every day, in every interaction. The future of Jewish Care will be characterised by outstanding engagement, excellent experience, clarity of purpose, agility, efficiency, and the strength of our values.

Our strategy sets out the seven priorities we want to achieve across the organisation from 2020-25, how we are approaching them and some of the ways with which we will measure success. The seven priorities are as follows and are underpinned by partnerships as everything we do requires the coming together of our workforce, our army of volunteers, our donors, and the community at large.

Jewish Care will be distinctively Jewish – our aim is that the Jewishness of the experience we offer is clear, distinct and meets the needs and expectations of the community we serve. We want people to experience the Jewish values of kindness, giving and welcoming in every interaction with us.

Jewish Care will be recognised for quality and innovation – our aim is to be the social care provider of choice for older people in the Jewish community, universally recognised for the quality of our services. Jewish Care should always deliver quality, best practice, and achieve full compliance with all legal and regulatory requirements.

JEWISH CARE

2b. OUR VISION, PURPOSE, VALUES AND STRATEGY (cont'd)

Our Strategy (cont'd)

Jewish Care will be integrated in our community - our aim is that the Jewish community and Jewish Care will remain central to each other. Jewish Care will develop with the members of the community we serve, as we navigate a changing world of care and evolve to provide the care that is needed and work together with our communities to shape the future of care and sustain our ability to meet their changing expectations and needs. We will engage effectively with supporters, volunteers, leaders, partners, and clients to respond to their needs and provide them with first-class care and services.

Jewish Care will be the customer's choice – our aim is to develop staff and volunteers, our insights, our systems and our tools, so that we can become the social care provider of choice to the Jewish community. We should be known for the speed and excellence of our service.

Jewish Care will be an employer of choice – our aim is to be the employer of choice for talented people who share our values and have the skills we need to deliver our ambitions.

Jewish Care will be the champion of volunteering – our aim is to enable people to enjoy a first-class experience as volunteers, making the most of these skills and the impact they make on the communities we serve.

Jewish Care will be a continued leader for the community for generations to come – our aim is to ensure that the governance, leadership, financial, health, resources and reputation of the organisation continue to be robust, well managed and allow us to serve the community for generations.

Over the last couple of years we have been improving our Measures of Success and the following are Jewish Care's key Measures of Success.

Strategic Priority	Measure of Success
Distinctively Jewish Recognised for quality and innovation Customer's choice	<ul style="list-style-type: none"> • CQC ratings • Health and Safety ratings • Occupancy • Compliments and complaints
Integrated in our community Champion of volunteering	<ul style="list-style-type: none"> • Amount of funds raised • Number of volunteers
Employer of choice	<ul style="list-style-type: none"> • Staff turnover
Continued leader for generations to come	<ul style="list-style-type: none"> • Occupancy • Amount of funds raised (also above) • Financial performance vs budget

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT

Our Constitution

Jewish Care is a registered Charity (reg no. 802559) and a Charitable Company limited by guarantee and not having a share capital (reg no. 02447900). Jewish Care was registered as a Charity in November 1989, though the predecessor organisations to Jewish Care have been providing care and support for the community since the 1850s. It is governed by its Memorandum and Articles of Association, as amended in June 2017.

Subsidiaries & Linked Charities

At the year end, Jewish Care operated four subsidiaries and 20 linked Charities (all subsidiaries are consolidated into the group accounts and all linked charities are incorporated into the Jewish Care accounts). Of the four subsidiaries and linked Charities, Community Trading Limited is a trading subsidiary wholly owned by Jewish Care, the Joel Emanuel Trust is a registered social landlord wholly owned by Jewish Care (linked Charity), the Jewish Association for Mental Illness (JAMI) is a Charity of which Jewish Care is the sole company law member (see note 3 for a summary of the audited financial numbers for the year ended 31 March 2022) and Sunridge Housing Association Limited, the assets and liabilities of which were largely transferred to Jewish Care by 31st March 2022 following a business combination on 19th April 2021. As detailed below, Community Trading Limited, the Joel Emmanuel Trust and JAMI nominate their own Board of Directors, Management Committee and Board of Trustees respectively. Jewish Care Pension Trustees Limited is also a dormant subsidiary (by virtue of the absence of financial transactions) of Jewish Care but it is active in its role as Trustee to the pension schemes operated by Jewish Care. The other 20 are trusts and linked Charities (see note 16) and are consolidated based on common management and control; work is continuing with the Charity Commission to rationalise these trusts. Jewish Care also has close working relationships and partnerships with other Jewish charities, sharing knowledge and support to actively enhance each of their respective objectives.

Community Trading Limited (CTL)

Community Trading Ltd (CTL) (company registration number 02449362) was incorporated in 1989. The principal activity of CTL is the provision of services to, and in connection with Jewish Care. The majority of activity during 2021/22 was oversight of the opening of Pears Court at Sandringham and assisting with the transition of that site from construction to an operational facility. In previous years CTL has also been responsible for fundraising dinners and events in aid of Jewish Care's work, but these events were suspended because of Covid-19 during the 2020/21 year and only returned at the back end of the 2021/22 year. CTL makes a qualifying payment, as a donation, to Jewish Care under a formal deed of covenant.

Joel Emanuel Trust (JET)

Joel Emanuel Trust (JET) is a linked Charity and registered social landlord, whose objectives are the provision of housing for poor persons of the Jewish faith. JET operates Sidney Corob House, a mental health residential home for those over 50, offering residents different levels of care to suit their individual needs. JET also holds an interest in Wohl Court which is a Retirement Living unit. The overall affairs of the JET were managed and controlled by the corporate trustee (Jewish Care) through the operation of the Independent Living Committee (ILC) incorporating the JET Management Committee, until March 2021. The ILC was also charged with oversight of the development of our retirement living schemes with our latest scheme Pears Court at Sandringham, Stanmore which opened in 2021. Having taken advice from BDB Pitmans, the trustees considered this arrangement in January 2021 and concluded that it would be preferable for the work of JET to be delegated to an executive committee, leaving ILC to concentrate upon the retirement living schemes. On 22 March 2021 the trustees resolved to approve the formation of the JET Executive Committee, under a fresh delegated authority within new terms of reference. JET has therefore been managed by the executive committee during the 2021/22 period, with the first meeting of the JET Executive committee having taken place on 1 September 2021, when the make-up of the Committee and its Terms of Reference were approved.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Jewish Association for Mental Illness (JAMI)

Jewish Care with the Jewish Association for Mental Illness (JAMI) provides an integrated mental health service for the Jewish community providing support to clients using therapeutic, social, and cultural activities, enabling them to maintain independence and enhance their wellbeing. Jewish Care is the sole company law member of JAMI. The Jewish Care group financial statements for the year ended 31 March 2022 include the consolidated numbers of JAMI. JAMI owns a 100% trading subsidiary, JAMI Sales and Services Limited. Jewish Care supported JAMI with a grant of £715,257 during the year ended 31 March 2022 (2020/21: £779,028) which is included in JAMI's own financial statements.

Sunridge Housing Association Limited (SHA)

The draft agreement between Sunridge Housing Association Limited and Jewish Care was signed by all parties and completed on 9th April 2021 when Sunridge Housing Association became a subsidiary of Jewish Care on 19th April 2021. After a period of working through post combination matters and reviewing Sunridge Housing Association's operations, full amalgamation took place on 1st October 2021. This included the TUPE process for Sunridge employees, service integration, contract rationalisation and alignment, financial incorporation, infrastructure upgrade and business efficiencies. An asset transfer agreement was also completed and approved by the Financial Conduct Authority on 1st October 2021.

Funds held as custodian Trustee on behalf of others

The Charity does not hold funds as custodian Trustee on behalf of others.

Trustees

The current Directors of Jewish Care are the Board of Trustees (who are listed on page 21 of this document). The Board of Trustees comprises 13 Trustees, the minimum requirement is 10 Trustees with a maximum of 20. The Trustees have delegated the day-to-day decision making to the Executive Leadership Team, who report directly to the Board of Trustees. Once in every 12-month period, one third of the Directors or, if their number is not three or a multiple of three, the number nearest to one third, shall retire from office by rotation. The Directors to retire by rotation shall be those who have been longest in office since their last appointment or re-appointment. A person retiring from the office of Director shall be eligible for re-election, provided that no Director shall serve for a consecutive period of more than six years, save with the approval of at least two thirds of the other Directors. The Board of Trustees meets every six to eight weeks alongside the Executive Leadership Team, to discuss the strategic priorities, performance of the organisation against key performance indicators, to agree any changes in the way the organisation operates, strategic initiatives and to focus on the future. The Trustee Board has been selected based on skills and abilities chosen from a broad range of backgrounds, including health care, business, property, law, accountancy, and public life to meet the collective requirements of the organisation. Trustees are often recruited from our broader Lay Leadership team although when looking for very specific skills advertising and / or a non-Executive specialist recruiter are used. All new Trustees are given an induction pack on appointment with meetings and training organised with key charity personnel. Development and training of Trustees continues throughout their term of appointment. Whilst training was suspended during the pandemic period, training resumed in June 2021 with a half-day session on safeguarding, health and safety and serious incident reporting. At the beginning of every Board meeting, Trustees are asked to disclose any conflicts they may have, given what is being discussed. If any Trustee has a conflict, that conflict is minuted and that Trustee is asked to absent him or herself from the specific discussion.

At the 31 March 2022, the Board of Trustees was supported by ten sub-Committees and six expert groups. Some of these are recent creations and have been set up because of a governance review carried out in 2019/20. The governance review involved a review of the Charity's organisational structure, its constitution, board composition and all other best practice recommendations to include recommendations from the Charity Governance Code.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Sub-Committees

- Nominations
- Remunerations (RemCo)
- Campaign Oversight
- Clinical Governance
- Community Services & Volunteers
- Finance, Audit, and Investment
- Retirement Living
- Internal Audit, Assurance & Risk
- Residential Care Services
- Property Strategy

All sub-Committees of the Board of Trustees report directly to the Board of Trustees and have delegated authorities and responsibilities.

The Nominations Committee is responsible for the recruitment and selection of Trustees and the Executive Leadership Team. It consists of Trustees and the Chief Executive and is chaired by the Chair of the Board. The Committee oversees the balance of skills, knowledge and experience and evaluates the requirements of all appointments to ensure an adequate balance of requisite skills. The Committee oversees the process for the appointment and initial framework for the remuneration of the Chief Executive, whilst also ensuring that all actions in relation to both the Board of Trustees and the Executive Leadership Team reflect the requirements of the Fit and Proper Person test.

The Remuneration Committee oversees the remuneration and terms and conditions of the Chief Executive and Directorate, together with other direct reports to the Chief Executive, which are recommended by the Chief Executive and will be made by the Committee on appointment. Variations to the terms and conditions and remuneration of Directorate and other direct reports to the Chief Executive will also be recommended by the Chief Executive and made by the Committee. The Chief Executive will be responsible for determining the remuneration and the terms and conditions of other staff employed by Jewish Care. However, the Committee will oversee the development, and implementation of Jewish Care's remuneration policies and practices for Jewish Care staff. In general, Jewish Care aims to pay the London Living Wage for our lowest paid front line staff and the median in the market for all other staff. However, for the lowest paid, Jewish Care has had and will continue to have a policy of increasing pay above the median in the market.

The Campaign Oversight Committee oversees the Governance aspects of Jewish Care's day to day fundraising practices and provides assurance that those practices are appropriate in all respects, whilst also providing support to allow Jewish Care's strategic objectives to be met, and to address and to mitigate risk around donations. This in turn enables the Board of Trustees to be assured that appropriate scrutiny processes are in place. The Committee also monitors fundraising data and communications with donors.

The Clinical Governance Committee is responsible for scrutinising, providing assurance and oversight of Jewish Care's clinical governance arrangements with a focus on residential care. The Committee ensures that adequate and appropriate governance and clinical risk structures, processes and controls are in place across Jewish Care. The membership of the Clinical Governance Committee comprises Trustees and non-Trustees, who have relevant current expertise in the areas of clinical governance, the Charity's Chief Executive, Director of Care Services, Director of Community Services & Volunteers also attend and represent the Executive Leadership Team.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Sub-Committees (cont'd)

The Community Services and Volunteers Committee has delegated responsibility on behalf of the Board of the Charity for helping to shape and to monitor progress on Jewish Care's Community Services and Volunteer Strategy, including but not limited to, community centres or community hubs. It makes recommendations for their timely and effective implementation; helping to develop the overall strategy in assisting Jewish Care source and develop partnerships with other organisations. It supports the effort to fulfil the seven strategic objectives, particularly community integration, recognition for quality and innovation, a champion of volunteering and the customer's choice; and helping develop Jewish Care's response to the changing demographics of the Jewish community in the UK meeting the needs of older Jewish people living in those communities.

The Finance Audit and Investment Committee has delegated authority to assist the Board in its duty to supervise the broad direction of the Charity's financial affairs. The Committee exercises, on behalf of the Board, supervisory oversight of all aspects of the Charity's corporate financial policies and operations. On an annual basis it reviews the operating plan and budget, the rolling five-year plan, and the reserves and the investment policies, for recommendation to the Board. It oversees preparation of the Annual Report and Accounts including accounting policies and judgements and reviews the performance, independence, and objectivity of the external auditors.

The Retirement Living Committee has delegated responsibility on behalf of the Board of the Charity to oversee all retirement living activities, including advising upon affordable housing strategy. It also considers operational performance, health and safety aspects of Jewish Care's retirement living operations, facilities management, satisfaction surveys and tenant policy.

The Internal Audit, Assurance and Risk Committee is responsible for overseeing internal audit and identifying and overseeing Jewish Care's risk assessment. The membership of the Audit and Risk Committee comprise Trustees and non-Trustees who have relevant current expertise in the areas of finance, and/or risk management. The Charity's Chief Executive, General Counsel and Director of Finance and IT also attend and represent the Executive Leadership Team. The Committee oversees the appropriate systems in place (which include corporate governance, legal, financial, and regulatory compliance systems) to manage the risks to which the Charity is exposed and mechanisms to manage risk to include the appointment of internal auditors.

The Residential Care Services Committee has delegated responsibility on behalf of the Board of the Charity for residential care and support services. The purpose of Committee is to ensure the delivery of the highest possible quality of service within the Charity's residential care facilities, having regard to financial budgetary constraints and best practice, by facilitating the development of effective strategic and operational policies and monitoring performance.

The Property Strategy Committee has delegated responsibility on behalf of the Board of the Charity to oversee the management of property strategy and to make recommendations to the Board (either as a whole committee or a group appointed for that purpose by the Committee Chair) regarding high value property acquisitions and disposals. Management of major capital projects however continues to be delivered by the Community Trading Ltd (CTL) Board. The Committee provides advice and guidance on strategic property issues, likely costs to provide for major repairs, alterations, and refurbishment and in keeping abreast of modern designs and methods within the remit of health and social Welfare. Its remit includes advising and supporting the Board on issues relating to legislative maintenance, estate planning, minor works programme, major capital works and legacy properties.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Expert Groups

These Expert Groups exist to advise the Trustees and the Executive Leadership Team. They do not have decision making power. They consist of Trustees and other experts, whose selection is based on skills and abilities relevant to a group's expertise requirement.

- Campaign Strategy Group
- Patrons Committee
- HR Sub-Committee (a sub-committee of the Remuneration Committee)
- Jewish in Jewish Care
- IT Expert Group
- Quality and Customer Experience
- Marketing and Communications Expert Group

The **Campaign Strategy Group** helps steer Jewish Care's fundraising strategy, ensuring the organisation can successfully raise funds required from the Community to support our services. The Committee also use their expertise to support types of fundraising which have been identified as having growth potential.

The **Patrons Committee** provides advice and guidance to the fundraising team, with regard to increasing the number of Patrons who support Jewish Care.

The **HR Sub-Committee** provides advice and guidance to the Human Resources and Training team (via the Remuneration Committee) to support the delivery of a people strategy, with a focus on delivering effective and impactful HR.

The **Jewish in Jewish Care Group** provides advice on the integration of Jewish aspects of service delivery and operations across the charity's work.

The **IT Expert Group** provides advice and guidance on the strategic direction of the organisation's digital infrastructure capabilities and advises on the introduction/development of applications that can be utilised throughout the organisation, specifically targeting the provision of services to end users.

The **Quality and Customer Experience Group** provides advice to the Quality and Customer Experience team.

The **Marketing and Communications Expert Group** provides advice and guidance on the strategic issues to include the development of a 2 year strategy.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Public Benefit

The Trustees have considered the requirements of the Charities Act 2011 and have satisfied themselves that they have complied with their duty to have regard to the Public Benefit guidance published by the Charity Commission. The activities and achievements of Jewish Care are outlined throughout this Report, and fully demonstrate that the Charity is providing public benefit.

Access to Jewish Care's services is by need and not by the ability to pay. Clients are asked to contribute towards the cost of the service they use, which itself is often heavily subsidised. Clients are not refused a service if they cannot pay. The cost may then be reduced or waived altogether, depending on their circumstances. This funding gap is subsidised by donations from the community.

Clients are not refused access to a care home if their family is unable to pay the requested third party/family contribution. Barnet Local Authority continues to pay an agreed 5% increase on rates for all care services provided by Jewish Care to residents of Barnet which considers our culturally specific service. Fee assistance (to meet the gap between the cost of care and the rate paid by the local authority for residents) is provided by Jewish Care in appropriate cases after assessing the needs and means of applicants, their families, and any further contribution from the local authority.

Jewish Care's day and community centres are subsidised by voluntary donations which enable entrance fees to be kept lower than they would otherwise be. Some beneficiaries of services, such as carer's support and social work, are not required to pay a fee. There is no geographic restriction to people using the services; however, most are based in or around London and the South East. Jewish communities living in these areas are those benefiting most from them. The various services available are advertised to the public through Jewish Care's website (www.jewishcare.org) as well as in local papers, the Jewish press and in many synagogue magazines.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Streamlined Energy and Carbon Reporting

Jewish Care is committed to the Energy Savings Opportunities Scheme (ESOS) that applies to large undertakings as defined by the Companies Act 2006. The energy consumption reports the energy and carbon consumption for the company only.

Total Energy Consumption (TEC)

Total energy consumption per fuel type for the reporting period is set out as follows:

Fuel	2022	2021	2020
<u>Energy Consumption breakdown (kWh)</u>			
Grid supplied electricity	5,097,135 (30%)	5,843,922 (38%)	6,120,986 (35%)
Natural gas	11,369,396 (69%)	9,459,883 (61%)	11,519,328 (64%)
Grey Fleet mileage	117,483 (1%)	128,879 (1%)	148,523 (1%)
Unknown	- (0%)	- (0%)	87,192 (0%)
Total energy consumption	16,584,014(100%)	15,432,684 (100%)	17,876,029 (100%)
<u>Emissions (tCO₂e)</u>			
Grid supplied electricity	1,082.30 (34%)	1,301.60 (42%)	1,732.70 (44%)
Natural gas	2,082.40 (65%)	1,736.00 (56%)	2,119.00 (54%)
Grey Fleet mileage	28.90 (1%)	39.70 (2%)	36.80 (1%)
Unknown	- (0%)	- (0%)	21.00 (1%)
Total gross emissions	3,193.60 (100%)	3,077.30 (100%)	3,909.50 (100%)
<u>Intensity ratio (tCO₂e/m²)</u>			
Estate m ²	56,084	65,012	65,012
Intensity ratio	0.06	0.05	0.06

Methodology

Data used in calculating Total Energy Consumption (TEC) includes summary data, supplier invoices, automatic meter readings in downloadable format e.g. half-hourly electricity data and transport mileage data provided by Jewish Care and Sustainable Advantage. All fuel conversions to kWh and CO₂ emissions data have been calculated in line with the 2013 UK Government environmental reporting guidance using UK Government GHG conversion factors for company reporting for the relevant period.

Intensity Measurement Ratio

The intensity measurement ratio is a measure of environmental impact; the quantity of energy per unit of output, we have chosen the entire estate square meterage.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Energy and Carbon Reporting (cont'd)

Measures taken to improve efficiency

As part of the ESOS review, a report of findings indicated sixteen high level recommendations of potential energy savings amounting to 2,280,285 kWh per year. This suggests significant opportunities to improve management, energy efficiency, reduce energy waste and contribute to an improved working environment. These include the implementation of combined heat & power (CHP) systems, the installation of burner management controls to boilers and LED lighting upgrades to name but a few. None of these were done in FY20/21 due to the pandemic but we have now recommissioned the CHP unit at Kun Mor and George Kiss and are actively pursuing other opportunities from the report, particularly LED lighting upgrades, which we aim to complete in FY 2022/23. We endeavour to continue to analyse the feasibility and implementation of these suggestions to mark our commitment to care for our environment. It is also part of our 2020-25 strategy to consolidate our care and community delivery into four main hubs, this will also underpin our commitment to improving our energy efficiency and carbon footprint.

Engagement with employees (including disabled persons)

Please see page 31 of the Strategic Report that provides information in relation to Jewish Care's engagement with employees.

Engagement with suppliers, customers, and others in a business relationship with Jewish Care

Please see page 31 of the Strategic Report that provides information in relation to Jewish Care's engagement with suppliers, customers, and others in a business relationship with Jewish Care.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Key Management Personnel: Trustee Board (Current Trustees and Directors)

Trustees (who are also company Directors of the Charity)

Jonathan Zenios (Chair)

Rachel Anticoni (resigned 22 November 2021)

Julia Bekhor (resigned 16 May 2022)

Linda Bogod (resigned 13 June 2021)

Michael Brodtman

Adam Dawson

Graham Edwards (Treasurer) (resigned 22 November 2021)

Simon Friend

Harold Gittelmon

Leah Hurst

Gayle Klein (Joint Vice Chair)

Jonathan Rose

Dr Jonathan Shapiro (appointed 24 January 2022)

Marcus Sperber (appointed 22 November 2021)

Arnold Wagner OBE (Joint Vice Chair)

Matthew Weiner (resigned 21 March 2022)

Amy Woolf (appointed 24 January 2022)

Stephanie Cooper (appointed 16 May 2022)

The Group has maintained insurance cover for the benefit of its Trustees, Directors and Officers against any liability incurred by them in carrying out their duties in such capacities. The premium paid in respect of such insurance was £23,776 (2020/21 £11,508).

Key Management Personnel: Executive Leadership Team

Daniel Carmel-Brown	Chief Executive Officer
Andrew Hope	Chief Operating Officer (resigned 31 May 2021)
Adam Overlander-Kaye	Director of Fundraising & Community Engagement
Ellisa Estrin	Director of Marketing, Communications & Customer Engagement
Angela Beerman	Director of Human Resources & Organisational Development
Gaby Wills	Director of Care Services (resigned 31 March 2022)
Rachel Jones	Director of Care Services, Housing and Hospitality (appointed 1 April 2022)
Richard Shone	Director of Community Development
Jonathan West	Director of Legal Affairs, Property and Procurement & Company Secretary
Amanda King	Director of Finance and IT (appointed 21 April 2021)

Pay and Remuneration Policy for Key Management Personnel

The Trustees consider the Executive Leadership Team as the key management personnel of the Charity in charge of directing, controlling, running, and operating the Charity on a day-to-day basis. In determining the remuneration policy for key management personnel, consideration is given to pay staff at a level where they are motivated to enhance the organisation, their individual performance and quality of care in line with our objectives and strategy, notwithstanding the Charity's ability to pay. The aim is to pay staff within the median to upper quartile of salaries within the UK and charity care sector, so that we are competitive in relevant markets, but not to compete on pay with the public or private sectors. None of the Jewish Care Trustees received any remuneration or expenses from their work associated with the Charity.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Key Management Personnel: Trustee Board (Current Trustees and Directors)

Trustee Membership of Committees of the Board and Expert Groups and who served as such as 31 March 2022 (a full list of both Trustee and non-Trustee members are available in the annual review):

Nominations Committee Jonathan Zenios (Chair) Simon Friend Gayle Klein Arnold Wagner OBE	Patrons Committee Jonathan Zenios
Internal Audit, Assurance & Risk Committee Julia Bekhor (Chair) Arnold Wagner OBE	Property Strategy Committee Jonathan Rose (Chair) Michael Brodtman
Clinical Governance Committee Jonathan Shapiro (Chair) Simon Friend	Human Resources Arnold Wagner OBE (Chair)
Residential Care Services Simon Friend (Chair) Jonathan Zenios Jonathan Shapiro Amy Woolf	Campaign Oversight Committee Gayle Klein (Chair) Amy Woolf Leah Hurst
Jewish in Jewish Care Harold Gittelmon	
Remuneration Committee Arnold Wagner OBE (Chair) Jonathan Zenios Adam Dawson Marcus Sperber Michael Brodtman	Finance, Audit, and Investment Michael Brodtman (Chair) Jonathan Zenios
Community Services & Volunteers Gayle Klein (Chair) Harold Gittelmon	Campaign Strategy Committee Jonathan Zenios Gayle Klein
Retirement Living Leah Hurst (Chair) Jonathan Rose	

Note the above only lists Trustees. A number of the above committees have other members who are not Trustees.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

CARE AND COMMUNITY DEVELOPMENT

What we said we would achieve in 2021/22	What we achieved
Continue to deliver a distinctively Jewish experience to residents of our Care Homes and Retirement Living units.	Throughout the year, we have been able to continue to provide a distinctively Jewish experience to all our residents, tenants, and staff. Working closely with our Spiritual and Pastoral Lead and the living well teams across all our resources has enabled us to ensure that we are able to celebrate all Jewish festivals including in-person Seder nights for the first time in 2 years.
Monitor all areas of health and safety including site logbooks, accident/incidents reports, statutory certification, risk assessments etc across all homes and once every six months write reports with actions and recommendations for improvement.	Six monthly audits have been carried out. All resources including Community Centres who score between 0 and 9 (the lower the score the better), are "green" and considered compliant, between 9.5 and 19 mostly compliant, 19 and above, below standard. This is the H&S KPI reported to the Board every quarter.
Continue to innovate and improve quality by introducing life enhancing elements and activities to support those living in our care homes and Retirement Living facilities to achieve better quality of life, independence, and fulfilment, regardless of physical, mental, emotional, or cognitive impairment.	We have started to implement various interesting techniques and projects across our Care Services that focus on quality of life and maintaining independence. Projects such as Music for Dementia, Dance for Life, Playlist for life, Montessori method for Dementia are all ways in which we engage with our residents and tenants.
Continue to innovate and improve quality by enhancing catering and housekeeping services, providing those living in our care homes and Retirement Living facilities with an improved dining experience and nutrition that meets a wide range of dietary requirements and suitable to those with physical or cognitive impairments.	Our hospitality departments are using more cutting-edge technology in our resources to help make staffing more economical and streamlined. Robotic hoovers are being trialled across Retirement Living and our new food and nutrition digital tool is being used to create wider and more diverse menus focussed on our residents' changing needs.
Continue to innovate and improve quality by enhancing all aspects of care management and service experience by using digital technology.	Our use of Nourish technology throughout Care Homes continues to expand our ability to provide meaningful, relationship and person-centred care enhancing high levels of service delivery.
Continue to innovate and improve quality by establishing excellent practice across services through the use of KPIs, auditing and learning from these.	We have begun to use a central action plan across all care home focusing on audits. We continue to use rigorous KPIs helping us to strive for excellence with adequate governance.
As a result of our focus on innovation and quality improvement maintain Good CQC ratings for all our Care Homes and Retirement Living and a compliments to complaints ratio of at least 7 to 1.	All Homes and Retirement Living units have a Good rating from CQC. Care Homes compliments to complaints ratios was 5.6 to 1, Retirement Living compliments to complaints was 2.9 to 1 and Hospitality compliments to complaints across all services was 11 to 1
Secure Jewish Care's future for the Community for generations to come by increasing occupancy to levels equating or surpassing the pre-pandemic levels and by increasing efficiency and reducing costs whilst maintaining quality and customer satisfaction.	Care Home occupancy recovered post pandemic and average occupancy in March 22 was 460. This was 19 better than the start of the year and only 2% below budget. Retirement Living occupancy also improved over the year as Pears Court which opened in June 2021 filled up and Wohl Court occupancy improved. Average occupancy during March 22 for Retirement Living was 127 which was 53 better than the start of the year and 7% below budget

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

CARE AND COMMUNITY DEVELOPMENT (cont'd)

On 19 April 2021 Sunridge Housing Association Limited became part of Jewish Care as a subsidiary under a business combination agreement. With the joining of forces of both organisations, Sunridge Housing Association Limited will have access to greater resources to provide a higher level and wider spectrum of care now and in the future, than it would be remaining as a separate organisation. It will be stronger and more financially sustainable, securing the home into the future. Sunridge Housing Association Limited, the care home within the entity will also have the opportunity to offer better career options for care staff and importantly and will also benefit from Jewish Care's large marketing team, strong governance, and fundraising expertise.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

STAFF

What we said we would achieve in 2021/22	What we achieved
<p>Successfully implement 'Back to Better', which is an initiative to introduce a hybrid working model (between 1-3 days in the office) for staff largely in support services, currently working remotely from home.</p>	<p>Hybrid working plans were delayed due to the government guidance for office-based workers to remain working from home until February 2022. Since that time, our office-based staff have adopted hybrid working on a trial basis which will be reviewed this year.</p>
<p>Launch our 'Performance Plan' with managers to develop their skills and ability to maximise the potential of our staff and more effectively manage performance of their teams, again linking to our long-term strategic plan of being an employer of choice in the sector.</p>	<p>We have created seven core management courses, two are face to face and five are online. These have been designed to familiarise our managers with Jewish Care policies and set clear competency standards and expectations for all. Twenty courses have run with 280 staff attending the training. In addition to this, there has been a programme of mental health awareness to help managers better support their teams. A selection of senior management staff has also attended training on managing and dealing with investigations, grievances, disciplinary hearings, and appeals. The training was run by our employment lawyers, and we anticipate 60 staff will attend to support with formal performance management.</p>
<p>Continue to develop our equality, diversity, and inclusion (EDI) through active network groups.</p>	<p>An EDI survey was completed by staff to hear what they would be interested in learning more about. As a result the calendar of events included Disability, LGBTQ+ and race and ethnicity awareness sessions. As always, we celebrate Jewish and many other faith festivals. This year, we also celebrated neuro diversity and International Women's Day. We have developed equality & diversity content online and 378 colleagues have accessed this. We have also reviewed and re-launched our family friendly policies along with the introduction and launch of a menopause policy.</p>
<p>Maintain voluntary staff turnover at less than 20%.</p>	<p>Our annual voluntary turnover is 16.8%. The total turnover is 22.4%, and 18.7% in Care Homes. This is significantly lower than the average for the care sector which is 28.5% (*as outlined by Skills for Care in October 2021).</p>
<p>Our aim for the future is to continue to review pay rates on an annual basis to maintain rates of pay that are sufficiently competitive to attract and retain people who will provide the quality of care we promise to give to those in our care.</p>	<p>We were pleased to offer all staff a year-on-year increase of 3%. For front-line workers who received a significant interim adjustment to align them with the London Living Wage in October 2021, a further pay increase was given at the annual review in April which for many resulted in a year-on-year increase of 14.6%.</p>

*[The state of the adult social care sector and workforce in England \(skillsforcare.org.uk\)](https://skillsforcare.org.uk)

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

FUNDRAISING & COMMUNITY ENGAGEMENT

What we said we would achieve in 2021/22	What we achieved
Continue to be recognised for quality and be the customer’s choice by:	
Maintaining revenue fundraising income at £15.4 million and legacy income at £4 million.	Revenue fundraising was £14.7m due to the timing of the receipt of a major gift. The annual Passover direct mail appeal was also cancelled (to allow for the community to support World Jewish Relief’s Ukraine appeal). Our major gifts portfolio remained strong with income of over £10.1m and more than 20 new patrons with our Friends portfolio income remaining at £1m+.
Maintaining legacy income at £4 million for Jewish Care (the company only).	The total legacy income for the company only was £6.8m a surplus of £2.8m on the budget target. After a transition to First Class legacy reporting software, a complete review of the legacy pipeline data was undertaken, this resulted in the take up of a legacy income accrual of £3.6m at the 31 March 2022 to recognise income due but not yet recognised.
Continue to be integrated in our community and champion volunteering by:	
Formally completing the re-naming of Stella & Harry Freedman House from Lady Sarah Cohen House.	There was a formal re-naming ceremony on 20 July 2021 followed by an internal programme of name changing across the care home.
Increasing the number of volunteer fundraisers who actively fundraise for the organisation, working alongside the professional team, including new members of event committees.	As part of the Lay Leadership Alumni Group one member is focussed on fundraising. In addition, there were new members of the Business, Young Patrons, Topland, Local Angels, Young Property and Woman of Distinction committees.
Re-establishing a calendar of in-person fundraising events.	Business breakfasts, Woman of Distinction, Young Jewish Care social events, Young Property dinner and Local Angels events all returned in-person. Particular highlights were the Young Patrons Dinner and Topland Business Group Luncheon, which both saw record attendance.
Developing the Fundraising Strategy Committee through additional members, find a new Chair for Campaign Strategy and refresh the Patrons Committee.	The Fundraising Strategy Committee has been set up and will be chaired by Steven Lewis (Jewish Care President), it will formally meet in 2022/23. Membership of the Patrons committee being refreshed and includes one new member.
Increasing the number of synagogues choosing Jewish Care for their High Holy Day appeal and companies who engage Jewish Care through employee engagement and donations, and further ensuring that we are achieving	Corporate dementia training returned, as did corporate support for individual projects such as supporting Shavuot teas in residential homes. Synagogue High Holy Day appeals proved to be more difficult as communities were not focussed on this area as the pandemic subsided.

JEWISH CARE

What we said we would achieve in 2021/22	What we achieved
the long-term strategic aim of being integrated into communities	
Secure Jewish Care's future for the community for generations to come by:	
Achieving a capital gifts target of £3.3 million and ensure that all capital donor signage for Sandringham is complete, alongside individual plaques and dedication events.	Capital fundraising had a good year surpassing the target, raising £4.5 million. In addition, we successfully established a calendar of dedication events and plaque unveilings alongside a programme of updated capital, donor, and site signage.
Continue developing the Giving in Memory Portfolio and creating a Legacy Advisory Committee.	Giving in Memory raised £89,000 compared to £110,000 in the previous year and £51,000 the year before. The legacy advisory committee is yet to be formulated but is part of the plan for 2022-23.
Start a Redbridge capital fundraising campaign.	A pledge for a lead gift of £5m was received and we started developing a plan for fundraising for the various components of the proposed new care campus with potential donors identified.
Continuing to implement data procedures and processes and security measures to ensure secure use of personal information.	The fundraising governance committee reviews all policies and procedures in addition to ensuring staff take part in appropriate Raisers Edge database training.
Continue to deal properly with any complaints received about fundraising.	We received a total of 3 complaints during the year (4 during FY2021), investigated all complaints and responded to complainants within 7 days or if longer within the timeline agreed with the complainant. All complaints were resolved.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

COMMUNITY SERVICES, COMMUNITY ENGAGEMENT AND VOLUNTEERS

What we said we would achieve in 2021/22	What we achieved
<p>Continue to be the customer's choice, recognised for quality by reopening community and day centres for people living with dementia in a way that recognises the risk posed by Covid-19.</p>	<p>The centres began reopening in July 2021. All of the centres opened in a phased way to monitor any spikes in Covid-19 transmission as well as to recognise that some members may not have felt confident to meet others in public. Following the confirmation of the Omicron variant, daily testing was introduced for all members, volunteers and staff. This has since been relaxed in line with Government guidance. Reopening has been greatly welcomed by the Community and Community Centres compliments to complaints was 19.7 to 1.</p>
<p>Develop a meaningful and rich programme in our newest community in South Herts, ensuring that the Ronson Family Community Centre at Sandringham is fully utilised.</p>	<p>The Ronson Family Community Centre at Sandringham has gradually increased to being open 3 days a week. This has taken some time whilst we navigated through some recruitment issues.</p>
<p>Continue to be the champion of volunteering by restructuring the Volunteers Department to provide support to all resources with the recruitment, training, and development of volunteers.</p>	<p>The department has now recruited a dedicated manager who has reviewed all policies and processes. There is now a formalised handbook for volunteers. A Managers Handbook will be ready for circulation in August 2022. There has been an independent assessment of the work of the Volunteers Department carried out by haysmacintyre as part of the internal audit cycle.</p>
<p>Continue to secure Jewish Care's future for generations to come by continuing to review each service individually based on attendances and usage of the services and as currently operating a reduced service, where attendance and demography suggests there is an opportunity to consolidate/ reduce our opening days.</p>	<p>Opening days at Southend and Westcliff Jewish Community Centre and at the Brenner Stepney Jewish Community Centre have been reduced to reflect the number of members. This has proved successful and consolidated the attendance on the opening days.</p>
<p>Engaging and managing expectations within the Redbridge Jewish community on the delivery of a new campus, providing residential care and community activity on one site.</p>	<p>This is ongoing.</p>

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

MARKETING, COMMUNICATIONS AND CUSTOMER ENGAGEMENT

What we said we would achieve in 2021/22	What we achieved
Continue to be the customers' choice, recognised for quality and being distinctively Jewish by launching a community centre reopening campaign which raises awareness and generate new members for our community centres.	We successfully launched two major awareness campaigns integrated across multiple online and offline channels. The first campaign focused on the reopening of our community centres, where we have waiting lists across multiple community centre sites.
Continue to be the customers' choice, recognised for quality and being distinctively Jewish by launching a new awareness campaign for both our care homes and Retirement Living schemes.	We launched an awareness campaign for our care homes and Retirement Living schemes. In March 2022, occupancy was at 84% in our homes and 92% in our Retirement Living schemes.
Further streamlining the admissions process by digitising the application experience to help increase occupancy across all our care homes and Retirement Living schemes.	The admissions application process has seen digital improvements but is also tied to our website launch so whilst actioned, will not be completed and live until October 2022.
Launching a new website which will include an event booking and ticket sales system, virtual community centre and digitised version of the helpline.	By the end of the financial year, our new website had reached build stage. However, with increasing cyber risks and the need to put deeper cyber penetration testing in place, combined with us choosing to carry out deep-dive user testing at multiple stages, we have not yet launched this and expect it to be live in October 2022.
Creating a Quality Assurance framework to help the organisation reflect and take forward learnings at a strategic level and take it from a reactive to proactive support function for the organisation	Whilst we have improved the customer experience across the organisation with clear quarterly plans targeting different parts of the business in place and holding action plans to account, we have not yet created a framework. This will come following further quarterly review meetings.
Secure Jewish Care's future for generations to come by achieving full occupancy at Pears Court and increasing occupancy at Wohl Court via open days.	Pears Court, which opened in June 2021, filled up during the year. Occupancy at the end of the year was 44 which was 4 less than budget and capacity. Wohl Court occupancy also improved during the year and by the end of the year was at 26 which was 6 higher than the start of the year and 3 below budget.
Secure Jewish Care's future for generations to come and further integrate Jewish Care in our community, by setting up a Marketing & Communications Expert Group, made up of Lay Leaders with expertise and skills across this area.	In February, a Marketing & Communications Expert Group was created, and their inaugural meeting took place. The Expert Group now forms a critical lay function to Jewish Care's Marketing & communications team and are currently working on a 2-year strategy.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

Financial Sustainability

What we said we would achieve in 2021/22	What we achieved
As befits a not for profit, deliver a budgeted bottom line (operating margin less normal capital expenditure) of close to £0.	The budgeted bottom line was a small deficit of £210k and the actual bottom line was a small deficit of £260k.

Future Aims for Jewish Care for 2022/2023

Trustees and the management team have 5 major objectives for Jewish Care for the current financial year commencing 1 April 2022:

1. Recruit and retain excellent staff in order to be an employer of choice by providing great training, development opportunities and fair rates of pay.
2. Strengthen and standardise the organisation's core processes via digital transformation in order to be recognised for quality and innovation and be the customer's choice. Specifically strengthen and standardise our employee and customer journey processes.
3. Maintain high occupancy across our care homes and retirement living in order to be the customer's choice. This will require increasing occupancy in some specific homes such as Stella and Harry Freedman and increasing self-funder demand for several of our homes.
4. Increase community engagement and development, and raise £16m from the community, to be a champion of volunteering and a continued leader for generations to come. Continue to increase the number of days our Community Centres are open offering day and dementia care and re-establish all in person fundraising events now that the risk from Covid has receded.
5. Get ready to build our new £25m Redbridge facility and invest in existing facilities, to be a leader for generations to come. Secure donors for Redbridge and prepare for construction in 2023 by obtaining planning permission, appointing a lead contractor, and securing financing.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

SECTION 172 STATEMENT

The Trustees have considered the requirement to promote the success of the Charity for the benefit of all stakeholders and to achieve its charitable purposes, and in doing so the Trustees have had regard to the following requirements of S172 of the Companies Act 2006.

The likely consequences of any decision in the long term

The Board of Trustees meet every 6 to 8 weeks alongside the Executive Leadership Team to discuss strategic initiatives, priorities and to agree any changes in the way the organisation operates with a focus on the future of the organisation. The development of initiatives and plans by the Executive Leadership Team are also supported with focused expertise and oversight from our many sub-Committees. Our 2020-25 strategy also sets out the organisation's long-term focus in a changing and challenging landscape, a strategy that is underpinned by its stakeholder partnerships

The interests of the company's employees

Our people, both staff and volunteers, are our greatest asset. One of the 7 priorities of our 2020-25 strategy is to be the employer of choice for talented people, who share our values and have the skills we need to deliver our ambitions. We recognise, support and engage with our staff by celebrating success, creating wide-ranging and robust learning and development programmes, providing flexible working, managing a staff forum where concerns can be raised, discussed and resolutions proposed, introducing Workplace (a business focussed Facebook-type application) and commitments being made by the Board to continue to work towards the London Living Wage. In October 2021, it was announced that our frontline staff would receive the current London Living Wage. Staff are supported by a Sub-Committee of the Board, namely the Remuneration Committee. The staff forum in particular is effective at enabling staff to influence how Jewish Care is run and there are several recent examples where staff have brought suggestions to the staff forum, and they have been implemented.

The need to foster the company's business relationships with suppliers, customers, and others

Our organisation is defined by partnerships. Everything we do requires the coming together of our workforce, our army of volunteers, our donors, our suppliers, our clients, our purchasers of services that include local authorities, clinical commissioning groups and our regulators. Our 2020-25 strategy underpins the value and contribution from all these stakeholders. We encourage feedback from all stakeholders, especially client feedback, as this is a critical part of the mechanism that allows the development and improvement of our front-line services. Oversight of our frontline services is provided by four sub-Committees of the Board, namely the Residential Care Services Committee, the Clinical Governance Committee, the Retirement Living Committee and the Community Services and Volunteers Committee.

The impact of the company's operations on the community and the environment

We are committed to shaping the future of care and sustain our ability to meet changing expectations and needs of our community, whether that be determined by location or age. Over the years, we have regularly responded to the community's changing needs and in doing so, have embarked on major donor funded capital projects to develop four campuses of care. These campuses will allow the community to benefit from high quality care, community support, retirement living apartments and a range of social events, easily accessible locations, along with opportunities to volunteer to strengthen community ties. On the ground, we have also modernised our care delivery with the introduction of hand-held, electronic care plans and modernised our day community services programmes, taking advantage of the many digital innovations that have been made. Please refer to our carbon reporting on pages 19 and 20 to understand our contribution and response to the environmental challenges.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

SECTION 172 STATEMENT (cont'd)

The desirability of the company maintaining a reputation for high standards of business conduct

Our organisation is strongly committed to maintaining a reputation of high standards in all our charitable deliverables and business conduct. Organisational and departmental risk registers are kept and overseen by the Internal Audit, Assurance and Risk, a sub-Committee of the Board. Our internal audit function also performs a critical role in determining cross cutting audits based on risks with high net risk scores, as well as areas of the business that heavily rely on robust control environments that dramatically reduce our risk exposure. As a CQC regulated Charity, we also respond to regulatory findings obtained during inspections to understand how service improvements can be made. All regulatory finding reports are reported to the Board of Trustees. Aligned to reputational management is our process for reporting serious incidents (SIR) to the Charity Commission. Jewish Care's SIR procedure was put in place in July 2018 and amended in February 2020. The SIR process is a robust one and has resulted in several reports being made in previous financial years. During FY21/22 there were however no reports made to the Charity Commission. The SIR process requires any potential incident to be reported to a committee of various members of the Board, whereupon the committee will convene to discuss each incident, and the Board is informed whether the potential incident is reported to the Charity Commission or not. The SIR Policy is due to be reviewed in the 2022/23 financial year.

The need to act fairly as between members of the company

All Trustees and Directors of subsidiary entities act in the best interests of the charitable organisation in meeting its charitable objectives. Declaration of any conflicts of interest are a standing agenda item at each Board and sub-Committee meeting. Conflicts of loyalty are dealt with in the same way. The Trustees did not identify any conflicts of loyalty between Jewish Care and its subsidiaries during the financial year.

FINANCIAL REVIEW

Analysis of the Group Charitable Activities (Operations)

Total charitable activities income for the Group before donations and other income was £35.3m (2020/21 £29.5m) with total charitable expenditure before depreciation of £53.3m (2020/21 £52.2m) resulting in a net operating loss before depreciation, donations, and other income of £18.0m (2022/21 net loss of £22.7m). See further analysis on page 36. 2021/22 remained both a challenging year and a year of achievement with the efforts of all our teams from our carers through to our fundraisers. 2021/22 saw Sunridge Court residential care home join Jewish Care via a business combination on April 19 2021 between Sunridge Housing Association and Jewish Care. Subsequently on the 1 October 2021, the trade and assets of Sunridge Housing Association Limited were transferred to Jewish Care for £NIL consideration resulting in a fair value gift to the group in the amount of £6.5m. 2021/22 also saw the re-opening of our Day and Community Centres to include the new Ronson Family Community Centre and the opening of our new Retirement Living Scheme, Pears Court, both at our latest development at the Sandringham campus in Stanmore.

Income

Our income comes from a range of sources. The principal funding sources for 2021/22 are charitable activities income, donations, legacies, investment income, other income, property disposal proceeds, capital project donations and the fair value gift on acquisition of a subsidiary. Total income from all principal funding sources was £82.7m (2020/21 £64.7m) which represents a 28% increase on the prior year.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

FINANCIAL REVIEW (cont'd)

Charitable activities income was £35.3m in 2021/22 (2020/21 £29.5m). This funding source consists of local authority and private residential fees, grant income, retirement living rental income and day centre attendance income. 2021/22 saw a steady increase in occupancy from 433 beds occupied at the beginning of the financial year to 502 beds occupied at the end of the financial year with the organisation having experienced a substantial reduction in occupancy in line with the entire care sector in 2020/21. 2021/22 also saw the opening of our new Retirement Living scheme, Pears Court and our new Day Centre, the Ronson Family Community Centre both schemes making full use of our campus at Sandringham. 2020/21 also saw a slow and careful re-opening of our Day and Community Centre hubs to in person community services.

Other income was £1.5m (2020/21 £1.8m). Other income includes the financial support given by the Government to the entire care sector by virtue of Infection Control Funds £1.4m (2020/21 £1.4m) and to a lesser extent in 2020/21 from the Government Coronavirus Job Retention Scheme (CJRS) £54k (2020/21: £460k). The Infection Control Funds were fully utilised to cover the additional costs of staffing and respective mechanisms and measures to manage infection control in all our care and community settings. CJRS funding was used to cover the costs of furloughed staff with the closure of our Day and Community Centres at the beginning of the 2021/22 financial year.

Donations were £14.7m (2020/21 £18.1m) representing a 19% decrease on the prior year. Fundraising was strong in 2021/22 with the decrease as expected with the receipt of £4.1m of one off receipts from an emergency appeal and the receipt of funds from the winding up of an external charitable foundation in 2020/21.

Legacy income was £8.0m (2020/21 £4.3m) representing a 86% increase on the prior year exceeding budgeted levels for this income line. After a transition to First Class legacy reporting software, a complete review of the legacy pipeline data was undertaken, this resulted in the take up of a legacy income accrual of £3.6m at the 31 March 2022 to recognise income due but not yet recognised. Legacy income accruals are predicated on the conditions of entitlement, probability and measurement, judgements have been made where the conditions of receipt are complicated.

Capital project donations were £4.5m (2020/21 £6.9m). This funding source consists of capital donations applied directly to our capital construction projects. The capital project funding received during the year was towards the development of the Sandringham campus at Stanmore, the final stages of which was the opening of Pears Court Retirement Living scheme in June 2021 and the Ronson Family Community Centre in September 2021. Expenditure on our capital development projects is capitalised into their respective fixed asset categories on the balance sheet.

Property Disposals were £11.2m (2020/21 £2.9m) 2021/22 saw the disposal of two closed care homes, Rubens House and Clore Manor, the proceeds of which will be used to reduce organisational indebtedness.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

FINANCIAL REVIEW (cont'd)

Expenditure (note 9)

Expenditure on fundraising was £3.0m (2020/21 £2.6m). Expenditure on raising funds was 13% of donation and legacy income (2020/21 11%). Fundraising expenditure is higher than the previous year with the return to in person fundraising events linked to our normal fundraising cycle, the annual fundraising dinner remained a virtual event in 2021/22 so direct costs were substantially lower.

Expenditure on our charitable activities (including depreciation of £3.9m) for our care homes, day centres, home care, retirement living, and mental health resources was £57.2m (2020/21 £55.8m). The care sector has seen many challenges over the years to include recruitment and retention. Everyone at Jewish Care was paid at least the London Living Wage from October 2021 equating to an additional annual cost of £1.7m.

Charitable expenditure in our care homes was £40.1m (2020/21 £38.9m). The increase in expenditure relates to the implementation of the London Living Wage in October 2021. Covid-19 also influenced additional staff, agency and enhanced overtime rates to cover periods of self-isolation and infection control measures throughout the year but to a lesser extent than 2020/21. Some mitigation of these costs included the financial support given by the Government as part of a package to support the entire care sector in the form of Infection Control Funds and access to PPE from local authorities.

Charitable expenditure in our day centres was £4.3m (2020/21 £5m). 2021/22 saw the continuation of the provision of Day and Community Centre Services in a digital and virtual format up until September 2021. September and October 2021 saw a transition back to in person services with the slow and careful re-opening of our Day and Community Centre hubs. This transition saw the recruitment of many staff after a significant redundancy programme in 2020/21 with our combined in person services now running alongside a digital and virtual format increasing our community engagement and development. 2021/22 also saw the opening of our newest Day and Community Centre, the Ronson Family Community Centre at our latest campus development Sandringham in Stanmore.

Charitable expenditure in our home care service was £0.9m (2020/21 £0.8m). In light of an increasingly challenging environment with competition and over-saturation a strategic decision was made to close our Redbridge and Southend home care services in March 2022 with all clients supported in their transition to their provider of choice.

Charitable expenditure in our retirement living service was £6.0m (2020/21 £4.7m). 2021/22 saw the opening of our newest Retirement Living scheme, a 48 unit scheme, Pears Court making full use of our latest campus development Sandringham in Stanmore welcoming new tenants from June 2021.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

FINANCIAL REVIEW (cont'd)

Expenditure (note 9) (cont'd)

Charitable expenditure in our social work service was £2.2m (2020/21 £2.4m). Our social work plays a pivotable and crucial role in the service admission process to our care homes, our retirement living schemes and all other community based services. The social work service does not attract any funding with the costs of this service being met in their entirety by donations.

Charitable expenditure in our mental health service was £2.6m (2020/21 £2.1m) reflecting the cost of the integrated mental health service provided by the Jewish Association for Mental Illness (JAMI). 2021/22 saw a transition back to in person services with the slow and careful re-opening of our mental health Day and Community Centre hubs.

Central costs were £6.1m (2020/21 £6.0m). Central costs remain on a par with the prior year with some re-setting of roles after the restructuring programme carried out in our support and central departments in 2020/21. Central costs are allocated to activities based on the number of full-time equivalents at Jewish Care. Our central costs are normally at a level that is consistent with the requirement for the effective running of a Charity of our size.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

FINANCIAL REVIEW (cont'd)

Further analysis of the Group Charitable Activities (Operations) is as set out below for the years ended:

	31 March 2022	31 March 2021
	£,000	£'000
Charitable income and expenditure		
Charitable activities income ¹	35,318	29,528
Charitable expenditure before depreciation ¹	(53,289)	(52,247)
Operating charitable loss before donations	(17,971)	(22,719)
Other operational expenditure		
Depreciation and amortisation	(3,928)	(3,568)
Total other operational expenditure	(3,928)	(3,568)
Net operating loss before donations and other income	(21,899)	(26,287)
Other Income²	1,470	1,812
Net income from donations and investments		
Donations and legacies (includes one off emergency appeal monies in 2021)	22,686	22,435
Fundraising expenditure	(3,040)	(2,554)
Other trading entities	21	6
Investment income	1,012	1,153
Investment fees & other investment related costs	(219)	(192)
Total net income from donations and investments	20,460	20,848
Net operating surplus/(loss)	31	(3,627)
Net realised and unrealised gains on investments	2,897	6,492
Property Disposals	11,226	2,882
Capital project donations		
Sandringham	4,491	6,399
Leila's House (JAMI)	-	465
Total capital project donations	4,491	6,864
Acquisition of subsidiary undertaking³	6,482	-
Actuarial gains/(losses) on defined benefit pension scheme	6,119	(3,909)
Net movement in funds	31,246	8,702

1. Charitable activities income consists of local authority and private residential fees, grant income, retirement living rental income and day centre attendance income and related charitable expenditure.

2. Other income relates to government funding for the Coronavirus Job Retention Scheme (CJRS) and Infection Control Funding (ICF).

3. The acquisition of Sunridge Housing Association Limited to include a fair value uplift on identifiable assets and liabilities acquired, which is in substance a gift.

JEWISH CARE

3. STRATEGIC REPORT

Defined Benefit Pension Scheme

The pension scheme liabilities have been calculated by updating the valuation calculations carried out for the formal actuarial valuation as at 1 April 2019. The deficit at 31 March 2022 under FRS102 was £8.0m (2020/21 £14.4m) and further details can be found in note 29. In recognition of this level of pension deficit for Jewish Care, the investment strategy approved by the Pension Trustees and Jewish Care along with a collateral security arrangement in order to reduce the charity's exposure to any potential deterioration in the future continues. The annual contributions to the scheme continued at the reduced rate in 2021/22 with contributions from Jewish Care of £0.8m in 2021/22 (£0.6m 2020/21), as a result of an agreement between the Trustees of Jewish Care and the Trustees of the Jewish Care Pension Scheme (and in line with guidance issued by the Pensions Regulator) to mitigate the financial impact of Covid -19 on Jewish Care in 2020/21. Under that agreement contributions will increase to the 100% level from the beginning of 2022/23. This will still result in the deficit being fully repaid over the target period of 10-15 years.

Investment Objectives, Powers and Performance

Jewish Care's investment powers are set out in its Memorandum of Association, which states that Jewish Care shall have the power: *"To invest the monies of the Charity not immediately required for its purposes in or upon such investments, securities real or personal property as may be thought fit."*

The key investment objective for both Investment Managers, Veritas Investment Management and Quilter Cheviot is to achieve an absolute return of inflation plus 3% over the medium term 3 - 5 years. Veritas Investment Management achieved a one-year total return of 10.2% (2020/21 25.87%) in the year ended 31 March 2022 (last 3 years 11%, last 5 years 9.4%) and Quilter Cheviot achieved a one-year total return of 10% (2020/21 28.3%) in the year ended 31 March 2022 (last 3 years 11%, last 5 years 10%). Both investment managers have a fully discretionary investment management mandate with the risk profile for both Investment Managers being one of medium risk with an emphasis on capital growth with income. Performance is monitored by the Finance, Audit and Investment Committee. At the year end, the market value of the Jewish Care Group's investments was £34.3m (2020/21 £31.5m). There were net gains on the investment portfolio of £2.9m (2020/21: gains of £6.5m). Lower investment gains for the year follow a period of elevated levels of inflation with central banks raising interest rates at sharper levels than expected compared to the market rebound in equity markets with worldwide monetary and fiscal stimulus at the 31 March 2021.

Ethical Investments

Jewish Care takes all reasonable steps to ensure that any decisions taken by its investment managers in respect of its corporate investments are consistent with its social care policies. Regular review of the investment managers' Ethical Investment Policy is undertaken.

Taxation

Jewish Care and its subsidiary charitable entities are exempt from income tax and corporation tax on its charitable activities. Jewish Care's trading subsidiary and other related trading subsidiaries are liable to United Kingdom corporation tax where they have taxable profits. Like most charities, Jewish Care is unable to reclaim much of its input VAT and suffers it as an expense. All irrecoverable VAT is included within the appropriate expenditure headings.

JEWISH CARE

3. STRATEGIC REPORT

Employment Policy

Jewish Care is committed to establishing equality of opportunity for all staff and volunteers. Staff have access to an online course "Equality in the Workplace" to support staff to understand the importance of equality and diversity. It is the policy of Jewish Care that there should be no unfair discrimination in considering applications for employment, including those from disabled persons. We believe in a diverse team and promote diversity and inclusion in all forms and we have policies in place to ensure we give candidates and existing staff equal opportunities to succeed. We are also registered as a Disability Confident employer and will make reasonable adjustments to support staff with disabilities. We also provide online resources to encourage staff to learn about disability frameworks and improve awareness. In the last year following the pandemic focus has been on mental health and wellbeing and we have also run deaf awareness sessions and a neurodiversity session focusing on how to cope with autism. The directors are committed to maintaining and developing communication and consultation procedures with employees who, in turn, are encouraged to become aware of and involve themselves in the performance of the Charity. Please refer to the section 172 statement on pages 31-32 about the interest of the company's employees.

Gender Pay Gap

Jewish Care's values are at the heart of everything we do, and we are committed and proud of our diverse and inclusive organisation where people are treated fairly with dignity and respect. Jewish Care's median gender pay gap is 0%. This means there is no difference between the median pay awarded to each gender. The mean gender pay gap is 11%. The bottom three quartiles show close to a 0% mean gender pay gap but the top quartile shows an 11% gender pay gap. The top quartile includes the CEO and members of the Executive Leadership Team and the Senior Leadership Team. We review pay rates individually for this quartile and are confident that these pay rates are appropriate and fair given specific skills and market rates. Both the median and mean have improved slightly since last year and Jewish Care compares favourably to other organisations in the social care and housing sectors.

Modern Slavery and Human Trafficking

Jewish Care is committed to eliminating the existence or prospect of modern-day slavery and human trafficking within its own business and that of its supply chain. The Trustees, and Executive Leadership team are responsible for assessing and bolstering Jewish Care's effectiveness, to ensure that slavery and human trafficking are not taking place in its business or supply chains. They do so by providing adequate resources, training, and investment. Jewish Care's performance is measured annually and members of staff responsible for procurement are required to complete courses with respect to modern slavery capacity building and reporting/etc. More information is available in our Anti-Slavery and Human Trafficking statement and available at www.jewishcare.org

JEWISH CARE

3. STRATEGIC REPORT

Risk Policy

The Internal Audit and Risk Committee ensures a risk assessment review is undertaken annually and that all key risks are identified, reported to the Board and suitable controls are implemented. Jewish Care identifies and manages risks that endanger the achievement of the strategic aims, as defined in its Memorandum and Articles of Association and its published Vision and Mission. The outbreak of Covid-19 introduced new risks whilst also compounding existing risks.

The principal risks and uncertainties faced by the organisation during the last year are:

Risk	Mitigation
Pandemic, major outbreak of food poisoning, or of infection or a fire or another serious incident leading to multiple serious illness, injury or even death. This sort of happening could also lead to reputational damage, a reduction in income and/or an increase in expenditure.	Risk control measures include having a Health and Safety Manager, extensive policies and procedures, comprehensive staff training plus various checks and audits.
Major outbreak of legionella	Control measures include the appointment of a responsible person, policies and procedures and a planned programme of testing and legionella preventative activity.
Cyber risk, malicious unauthorised access to data or accidental misuse by staff leading to significant fines, reputational damage and loss of income.	Control measures include a strong IT security environment (including multi factor authentication, e-mail screening and real time monitoring of log ons and network activity) and staff training on security and GDPR.
Loss of fundraising income due to reliance on a few Lay Leaders to raise funds.	Risk control measures included the roll out of the recommendations from a strategic review of our fundraising strategy to include plans for sustainability and diversification of the income portfolio with a reduced dependency on voluntary and legacy income. In addition, there is a leadership development programme in place to train the next generation of Lay Leaders.
High inflation that cannot be fully priced through in particular to local authorities.	The difficult financial climate caused by high inflation is leading us to review our Care Home operating model and there will be changes to the operating model over the course of the current financial year and the following financial year.
Adult social care reforms being proposed by the Government lead to a material number of self funded admissions and existing residents asking the local authority to buy care on their behalf at a lower price than their current price.	Adult social care reforms are also supposed to result in local authorities paying a fair cost for care.

JEWISH CARE

3. STRATEGIC REPORT

Risk Policy (cont'd)

Our Internal Audit function presents an internal audit plan to the Internal Audit and Risk Committee at the beginning of each financial year. Audits are selected by the Internal Audit and Risk Committee after reviewing the organisation's top ten risks, internal audit coverage over the last five years and areas that the Executive Leadership team feel would benefit from an internal audit review. The internal audit plan cuts across services, with audits selected for review based on the risks with high net risk scores taken from departmental risk registers. Internal audit reviews and recommendations are presented to the Internal Audit and Risk Committee upon completion that also includes management responses. Business Continuity and Disaster Recovery plans continue to be reviewed and updated at an organisational and departmental/service level. Plans are tested and reported to the Internal Audit and Risk Committee.

JEWISH CARE

3. STRATEGIC REPORT

Reserves Policy and Going Concern

Jewish Care's reserves policy focuses on the level of its free (general) reserves, excluding restricted, designated and the pension reserve.

The pension reserve is excluded as a plan is reducing the Charity's risk regarding any potential future deterioration of the current deficit. Tangible fixed assets are considered designated, as they do not represent free reserves. The reserves policy is updated and approved by the Finance, Audit and Investment Committee and the Trustee Board on an annual basis. The approach adopted by Jewish Care to develop its reserves policy is the "risk identification approach" recommended by the Charity Commission. It reviews the financial impact of risk, the stability of future income streams and the funding of future expenditure plans. The Finance, Audit and Investment Committee then monitors Jewish Care's performance against budget and recommends action to bridge any gap in reserves if and when necessary. The approved 2021/22 reserves policy is that a level of £25m (representing just under 5 months of expenditure) of free reserves was appropriate.

At the 31 March 2022, the total funds held on a consolidated basis were £173.4m (2020/21 £142.2m). After taking out restricted and designated funds but before the pension scheme reserve, free reserves were £51.8m (2020/21 £29.2m). This is significantly above the recommended reserves and also above the target of £25m in place at the end of March 22 explained above.

The charity is fortunate to be sitting on material free reserves (made up of cash and investments) in excess of its reserves policy. The current macro economic environment is challenging for all organisations including Jewish Care and the charity is likely to make a deficit both in the financial year ending 31st March 23 and 31st March 24. These excess free reserves will more than sustain the charity during this financial year and the next.

Reserves (Funds) at the 31 March 2022:

At the 31 March 2022, the total funds held on a consolidated basis were £173.4m (2020/21 £142.2m) and were made up of the following:

- Endowment reserves were £17.0m (2020/21 £16.9m) and represent the value of endowments to provide support to the general objectives of Jewish Care, the majority of which are properties and investments.
- Restricted reserves were £3.6m (2020/21 £3.6m) and are spent in accordance with the conditions of the donors/funders. Please refer to note 25 in the financial statements for further details.
- Designated reserves were £109m (2020/21 £106.9m) and represent the value of the functional tangible fixed assets of the organisation namely the homes, day centres and retirement living schemes from which Jewish Care operates its services netted off against the commercial term loan and revolving facilities used to fund the construction of Wohl Court at Hendon and Sandringham at Stanmore.
- The pension reserve was a deficit of £8.0m under FRS102 (2020/21 £14.4m) and represents the deficit on the defined benefit pension scheme. The programme to address this deficit has been discussed on page 37. Please also refer to note 29.
- Free (general) reserves before the pension deficit were £51.8m (2020/21 £29.2m) and are above the target of £25m explained above.

Going Concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operation for the foreseeable future. This expectation includes an assessment of the impact of the significant organisational risks. The financial accounts have been produced on the going concern basis given the level of reserves and plans to mitigate financial exposure. Further details of risks can be found on pages 39 and 40 with a more detailed assessment of the adoption of the going concern policy included in the accounting policies on page 51.

JEWISH CARE

4. RESPONSIBILITIES OF TRUSTEES

The Trustees, (who are also directors of Jewish Care for the purposes of company law) are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland. Under Company law the Trustees must not approve the financial statements unless satisfied that they give a true and fair view of the state of the group's and the charitable company's affairs and the group's and charitable company's net movement in funds, including the income and expenditure for that period.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue on that basis.

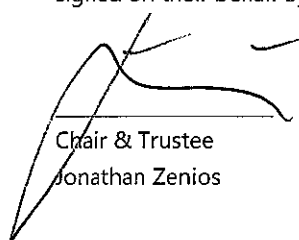
The Trustees are responsible for keeping proper group accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- there is no relevant audit information of which the charitable company and group's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees Annual Report which incorporates the Strategic Report and the Directors Report as required by company law has been approved and authorised for issue by the Board of Trustees in their capacity as directors on the 25 October 2022 and signed on their behalf by:



Chair & Trustee
Jonathan Zenios

25 October 2022

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF JEWISH CARE

We have audited the financial statements of Jewish Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities (including Income and Expenditure account), the Group and Company Balance Sheets, the Consolidated Statement of Cashflows 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 FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2022 and of the group's 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; 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's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent 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 group's or parent 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF JEWISH CARE (cont'd)

Other information

The other information comprises the information included in the Trustees' Annual Report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Trustees' 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.

Opinions 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' Annual Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic Report included within the Trustees' Report have 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 group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF JEWISH CARE (cont'd)

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 42, 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 group's and parent 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 group or parent 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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the group and parent charitable company operate in and how the group and parent charitable company are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF JEWISH CARE (cont'd)

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, tax legislation and the parent charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to the Care Act 2014, Care Quality Commission regulations, health and safety regulations and General Data Protection Regulations. We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these laws and regulations and inspected correspondence with regulatory authorities.

The group audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and estimates.

A further description of our responsibilities for the audit of the financial statements is provided on the Financial Reporting Council's website at <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

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 auditor's 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.

RSM UK Audit LLP

HANNAH CATCHPOOL (Senior Statutory Auditor)

For and on behalf of RSM UK Audit LLP, Statutory Auditor

Chartered Accountants

25 Farringdon Street, London, EC4A 4AB

Date: 17th November 2022

JEWISH CARE

Consolidated Statement of Financial Activities (including Income and Expenditure Account)

for the year ended 31 March 2022

					2022	2021
	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds	Total Funds
		£'000	£'000	£'000	£'000	£'000
Income and endowments from:						
Donations and legacies	5	21,149	1,537	-	22,686	22,435
Acquisition of subsidiary undertaking	15	6,482	-	-	6,482	-
Capital project donations	5	-	4,491	-	4,491	6,864
Charitable activities	6	35,302	-	16	35,318	29,528
Other income	7	54	1,416	-	1,470	1,812
Other trading activities		21	-	-	21	6
Investments	11	1,012	-	-	1,012	1,153
Disposal of Property		11,226	-	-	11,226	2,882
Total		75,246	7,444	16	82,706	64,680
Expenditure on:						
Raising funds:						
<i>Fundraising</i>	9	3,040	-	-	3,040	2,554
<i>Investment fees</i>	9	219	-	-	219	192
Charitable activities	9	54,124	2,958	135	57,217	55,815
Total	9	57,383	2,958	135	60,476	58,561
Net gains on investments	14	2,637	-	260	2,897	6,492
Net income	4	20,500	4,486	141	25,127	12,611
Transfer between funds	25/26	4,489	(4,489)	-	-	-
Actuarial gains/(losses) on defined benefit pension schemes	29	6,119	-	-	6,119	(3,909)
Net movement in funds		31,108	(3)	141	31,246	8,702
Reconciliation of funds:						
Total funds brought forward		121,728	3,570	16,884	142,182	133,480
Total funds carried forward	24/25					
	26/27	152,836	3,567	17,025	173,428	142,182

The notes on pages 50 to 98 form an integral part of the accounts. Full comparative figures for the year ended 31 March 2021 are shown in note 34.

JEWISH CARE

Balance Sheets as at 31 March 2022

Registered No. 02447900

	Note	Group		Company	
		2022	2021	2022	2021
		£'000	£'000	£'000	£'000
Fixed Assets					
Tangible assets	12	141,932	141,839	136,767	141,918
Intangible assets	13	395	644	395	644
Investments	14	34,343	31,550	34,600	31,807
		176,670	174,033	171,762	174,369
Current Assets					
Debtors	17	14,504	7,191	13,304	6,857
Stock	18	111	118	111	118
Cash at bank and in hand	28	18,025	7,109	15,247	4,472
		32,640	14,418	28,662	11,447
Liabilities					
Creditors – Amounts falling due within one year	19	(12,041)	(11,311)	(11,349)	(10,830)
Net Current assets		20,599	3,107	17,313	617
Total Assets Less Current Liabilities					
		197,269	177,140	189,075	174,986
Creditors – Amounts falling due after more than one year	22	(15,800)	(20,550)	(15,800)	(20,550)
Total assets less total liabilities excluding pension liabilities		181,469	156,590	173,275	154,436
Defined benefit pension scheme provision	29	(8,041)	(14,408)	(8,041)	(14,408)
Total net assets		173,428	142,182	165,234	140,028
The funds of the Charity:					
Restricted funds:					
Endowment funds	24/26/27	17,025	16,884	17,025	16,884
Restricted income funds	25/26/27	3,567	3,570	3,535	3,509
Total restricted funds:		20,592	20,454	20,560	20,393
Unrestricted funds:					
Designated funds	26/27	109,114	106,942	103,949	107,021
General funds	26/27	51,763	29,194	48,766	27,022
Total unrestricted funds:		160,877	136,136	152,715	134,043
Pension reserve	27/29	(8,041)	(14,408)	(8,041)	(14,408)
Total Charity funds	26/27	173,428	142,182	165,234	140,028

Approved and authorised for issue by the Board on 25 October 2022 and signed on its behalf by


Jonathan Zenios (Chair)


Michael Brodtman (Trustee)

The Charity only net income for the year ended 31 March 2022 is £16,190k (2021: £5,721k) and the net movement in funds is £25,206k (2021: £8,303k). The notes on pages 50 to 98 form an integral part of these accounts.

JEWISH CARE

Consolidated Statement of Cashflows for the year ended 31 March 2022

	Note	2022	2021
		£'000	£'000
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	28	2,065	(742)
Cashflows from investing activities:			
Dividends, interest & returns from investments		793	964
Payments to acquire tangible and intangible fixed assets	12/13	(1,041)	(11,422)
Proceeds from sale of investments	14	4,990	6,024
Proceeds from sale of property		15,071	3,108
Payments to acquire investments	14	(4,980)	(3,207)
Net cash provided by/(used in) investing activities		14,833	(4,533)
Cash flows from financing activities:			
Repayment of borrowings	28	(5,982)	-
Cash inflows from borrowings	28	-	6,100
Net cash from financing activities		(5,982)	6,100
Change in cash and cash equivalents in the reporting period		10,916	825
Cash and cash equivalents at the beginning of the reporting period		7,109	6,284
Cash and cash equivalents at the end of the reporting period	28	18,025	7,109

The notes on pages 50 to 98 form an integral part of these accounts.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

1. Status of the Charitable Company

Jewish Care is a charitable company registered in England, company number 02447900, limited by guarantee and not having a share capital. It is a registered Charity in England and Wales, Charity Commission number 802559, with its registered office at Amelie House, Maurice and Vivienne Wohl Campus, 221 Golders Green Road, NW11 9DQ. The principal activities of the group are documented in the Trustees' Annual and Strategic Report on pages 3-41.

2. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Statement of Compliance

The financial statements have been prepared in accordance with 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 1 January 2019) - (Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The financial statements are prepared in sterling, both the functional and presentational currency of the Company. Financial values are rounded to the nearest thousand pounds. As a qualifying entity within the meaning of FRS 102, the charitable company has chosen to take advantage in its individual financial statements of the following disclosure exemption: - section 7 – presentation of a statement of cash flows, related notes and disclosures as permitted by the reduced disclosure framework.

Jewish Care meets the definition of a public benefit entity under FRS 102. Assets and liabilities are recognised at historical cost unless otherwise stated in the relevant accounting policy notes.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

2. Accounting Policies (cont'd)

Preparation of accounts on a going concern basis

Going Concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operation for the foreseeable future. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements and have thereby adopted the going concern basis of accounting in preparing the financial statements.

The Finance, Audit and Investment Committee have reviewed a three year financial plan. The current macro economic environment is challenging for all organisations including Jewish Care and the charity is likely to make a deficit both in the financial year ending 31st March 2023 and 31st March 2024. However the charity is fortunate to be sitting on material free reserves (made up of cash and investments) in excess of its reserves policy. These excess free reserves will more than sustain the charity during this financial year and the next.

In addition the charity has an overdraft facility of £3million. The current financial plan does not show this being used during either the year ending 31st March 2023 and 31st March 2024 but nonetheless it is in place.

In view of the steps completed and being taken as listed above, the Trustees consider that the Group has both sufficient funding and liquidity for the foreseeable future. The Charity therefore continues to adopt the going concern basis in the preparation of its financial statements.

Group financial statements

The financial statements consolidate the results of the Charity and its subsidiary undertakings on a line-by-line basis. The entities consolidated are those as listed in note 16 of the accounts with further analysis of the material subsidiaries in note 3. A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 Companies Act 2006.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

2. Accounting Policies (cont'd)

Basis of Consolidation

The Charity operated 4 subsidiaries and 20 linked charities during the period as listed in note 16. All subsidiaries are consolidated into the group accounts and consolidated on a line by line basis and linked charities are accounted for as branches in the accounts of the Charity. Of the four larger subsidiaries and linked charities, Community Trading Limited is a trading subsidiary wholly owned by Jewish Care, the Joel Emanuel Trust is a registered social landlord wholly owned by Jewish Care (linked charity), the Jewish Association for Mental Illness (JAMI) is a charity of which Jewish Care is the sole company law member. Sunridge Housing Association Limited became a subsidiary of the Charity on 19 April 2021 and is consolidated using the purchase method. Subsequently on 1 October 2021 Jewish Care acquired the trade and assets of the subsidiary and Sunridge Housing Association Limited will be wound up in due course. Their results are incorporated from the date that control passed. Please refer to note 15 for more details regarding business combinations in the current year. All financial statements are made up to 31 March.

All intra-group transactions, balances, and unrealised gains on transactions between group companies, are eliminated on consolidation.

Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the parent Charity.

Business combinations

The cost of a business combination is the fair value at the acquisition date, of the assets given, equity instruments issued and liabilities incurred or assumed, plus costs directly attributable to the business combination. The excess of the cost of a business combination over the fair value of the identifiable assets, liabilities and contingent liabilities acquired, which is in substance a gift, is recognised as income in the Statement of Financial Activities. Please refer to note 15 for more details regarding business combinations in the current year.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

2. Accounting Policies (cont'd)

Income and endowments

All income and endowments are recognised when the criteria of entitlement, measurement and probability of receipt have been satisfied. Income from the endowment funds is split between restricted and unrestricted funds according to the specific terms of each fund.

Donations

Donations are accounted for on a received basis. For legacies, entitlement is taken as the earlier of the date on which either: Jewish Care is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and Jewish Care has been notified of the executor's intention to make a distribution. Where legacies have been notified to Jewish Care, or Jewish Care is aware of the granting of probate, but the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income from charitable activities

Income from charitable activities to include care home residential and nursing fee income and grants are accounted for on a receivable basis.

Grant income

Grant income (including government grants) is recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as deferred income.

Trading income

Trading income (shops income) is recognised in the period in which the goods are sold or the services are provided.

Investment income

Investment income, including interest receivable and other miscellaneous income, is also accounted for on a receivable basis.

Donated Services and Facilities

Donated services and facilities are only included in these accounts at the value to the Charity where this can be accurately and reliably quantified. The majority of the Charity's donated services represent the contribution of many thousands of hours by its 3,500 unpaid volunteers which complements the work of the Charity's paid staff. These volunteers support many aspects of the Charity from youth groups right through to the Trustee Board. The value of the contribution of donated hours is estimated at between £3m to £4m, but this has not been reflected in these accounts. The SORP does not permit the accounting for such contributions due to the inherent uncertainty in applying an accurate and reliable financial measurement in accordance with the SORP. Further details of the contribution of volunteers are included in the Trustees' Report.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

2. Accounting Policies (cont'd)

Expenditure

Expenditure is accounted for on an accruals basis where there is a legal and constructive obligation to make a payment to a third party and the amount of the obligation can be measured reliably. Expenditure is allocated to the appropriate headings relevant to the charitable activities; namely fundraising, care homes, day centres, home care, retirement living, social work, indirect community services, mental health and project costs. Where expenditure relates to more than one cost category it is apportioned. The method of apportionment uses the most appropriate basis for each department. Reference should be made to note 9 for further information on the allocation of costs. Any irrecoverable VAT is included with the costs to which it relates.

The cost of raising funds are those costs that are attributable to raising funds for the Charity, other than costs incurred in undertaking the charitable activities or investing activities. The costs of raising funds represent direct costs and overheads associated with raising donated income and, they also include an allocation of central costs as shown in note 9.

The central costs which include governance costs are shown in note 9 and support the whole of the charitable activities. Central costs are allocated to the charitable expenditure headings on a full time equivalent basis that is consistent with the use of these resources. Central costs include human resources, information technology, facilities, finance, governance and investment costs.

Operating Leases

The Charity classifies the lease of property, buses and printing equipment as operating leases when substantially all of the risks and rewards incidental to ownership remain with the relevant lessors. The annual rental charges applicable to operating leases are charged to profit or loss on a straight-line basis over the term of the lease.

Employee benefits

Short term benefits

Short term benefits, including holiday pay, are recognised as an expense in the period in which the service is rendered.

Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Pension Schemes

Defined contribution plans

Jewish Care operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of Jewish Care in an independently administered fund. The pension costs charged in the financial statements represent the contributions payable during the year.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

2. Accounting Policies (cont'd)

Defined benefit plans

Jewish Care also operated a defined benefit pension scheme - the Jewish Care Pension Scheme, for the benefit of the employees. The scheme was closed to new entrants on the 1 February 2006 and closed to future benefit accrual as at 31 March 2011. The assets of the scheme are administered by the Jewish Care Pension Scheme Trustee in a fund separate from that of the Charity. The Pension Scheme has been accounted for in accordance with FRS 102. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses. Actuarial gains and losses are recognised immediately in other recognised gains and losses. See note 29 for further details.

Fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation and any impairment losses. All single items of equipment with a value in excess of £1,000 are capitalised. Only expenditure on property that is a new build or an improvement or an extension of existing facilities has been defined as fixed assets. Assets under construction are stated at cost and will be depreciated in accordance with the principal rates below when the assets are available for use. No depreciation is charged on freehold land. Depreciation is provided in order to write off the cost over its expected useful economic life. The principal rates used are:

Freehold buildings	2% straight line method
Long leasehold land and building	Over the lease period, straight line method
Equipment	7 - 25% straight line method
Motor Vehicles	25% straight line method

Intangible fixed assets and amortisation

Intangible assets are stated in the balance sheet at cost less amortisation and impairment. Amortisation on software development costs is provided using the straight line method at 25%. Costs recognised with maintaining computer software are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of unique software products are recognised as intangible fixed assets (Dynamics 365, CRM and Raiser's Edge).

Impairment of Fixed Assets

An assessment is made at each reporting date of whether there are any indications that the value of a fixed asset may be impaired. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairment losses where applicable.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

2. Accounting Policies (cont'd)

Investments

Listed investments are equity investments over which the Charity has no significant influence, joint control or control and are initially measured at transaction price. Listed investments are subsequently measured at fair value through profit or loss. Movements in the fair values of investments are shown as net gains or losses in the Statement of Financial Activities. The level of investment funds held by the Charity take into account income requirements and risk profile. Both investment managers have a fully discretionary investment management mandate with the risk profile for both Investment Managers being one of medium risk with an emphasis on capital growth with income. Performance is monitored by the Finance, Audit and Investment Committee.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

Investment properties are initially recognised at their transaction value and are subsequently measured at their fair value (market value) as at the balance sheet date. Investment Properties are valued by an annual desktop review performed by management experts.

Investments in subsidiaries are accounted for at cost and subsequently held at cost less any accumulated impairment losses.

Financial Instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102, in full, to all of its financial instruments.

Recognition and measurement of financial instruments

Financial assets and financial liabilities are recognised when the Charity becomes a party to the contractual provisions of the instrument.

Classification of financial instruments

Financial instruments are classified as liabilities and equity instruments according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities.

Basic financial assets

Basic financial assets, which include trade and other debtors, amounts owed by subsidiary undertakings, related party debtor and accrued income, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost being the transaction price less any amounts settled and impairment losses.

Cash at Bank and in Hand

Cash at bank and in hand includes cash and deposits with a short term maturity of three months or less from the date of opening the deposit account.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

2. Accounting Policies (cont'd)

Basic financial liabilities

Basic financial instruments including trade, group and other creditors (including accruals) payable within one year that do not constitute a financing transaction, are initially measured at the transaction price and subsequently measured at amortised cost, being transaction price less any amounts settled.

Where the arrangement with a creditor constitutes a financing transaction, the creditor is initially measured at the present value of future payments discounted at a market rate of interest for a similar instrument and subsequently measured at amortised cost, being transaction price less any amounts settled and the cumulative amortisation (using the effective interest method) of any difference between the amount at initial recognition and the maturity amount. The effective interest rate is the rate that discounts estimated future cash payments to the carrying amount of the financial liability.

Borrowings are initially recognised at the transaction price, including transaction costs (unless the arrangement constitutes, in effect, a financing transaction, in which case it is initially recognised at the present value of future payments discounted at a market rate of interest for a similar debt instrument) and subsequently measured at amortised cost using the effective interest method. Interest expense is recognised on the basis of the effective interest method and is included in interest payable and other similar expenses.

Trade investments

Trade investments are equity investments over which the Company has no significant influence, joint control or control and are initially measured at transaction price. Transaction price includes transaction costs, except where trade investments are measured at fair value through profit or loss when transaction costs are expensed to profit or loss as incurred.

Fund Accounting

Jewish Care maintains various types of funds as follows:

Restricted funds

Restricted funds represent grant income and donations and legacies received which are allocated by the donor to a specific project. The restrictions are binding on the Trustees of the Charity (note 25).

Unrestricted (General) Funds

General funds are funds that are expendable at the discretion of the Trustees in the furtherance of the objects of Jewish Care. Such funds may be held in order to fund both working capital and capital investment (note 26).

Designated Funds

Designated funds represent funds which are unrestricted, but the Trustees have designated them for a specific purpose to further the objectives of Jewish Care. The designated funds are represented by the value of unrestricted fixed asset fund and long term element of the Barclays loan facility (note 22).

Pension Fund

Pension fund represents the net value of the defined benefit pension scheme's assets and liabilities (note 29).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

2. Accounting Policies (cont'd)

Permanent Endowment Funds

These are funds where the assets must be held permanently by the Charity, principally in the form of investments. Income from endowments is included either in unrestricted income or, in some cases, in restricted income if a donor specified a particular purpose towards which it should be used (note 24).

Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the Charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The key areas that are deemed to be material for these financial statements are as follows:

Judgements

Accruing for income derived from legacies where complicated issues surrounding the measurement of the group's entitlement to receipt existed at the year end. At the 31 March 2022 a review of the legacy pipeline as explained in the financial review on page 33 has resulted in the accrual of £3.6m (2021: £nil) of legacy income where the conditions of entitlement, probability and measurement were met with prudent judgements of value used on more complicated estates. (2020/21: £55k).

The value of the contribution of the many thousands of hours donated by its 3,500 unpaid volunteers has not been reflected in these accounts. The SORP does not permit the accounting for such contributions due to the inherent uncertainty in applying an accurate and reliable financial measurement in accordance with the SORP.

Key Assumptions and Estimates

The principal assumptions used to calculate the liabilities in the defined benefit pension scheme are those as set out in note 29.

The present value of the Jewish Care Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 29, will impact the carrying amount of the pension liability. Furthermore, a roll forward approach which projects results from the latest full actuarial valuation performed at 1 April 2019 has been used by the actuary in valuing the pensions liability at 31 March 2022. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

On acquisition of Sunridge Housing Association Limited on 19 April 2021, the Trustees of Jewish Care considered the fair value of the assets and liabilities acquired and estimated that there was a £5.3m fair value uplift of tangible fixed assets acquired from Sunridge Housing Association Limited (refer to note 15). The fair value is measured assuming the sale of the principal asset, that of the property held, Sunridge Court. A transaction to measure the value of the property sale in the market has not occurred but an active market for the sale of similar properties by Jewish Care in the year ended 31 March 2022, that of Rubens House and Clore Manor being of similar age of construction is available. Consideration of the size, location and potential use of Sunridge Court estimates a valuation of £6m.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

3. Subsidiaries and linked charities

The Charity has four subsidiaries, one of which being Community Trading Limited, which is incorporated in England and Wales, company registration number 02449362. The following is a summary of its audited financial statements for the year ended 31 March 2022 (please also see note 16 for further details).

Statement of Income and Retained Earnings for the year ended 31 March

	2022	2021
	£'000	£'000
Turnover	1,423	11,251
Cost of sales	(936)	(10,949)
Gross profit	487	302
Administrative expenses	(67)	(63)
Operating profit	420	239
Interest receivable	-	-
Profit before taxation	420	239
Taxation expense	-	-
Profit after taxation and profit for the financial year	420	239
Qualifying payment to Jewish Care	(420)	(239)
Total Shareholders' Funds at 1 April	13	13
Total Shareholders' Funds at 31 March	13	13

Statement of Financial Position as at 31 March

	2022	2021
	£'000	£'000
Current assets	2,484	1,960
Creditors (amounts falling due in one year)	(2,471)	(1,947)
Total assets less current liabilities	13	13
Total Shareholders' Funds	13	13

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

3. Subsidiaries and linked charities (cont'd)

The Joel Emanuel Trust (JET) is a Registered Social Landlord wholly owned by Jewish Care; linked charity number 802559-12 and Registered Social Landlord number A2670. The following is a summary of its audited financial statements for the year ended 31 March 2022 (please also see note 16 for further details).

Statement of Comprehensive Income for the year ended 31 March

	2022	2021
	£'000	£'000
Turnover	1,705	1,502
Operating expenditure	(1,888)	(1,902)
Operating deficit for the year	(183)	(400)
Dividend & interest receivable	46	45
Gains on investments	210	441
Interest payable	(40)	(42)
Surplus for the year	33	44
Total reserves at 1 April	6,210	6,166
Total reserves at 31 March	6,243	6,210

Statement of Financial Position as at 31 March

	2022	2021
	£'000	£'000
Fixed assets	6,381	6,270
Current assets	132	43
Creditors (amounts falling due in one year)	(270)	(103)
Total Net Assets	6,243	6,210
Reserves		
Income and expenditure account	(138)	(61)
Revaluation reserve	188	166
Designated reserve	9	9
Endowment reserve	6,184	6,096
Total Reserves	6,243	6,210

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

3. Subsidiaries and linked charities (cont'd)

The Jewish Association for Mental Illness (JAMI) is a subsidiary of Jewish Care by reference to Jewish Care being its sole member. It is registered in England and Wales, company registration number 02618170 and Charity Commission number 1003345. The following is a summary of its audited financial statements for the year ended 31 March 2022 (please also see note 16 for further details).

Statement of Financial Activities for the year ended 31 March

	2022	2021
	£'000	£'000
Income - donations and legacies (revenue)	3,103	1,650
Income – charitable activities (includes grant from Jewish Care)	983	1,120
Charitable expenditure	(3,053)	(2,761)
Net income before capital donations	1,033	9
Capital donations	-	440
Net income after capital donations	1,033	449
Total funds at 1 April	3,672	3,223
Total funds at 31 March	4,705	3,672

Balance Sheet as at the 31 March

	2022	2021
	£'000	£'000
Fixed Assets	1,160	1,185
Current assets	3,838	2,743
Creditors (amounts falling due in one year)	(293)	(256)
Total assets less current liabilities	4,705	3,672

Charity Funds

Designated*	1,160	1,538
Restricted	31	62
Unrestricted	3,514	2,072
Total Charity Funds	4,705	3,672

*Designated funds represent the net book value of JAMI's unrestricted tangible fixed assets.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

3. Subsidiaries and linked charities (cont'd)

Sunridge Housing Association Limited became a subsidiary of Jewish Care on 19 April 2021. Sunridge Housing Association Limited is a residential care home, incorporated under the Co-operative and Community Benefit Societies Act 2014 in England & Wales, FCA registration number IP18002R. The following is a summary of its activities for the year ended 31 March 2022. On 1 October 2021 the trade and assets of the Association were transferred to Jewish Care for £nil consideration as part of a group reconstruction (please see note 15 and note 16 for details). The Association is expected to be wound up during the next financial period. The activities shown in the Statement of Comprehensive Income below show the activities of the Association from the date of acquisition to 31 March 2022.

Statement of Comprehensive Income for the period ended 31 March 2022

	2022
	£'000
Turnover	2,043
Gross profit	2,043
Administrative expenses	(2,177)
Other income	81
Operating loss	(53)
Interest receivable	3
Loss before taxation	(50)
Taxation expense	-
Loss after taxation and loss for the financial year	(50)

Statement of Financial Position as at 31 March 2022

	2022
	£'000
Total Net Assets	-
Total Reserves	-

At 31 March 2022 all assets and liabilities had been transferred to the parent charity, Jewish Care, and therefore all of the assets and liabilities related to the activities of the Association are shown in the Statement of Financial Position of Jewish Care.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

4. Net Income

The net income is stated after (crediting)/charging:

	2022	2021
	£'000	£'000
Profit on disposal of fixed assets*	(11,226)	(2,882)
Depreciation and amortisation (note 12 & 13)	3,928	3,568
Operating leases – buildings	228	204
Operating leases – plant and machinery	158	128
Net interest on defined pension liability (note 29)	283	245
Auditors' remuneration (excludes VAT)		
- RSM UK Audit LLP - audit fees including £56k in respect of the Charity	84	79
- all other non-audit services	19	-
Internal audit fees (excludes VAT)		
- haysmacintyre LLP	28	22

*relates to the profit on disposal of two closed care Homes, Rubens House and Clore Manor.

5. Donations and Legacies

	2022	2022	2022	2021
	£' 000	£' 000	£'000	£'000
	Unrestricted	Restricted	Totals	Totals
Legacy income	7,978	-	7,978	4,337
Donations	13,171	1,537	14,708	18,098
Capital project donations	-	4,491	4,491	6,864
	21,149	6,028	27,177	29,299

6. Charitable Activity Income

	2022	2022	2022	2021
	£' 000	£' 000	£'000	£'000
	Unrestricted	Endowment	Totals	Totals
Charitable Activity Income	35,302	16	35,318	29,528
	35,302	16	35,318	29,528

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

7. Other Income

	2022	2022	2022	2021
	£'000	£' 000	£'000	£'000
	Unrestricted	Restricted	Totals	Totals
Other income	54	1,416	1,470	1,812
	54	1,416	1,470	1,812

Other income relates to £54k (2021: £460k) of Coronavirus Job Retention Scheme (CJRS) payments from the Government and £1,416k (2021: £1,352k) of infection control funds from the Adult Social Care Infection Control Funds, funds which were utilised to reduce Covid-19 transmission in and between care homes and to support wider workforce resilience.

8. Staff Costs

Group	2022	2021
	£'000	£'000
Wages and salaries	32,242	32,053
Social security costs	2,835	2,808
Pension costs – defined contribution	1,069	1,080
Pension costs – defined benefit	571	536
	36,717	36,477
Redundancy and termination costs	427	1,009
Payments made to independent third parties for the provision of staff	200	65

Company	2022	2021
	£'000	£'000
Wages and salaries	30,071	30,368
Social security costs	2,678	2,661
Pension costs – defined contribution	1,069	1,032
Pension costs – defined benefit	571	536
	34,389	34,597
Redundancy and termination costs	427	1,009
Payments made to independent third parties for the provision of staff	200	65

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

8. Staff Costs (cont'd)

Employees received £96,562 (2020/21: £93,572) of benefits in kind not included above. Key management personnel comprise the Executive Leadership team and Trustees. The total remuneration, benefits and pensions paid to the Executive Leadership team in the year was £1,092,797 (2020/21: £1,204,857). None of the Jewish Care Trustees received any remuneration or expenses for their work associated with the Charity. The average number of people employed by the Group during the year was 1,196 (2020/21: 1,241) and employed by the Company was 1,116 (2020/21: 1,179). Of these, the average number of employees directly involved in care related work was 567 (2020/21: 559). Volunteers do not receive any remuneration for their volunteering time but can be reimbursed for out of pocket expenses where applicable. The contribution of many thousands of hours given by our 3,500 unpaid volunteers has not been reflected in these accounts.

The premium paid to independent third parties for the provision of staff relate to costs incurred where established staff vacancies exist and cover is required pending recruitment, short term sickness cover and time limited projects.

The following number of employees earned in excess of £60,000 per annum including benefits in kind but excluding national insurance and pension costs:

	<u>2022</u>	<u>2021</u>
	No	No
Emoluments of employees:		
£60,001 - £70,000	5	7
£70,001 - £80,000	5	7
£80,001 - £90,000	4	4
£90,001 - £100,000	1	4
£100,001 - £110,000	4	2
£110,001 - £120,000	2	-
£140,001 - £150,000	-	1
£170,001 - £180,000	-	1
£190,001 - £200,000	1	-

The Chief Executive falls in the highest banding above.

Employer's pension contributions for employees whose emoluments exceeded £60,000 were £109,175 (2020/21: £114,556).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

9. Analysis of Expenditure 2022

	Direct		Establishment	Client/ Other	Central	2022	2021
	Personnel	Fundraising				Totals	Totals
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising	1,642	729	219	243	207	3,040	2,554
Totals	1,642	729	219	243	207	3,040	2,554
Charitable activities							
Care Homes	24,508	-	8,157	3,006	4,438	40,109	38,943
Day Centres	2,247	-	1,135	589	364	4,335	5,049
Home Care	725	-	42	35	120	922	809
Retirement Living	3,431	-	1,598	568	365	5,962	4,673
Social Work	1,760	-	105	23	333	2,221	2,369
Indirect Community Services	720	-	77	7	48	852	1,539
Mental Health	1,746	202	529	128	-	2,605	2,125
Project Costs	125	83	1	2	-	211	282
Totals	35,262	285	11,644	4,358	5,668	57,217	55,789
Investment fees	-	-	-	-	219	219	192
Totals	-	-	-	-	219	219	192
Other expenditure	-	-	-	-	-	-	26
Totals	-	-	-	-	-	-	26
Total expenditure	36,904	1,014	11,863	4,601	6,094	60,476	58,561

Personnel – salaried and agency staff providing charitable services, national insurance contributions, pension contributions, staff benefits, professional development and core training costs.

Direct Fundraising – direct costs of major events, marketing costs, various programme costs (Friends, Young Patrons etc.) and committee event costs.

Establishment – property and equipment maintenance costs to include fixed and reactive works, depreciation costs on all sites, cleaning and refuse, insurance, utilities (to include gas, electricity, council tax and water rates) computer, telephone and security costs.

Client – direct catering costs, medical supplies, therapists, and GP fees.

Central – central costs as detailed on page 68.

Other expenditure - relates to the write off of the residual net book value of the former property Princess Alexandra and related fixtures and fittings as part of the capital project development at Stanmore.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

9. Analysis of Expenditure 2021

	Direct			Client	Central	2021
	Personnel	Fundraising	Establishment	/Other		Totals
	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising	1,592	278	211	242	231	2,554
Totals	1,592	278	211	242	231	2,554
Charitable activities						
Care Homes	23,936	-	7,574	2,842	4,591	38,943
Day Centres	3,332	-	1,189	515	13	5,049
Home Care	551	-	55	57	146	809
Retirement Living	2,805	-	1,251	289	328	4,673
Social Work	1,785	-	147	18	419	2,369
Indirect Community Services	1,369	-	111	4	55	1,539
Mental Health	1,295	186	427	217	-	2,125
Project Costs	273	8	1	-	-	282
Totals	35,346	194	10,755	3,942	5,552	55,789
Investment fees	-	-	-	-	192	192
Totals	-	-	-	-	192	192
Other expenditure	-	-	-	26	-	26
Totals	-	-	-	26	-	26
Total expenditure	36,938	472	10,966	4,210	5,975	58,561

Personnel – salaried and agency staff providing charitable services, national insurance contributions, pension contributions, staff benefits, professional development and core training costs.

Direct Fundraising – direct costs of major events, marketing costs, various programme costs (Friends, Young Patrons etc.) and committee event costs.

Establishment – property and equipment maintenance costs to include fixed and reactive works, depreciation costs on all sites, cleaning and refuse, insurance, utilities (to include gas, electricity, council tax and water rates) computer, telephone and security costs.

Client – direct catering costs, medical supplies, therapists, and GP fees.

Central – central costs as detailed on page 69.

Other expenditure - relates to the write off of the residual net book value of the former property Princess Alexandra and related fixtures and fittings as part of the capital project development at Stanmore.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

9. Analysis of Expenditure 2022 (Central Costs)

	Human resources	Information technology	Facilities	Finance	Governance	Investment Fees	2022 Totals	2021 Totals
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising	50	31	54	53	19	-	207	231
Totals	50	31	54	53	19	-	207	231
Charitable activities								
Care Homes	1,186	632	1,101	1,127	392	-	4,438	4,591
Day Centres	88	61	70	107	38	-	364	13
Home Care	26	18	33	32	11	-	120	146
Retirement Living	81	57	91	101	35	-	365	328
Social Work	71	50	92	89	31	-	333	419
Indirect Community Services	10	7	13	13	5	-	48	55
Totals	1,462	825	1,400	1,469	512	-	5,668	5,552
Investment fees	-	-	-	-	-	219	219	192
Totals	-	-	-	-	-	219	219	192
Total expenditure	1,512	856	1,454	1,522	531	219	6,094	5,975

Human Resources – central human resources and training department to support and administer recruitment and training in all services areas.

Information technology – central IT department to support all service areas to include day to day administration for all service areas and the support of project implementation including electronic care plans and rostering systems.

Facilities – central property department to support all estate and facilities maintenance and the support of the capital projects programme.

Finance – central finance department to support and administer the finances for all service areas to include billing, financial reporting and modelling for all service areas, budget setting, statutory accounts preparation and the support of the capital projects programme.

Governance – Chief Executive's Office costs to include internal and external audit costs and legal advice.

Investment fees – investment fees on investment portfolio linked to performance.

Central costs are allocated to expenditure on charitable activities based on a full time equivalent (FTE) basis.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

9. Analysis of Expenditure 2021 (Central Costs)

	Human resources	Information technology	Facilities	Finance	Governance	Investment Fees	2021 Totals
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising	70	31	57	50	23	-	231
Totals	70	31	57	50	23	-	231
Charitable activities							
Care Homes	1,386	611	1,148	989	457	-	4,591
Day Centres	4	2	3	3	1	-	13
Home Care	44	19	36	32	15	-	146
Retirement Living	99	44	82	71	32	-	328
Social Work	127	55	105	90	42	-	419
Indirect Community Services	17	7	14	12	5	-	55
Totals	1,677	738	1,388	1,197	552	-	5,552
Investment fees	-	-	-	-	-	192	192
Totals	-	-	-	-	-	192	192
Total expenditure	1,747	769	1,445	1,247	575	192	5,975

Human Resources – central human resources and training department to support and administer recruitment and training in all services areas.

Information technology – central IT department to support all service areas to include day to day administration for all service areas and the support of project implementation including electronic care plans and rostering systems.

Facilities – central property department to support all estate and facilities maintenance and the support of the capital projects programme.

Finance – central finance department to support and administer the finances for all service areas to include billing, financial reporting and modelling for all service areas, budget setting, statutory accounts preparation and the support of the capital projects programme.

Governance – Chief Executive's Office costs to include internal and external audit costs and legal advice.

Investment fees – investment fees on investment portfolio linked to performance.

Central costs are allocated to expenditure on charitable activities based on a full time equivalent (FTE) basis.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

10. Interest payable

	2022	2021
	£'000	£'000
Interest payable on Barclays term loan	411	200
	411	200

11. Investment Income

	2022	2021
	£'000	£'000
Dividends and interest receivable	1,011	1,151
Short-term deposit and sundry income	1	2
	1,012	1,153

Of the above, £702,812 (2020/21: £700,200) relates to income from listed investments. Dividends and interest receivable also includes rental income on investment property.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

12. Tangible Assets

Group

	Freehold land and building s	Assets under Constructio n	Long leasehold land and buildings	Equipment	Motor vehicles	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Cost						
At 1 April 2021	141,648	22,940	1,025	7,318	33	172,964
Additions	15	888	-	503	-	1,406
Transfers	20,223	(20,326)	-	103	-	-
Transfer from subsidiary (note 15)	6,760			890		7,650
Disposals	(4,453)	(654)	-	(909)	-	(6,016)
At 31 March 2022	164,193	2,848	1,025	7,905	33	176,004
Depreciation						
At 1 April 2021	25,729	-	372	5,019	5	31,125
Charge for period	3,096	-	20	484	7	3,607
Transfer from subsidiary (note 15)	760	-	-	717	-	1,477
Disposals	(1,573)	-	-	(570)	6	(2,137)
At 31 March 2022	28,012	-	392	5,650	18	34,072
Net book value						
At 31 March 2022	136,181	2,848	633	2,255	15	141,932
At 31 March 2021	115,919	22,940	653	2,299	28	141,839

Tangible assets are all primarily used for charitable purposes.

Barclays Bank PLC hold a legal charge on the Jewish Care (Charity only) freehold property at 221 Golders Green Road as security for the borrowings for the development of the Maurice and Vivienne Wohl Campus at 221 Golders Green Road NW11 9DQ. The Jewish Care Pension Trustees limited also hold a collateral security arrangement with a second fixed security charge over the Maurice and Vivienne Wohl Campus.

Barclays Bank PLC also hold a legal charge on the Jewish Care (Charity only) freehold properties at Stanmore (Priory Close) and at Hendon (27 Church Road) as security for the funding of the development of the Sandringham Care Campus at Stanmore and Wohl Court, Retirement Living at Hendon (note 22).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

12. Tangible Assets (cont'd)

Company

	Freehold land and buildings	Assets under construction	Long leasehold land and buildings	Equipment	Total
	£'000	£'000	£' 000	£'000	£'000
Cost					
1 April 2021	140,316	24,307	1,025	6,960	172,608
Additions	1	888	-	482	1,371
Transfers	20,223	(20,326)	-	103	-
Transfer from					
Subsidiary (note 15)	1,502	-	-	890	2,392
Disposals	(4,453)	(654)	-	(959)	(6,066)
At 31 March 2022	157,589	4,215	1,025	7,476	170,305
Depreciation					
1 April 2021	25,653	-	372	4,665	30,690
Charge for the period	3,069	-	20	483	3,572
Transfer from					
Subsidiary (note 15)	760	-	-	717	1,477
Disposals	(1,573)	-	-	(628)	(2,201)
At 31 March 2022	27,909	-	392	5,237	33,538
Net book value					
At 31 March 2022	129,680	4,215	633	2,239	136,767
At 31 March 2021	114,663	24,307	653	2,295	141,918

Tangible assets are all primarily used for charitable purposes.

Barclays Bank PLC hold a legal charge on the Jewish Care (Charity only) freehold property at 221 Golders Green Road as security for the borrowings for the development of the Maurice and Vivienne Wohl Campus at 221 Golders Green Road NW11 9DQ. The Jewish Care Pension Trustees limited also hold a collateral security arrangement with a second fixed security charge over the Maurice and Vivienne Wohl Campus.

Barclays Bank PLC also hold a legal charge on the Jewish Care (Charity only) freehold properties at Stanmore (Priory Close) and at Hendon (27 Church Road) as security for the funding of the development of the Sandringham Care Campus at Stanmore and Wohl Court, Retirement Living at Hendon (note 22).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

13. Intangible Assets

Group/Company	Development	Total
	Costs	
	£'000	£'000
Cost		
At 1 April 2021	2,363	2,363
Additions	72	72
At 31 March 2022	2,435	2,435
Amortisation		
1 April 2021	1,719	1,719
Charge for the period	321	321
At 31 March 2022	2,040	2,040
Net book value		
At 31 March 2022	395	395
At 31 March 2021	644	644

Development costs are directly attributable to the design and testing of unique software products (Dynamics 365, CRM and Raiser's Edge).

The amortisation charge for the year is included within charitable activities.

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Notes to the Accounts for the year ended 31 March 2022

14. Investments

Movement in investments

Group	Investment	Other	2022	2021
	properties	investments	Total	Total
	£'000	£'000	£'000	£'000
Market value at the start of the period	1,321	30,229	31,550	27,751
Additions at cost	-	4,824	4,824	5,890
Disposal proceeds	(96)	(4,990)	(5,086)	(6,024)
Cash movements	-	158	158	66
Distribution to general reserves	-	-	-	(2,625)
Realised gain	-	685	685	1,317
Unrealised gain	334	1,878	2,212	5,175
Market value at the end of the period	1,559	32,784	34,343	31,550

Company	Investment	Other	2022	2021
	properties	investments	Total	Total
	£'000	£'000	£'000	£'000
Market value at the start of the period	1,321	30,486	31,807	28,008
Additions at cost	-	4,824	4,824	5,890
Disposal proceeds	(96)	(4,990)	(5,086)	(6,024)
Cash movements	-	158	158	(58)
Distribution to general reserves	-	-	-	(2,625)
Realised gain	-	685	685	1,317
Unrealised gain	334	1,878	2,212	5,299
At 31 March	1,559	33,041	34,600	31,807

Investment properties include a one-third interest in a residential care home for adults with learning difficulties. The tenant holds an option to purchase the freehold interest in the property for £265,000 plus accrued interest calculated at Barclays Bank Plc base rate with effect from 17 October 1985. The residential care home was valued by Knight Frank at £55,000 in March 2016, based on a freehold vacant possession of £1,690,000, a deferment rate of 3.75% with 94 years to expiry at that date. A desk top review of the Knight Frank valuation at the 31 March 2022 suggests no change to the valuation. The gifted property portfolio was valued by Strettons and taken into the Jewish Care portfolio at a value of £1,334,000 on 22 November 2018, a desktop review of the portfolio by Herschell Consulting Ltd at 31 March 2022 saw a valuation of £1,503,700.

Investments may be analysed as follows:

	Group		Company	
	Market value	Cost	Market value	Cost
	£'000	£'000	£'000	£'000
Investment properties	1,559	1,205	1,559	1,205
Investment in subsidiary undertakings	-	-	10	10
Sterling and foreign currency bonds	5,022	4,991	5,022	4,991
Equities and convertibles	26,483	15,813	26,742	16,072
Deposits	1,279	1,263	1,267	1,263
	34,343	23,272	34,600	23,541

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

15. Acquisitions

On 19 April 2021, Jewish Care acquired 100% share capital of Sunridge Housing Association Limited for nil consideration, under an agreement dated the 9 April 2021. The principal activity of Sunridge Housing Association Limited was the provision of residential care for the elderly and disabled at Sunridge Court.

The acquisition has been accounted for under the purchase method in the consolidated financial statements of the group.

The following table sets out the book values of the identifiable assets and liabilities acquired and their fair value to the Group:

	Net book value	Fair value adjustment	Fair value at date of acquisition
	£'000	£'000	£'000
Tangible fixed assets	914	5,259	6,173
Investments	210	-	210
Trade debtors	19	-	19
Other debtors	5	-	5
Prepayments	14	-	14
Cash at bank	573	-	573
TOTAL ASSETS	1,735	5,259	6,994
Trade creditors	(40)	-	(40)
Accruals and deferred income	(159)	-	(159)
Other creditors	(313)	-	(313)
TOTAL LIABILITIES	(512)	-	(512)
NET ASSETS	1,223	5,259	6,482
Consideration	-	-	-
Gain on acquisition	1,223	5,259	6,482

Consolidated income and consolidated profit after tax comprise income of £2,043k and loss after taxation of £50k contributed by Sunridge Housing Association Limited between the date of its acquisition and 31 March 2022.

On 1 October 2021, the trade and assets of Sunridge Housing Association Limited were transferred to the parent charity, Jewish Care, for £nil consideration. As this transaction meets the definition of a group reconstruction and the criteria of section 27.4 of the Charities SORP (FRS 102), it has been accounted for as a merger within the Charity only financial statements of Jewish Care. The assets, liabilities and funds of Jewish Care and Sunridge Housing Association Limited have been aggregated as at 19 April 2021 (the date the Association joined the Jewish Care group) within the Balance Sheet of Jewish Care (charity only) and the aggregated results of the two entities have been shown within the activities of Jewish Care (charity only) for this period. The carrying amounts of the assets, liabilities and funds in Sunridge Housing Association Limited have not been restated to their fair value and the results of Sunridge Housing Association Limited have not been aggregated within the Jewish Care activities prior to the date that the Sunridge Housing Association Limited joined the Jewish Care group.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

16. Subsidiary Undertakings and Linked Charities

Detailed below is a list of the Charity's subsidiary undertakings and linked charities, the majority of which are registered with the Charity Commission in England and Wales and all of which operate within the United Kingdom. Jewish Care Pension Trustees Limited is the only subsidiary not consolidated into the group accounts. All of the subsidiary undertakings and linked charities listed below are involved in the provision of social services to the Jewish community. Their activities are managed by Jewish Care at its principal place of business and registered office at Amelie House, Maurice and Vivienne Wohl Campus, 221 Golders Green Road, NW11 9DQ. The subsidiaries that operate from a different registered office address are JAMI and Sunridge Housing Association Limited. JAMI's registered office is Leila's House, 55 Christchurch Avenue, London, N12 0DG. Sunridge Housing Association Limited's registered office is 124 Finchley Road, London, NW3 5JS. The results of Community Trading Limited, the Joel Emanuel Trust, the Jewish Association for Mental Illness (JAMI) and Sunridge Housing Association Limited are disclosed in note 3 to the financial statements. The results of JAMI Sales and Services Limited (100% subsidiary of JAMI) are a loss of £217,450 (2020/21: £Nil) with net liabilities of £217,448 (2020/21: £2). Linked charity numbers are also disclosed where available.

Name of Subsidiary/Linked Charity Undertakings	Basis of Control-Direct except where stated as indirect
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Subsidiary

Community Trading Limited	100% trading subsidiary of Jewish Care (Co. No. 02449362)
Jewish Association for Mental Illness (JAMI)	Jewish Care is the sole Company law member of JAMI (Co. No. 02618170) – Charity No. 1003345
JAMI Sales and Service Limited	100% subsidiary of the Jewish Association for Mental Illness (JAMI) – indirect
Jewish Care Pension Trustees Limited	100% subsidiary (Co. No. 02493041)
Sunridge Housing Association Limited	100% subsidiary (FCA Registration No. IP18002R)

Linked charities

Joel Emanuel Trust	Linked charity - 802559-12
The Board of Guardians and Trustees for the Relief of the Jewish Poor/ Jewish Welfare Board	Linked charity – 802559-8
Jewish Blind Society	Linked charity – 802559-9
Jewish Home and Hospital at Tottenham	Linked charity – 802559-7
Stepney Jewish (B'nai B'rith) Clubs and Settlement	Linked charity – 802559-5
Redbridge Jewish Youth and Community Centre	Linked charity - 802559-6
Brighton and Hove Jewish Home	Linked charity – 802559-4
Maurice and Samuel Lyon Home	Linked charity – 802559-2
H E David Fund	Linked charity – 802559-10
Sophia Gardner Fund	Linked charity – 802559-15
A E Franklin Fund	Linked charity – 802559-16
Alexander Jacob Memorial Fund	Linked charity – 802559-17
Jewish Convalescent Home (Brighton Branch)	Linked charity – 802559-18
R A Schlesinger Fund	Linked charity – 802559-19
Nathan Simpson Trust	Linked charity – 802559-20
The Levy Charitable Trust	Linked charity – 802559-3
George Julian Egerton Fund	Linked charity – 802559-1

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

16. Subsidiary Undertakings and Linked Charities (cont'd)

Name of Subsidiary/Linked Charity Undertakings	Basis of Control-Direct except where stated as indirect
Endowment Funds as linked charities	
Clara Baroness De Hirsch Convalescent Fund	Linked charity – 802559-14
Maitland Joseph Trust	Linked charity – 802559-11
The Anthony and Annie Muller Seaside Convalescent Home	Linked charity – 802559-13
Name of Dormant Subsidiary	
Jewish Family Services Limited	(Co. No. 03196138) 100% subsidiary
Friends of the London Jewish Hospital Limited	(Co. No. 00267419) Common Management control
Jewish Care Community Foundation Limited	(Co. No. 03071151) Common Management control

Endowment funds, all of which are permanent endowments and are included on the basis of common management control, are:

Meir & Naima Abraham Trust	Helen Lucas Relief in Sickness Charity
Lily Bluston Settlement	Yehuda and Miriam Davidson Memorial Fund
Felsenstein & Schwarzschild Memorial Fund	Anthony and Annie Muller Seaside Convalescent Home
Jack Harris Transport Trust	Rudolph (Minna & Maximillian) Trust
JHH Legacy Fund	David Salamons Momentos
JHH Patient Amenities Fund	Spitzel Trust
Vansen Bequest Trust	Alfred Stern Trust

Linked charities

Linked charities of which there are 20 are administered by Jewish Care, all of which are linked as predecessor organisations to Jewish Care having been providing care and support for the community since the 1850s. Details of governing documents, charitable objects, areas of benefit and registration history are set out as follows. The activities and achievements of Jewish Care and its linked charities are outlined throughout this report and review, and fully demonstrate that the Charity is providing public benefit. The charitable purposes and history of each of the linked Charities are set out as follows:

George Julian Egerton Fund– 802559-1 – will of George Julian Egerton dated 21 March 1961. To meet the needs of those Jewish ladies and gentlemen of good family who having lived in comfortable conditions in earlier life find themselves in middle or old age in reduced circumstances and lacking the comforts to which they were formerly accustomed and thus enabling such persons to live more comfortably and in conditions more nearly approximating to those which they previously enjoyed. Registered as a linked charity on the 26 November 2008. Funds were applied to the general purposes of Jewish Care as agreed with the Charity Commission in January 2009.

Maurice and Samuel Lyon Home – 802559-2 – will proved 29 June 1931 and scheme of the 18 November 1932 as amended by a scheme of the commissioners dated 31 December 1990 (as affected by a uniting direction made under s.96 Charities Act 1993 dated 24 October 2008). Home for convalescent persons of the Jewish faith. Registered as a linked charity on the 26 November 2008. Please refer to note 24 for further information.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

16. Subsidiary Undertakings and Linked Charities (cont'd)

The Levy Charitable Trust – 802559 - 3 - scheme sealed 7 March 1996 (as affected by a uniting direction made under s.96 Charities Act 1993 and dated 24 October 2007). The relief of persons of the Jewish faith (wherever resident but in particular those residing in the United Kingdom) who are in need, or suffering sickness, hardship or distress, or who suffer visual or other physical or mental impairment resulting in disability or handicap. Registered as a linked charity on the 26 November 2008. Funds were applied to the general purposes of Jewish Care as agreed with the Charity Commission in January 2009.

Brighton and Hove Jewish Home – 802559-4 - declaration of trust dated 19 November 1952 as amended by scheme of the charity commissioners 22 August 1996 (as affected by a uniting direction made under s96 Charities Act 1993 dated 24 October 2008). For the residence of persons being aged, poor and ailing respectable persons of the Jewish faith, who are not under the age of 60 years and who have resided continuously in the county of Sussex for a period of not less than 3 years immediately prior to the application for admission. Registered as a linked charity on the 26 November 2008.

Stepney Jewish (B'nai B'rith) Clubs and Settlement – 802559-5 - memorandum and articles of association incorporated 14 July 1937 as amended 6 December 1949, 20 July 1954, 8 September 1959 and 25 November 1964 ((as affected by a uniting direction made under s96 of the Charities Act 1993 24 October 2008). To establish clubs for poor girls and infant welfare and play centres and generally to promote welfare of the poor and the relief of distress by social, educational and religious agencies. Registered as a linked charity on 26 November 2008. The Stepney Jewish (B'nai B'rith) Clubs and Settlement is a dormant entity, please refer to the financial statements filed at Companies House under company number 00329785.

Redbridge Jewish Youth and Community Centre – 802559-6 - constitution adopted 3 May 1967 as amended 9 June 1975, trust deed dated 18 March and schemes of the 7 April 1976 (as affected by a uniting direction made under s.96 of the Charities Act 1993 dated 24 October) to provide a youth centre for the use of young persons residing in or near the London Borough of Redbridge particularly such young persons as are of the Jewish faith, and in particular for the use of meetings, lectures and classes and for other forms of recreation and leisure time occupation for the purposes of educating and assisting young persons to develop their physical, mental and spiritual capacities so that they may grow to full maturity as individuals and members of society and that their conditions of life may be improved. Registered as a linked charity on 26 November 2008. Redbridge Jewish Youth and Community Centre merged with Jewish Care pursuant to a transfer dated 15 August 1997.

The Jewish Home and Hospital at Tottenham – 802559-7 - the laws of the home as amended 15 September 1963 and 22 November 1992 (as affected by a uniting direction made under s.96 of the Charities Act 1993 dated 24 October 2008). 1. To provide for the care, maintenance and medical treatment of persons of the Jewish faith, 16 years of age and over, who are permanently disabled by chronic disease, accident or deformity (certain diseases are excepted), 2. To support the charitable purposes of Jewish Care. Registered as a linked charity on 26 November 2008. Funds were applied to the general purposes of Jewish Care as agreed with the Charity Commission in January 2009.

The Board of Guardians and Trustees for the Relief of the Jewish Poor, commonly known as the Jewish Welfare Board – 802559-8 - laws of the Board adopted on 29 March 1967 confirmed 5 April 1967 as amended 15 November 1967, 18 March 1992 and scheme of 14 December 1989 (as affected by a uniting direction made under s.96 of the Charities Act 1993 dated 24 October 2006). To relieve the poverty and to ameliorate the condition of the Jewish poor of the metropolis. Registered as a linked charity on the 26 November 2008. One of the main predecessor organisations of Jewish Care.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

16. Subsidiary Undertakings and Linked Charities (cont'd)

The Jewish Blind Society – 802559-9 - laws and regulation adopted 3 May 1965 as amended 19 March 1992. The assistance of needy members of the Jewish faith who are totally blind or registered blind or partially sighted and their dependants. Registered as a linked charity on 26 November 2008. One of the main predecessor organisations of Jewish Care.

HE David Fund – 802559-10 - legacy from 1935, income preferably for international work. Registered as a linked charity on the 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Maitland Joseph Trust – 802559-11 - will dated 20 January 1962 as amended by scheme dated 17 April 2018 the object of the Charity is, for the public benefit, the relief of the elderly in need, in particular by providing specially designed or adapted housing. Registered as a linked charity on 3 June 2009. Please refer to note 24 for further information.

Joel Emanuel Trust - 802559-12 - scheme of the Charity Commissioners dated 30 December 1976, as amended by scheme dated 24 January 2006, the relief of financial hardship of persons of the Jewish faith in particular those in housing need. Registered as a linked charity on 3 June 2009. Please refer to the separate audited financial statements for the Joel Emanuel Trust for the year ended 31 March 2022 and note 24 for further information.

The Anthony and Annie Muller Seaside Convalescent Home – 802559-13 - chancery scheme of 8 July 1924 and scheme of 28 June 1961. The establishment of a seaside convalescent home for children and the payment for convalescent treatment for children and adults. Registered as a linked charity on the 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on the 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Clara Baroness De Hirsch Convalescent Fund – 802559-14 - schemes of 2 August 1898, 4 July 1930 and 16 March 1934. Defraying cost of maintenance in convalescent homes for sick or infirm poor. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Sophia Gardner Fund – 802559-15 – letter dated 3 October 1960, income for gifts for orphan boys. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

A E Franklin Fund – 802559-16 – letter of September 1926, income for non-medical extras for short period convalescent children at the Muller home. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Alexander Jacob Memorial Fund – 802559-17 – Board minute of 8 February 1904, income for widows. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

16. Subsidiary Undertakings and Linked Charities (cont'd)

Jewish Convalescent Home (Brighton Branch) – 802559-18 – schemes of 14 August 1931 and 30 June 1950, convalescent treatment for poor Jewish patients. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

R A Schlesinger Fund – 802559-19 – letter dated 15 April 1963, income for the benefit of convalescent children. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Nathan Simpson Trust – 802559-20 – order of High Court Justice, Chancery Division 31 July 1885, income for the benefit of deserving poor young kindred or other deserving poor young persons. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on the 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

17. Debtors

	Group	Group	Company	Company
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Trade Debtors	3,492	3,087	3,215	3,003
Amounts owed by subsidiary undertakings	-	-	2,937	1,683
Other debtors	1,083	849	611	258
Related Party Debtor	446	419	446	419
Monies due from HM Revenue & Customs	1,481	145	281	101
Prepayments	901	1,040	812	947
Accrued income	7,101	1,651	5,002	446
	14,504	7,191	13,304	6,857

18. Stock

Group and Company	2022	2021
	£'000	£'000
Food and cleaning stocks	111	118
	111	118

Stocks represent unused and unsold food and cleaning stocks at the 31 March.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

19. Creditors – Amounts falling due within one year

	Group	Group	Company	Company
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Barclays loan facility	2,500	3,732	2,500	3,732
Trade creditors	4,009	3,239	3,730	3,031
Other creditors	1,688	1,674	1,972	1,517
Taxation and social security	769	688	718	645
Accruals	2,949	1,637	2,313	1,570
Deferred Income (note 20)	126	341	116	335
	12,041	11,311	11,349	10,830

20. Deferred Income

	Group	Company
	£'000	£'000
Balance at 1 April 2021	341	335
Amount added to income earned from charitable activities	1,285	1,281
Amount released from charitable activities	(1,500)	(1,500)
Balance at the 31 March 2022	126	116

Deferred income relates to income received from donors that is subject to performance conditions that require its use at a later date.

21. Financial Instruments

	Group	Group	Company	Company
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Financial assets measured at fair value	31,505	29,377	31,764	29,636

Financial assets measured at fair value represent our listed investments.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

22. Creditors – Amounts falling due after more than one year

	Group 2022	Group 2021	Company 2022	Company 2021
	£'000	£'000	£'000	£'000
Barclays loan facility	15,800	20,550	15,800	20,550
	15,800	20,550	15,800	20,550

In April 2008, Jewish Care arranged a revolving facility loan facility with Barclays Bank PLC of up to £15m for a revolving period of 5 years and a term of 10 years, to assist the financing of the development of the care campus at 221 Golders Green Road, NW11 9DQ. The facility is secured on the development. As of the 14 April 2013 the revolving period had expired with quarterly capital payments commencing in July 2013, the outstanding balance on the facility was fully repaid in March 2022. In February 2019, Jewish Care arranged a joint facility of £21.3m with Barclays Bank PLC for the development of the Sandringham Care Campus at Stanmore (Facility A - £13m – revolving loan facility) and Wohl Court, Retirement Living at Hendon (Facility B - £8.3m - long term borrowing). The balance outstanding on this joint facility at the 31 March 2022 was £18.3m to include a facility reduction instalment of £3m in November 2021, this facility is secured on the freehold of both sites at Stanmore and Hendon. The key facility terms are as set out below:

Facility A - £13m revolving loan facility (22 February 2019)

£10m outstanding at 31 March 2022. *Interest rate* – 1.75% over SONIA, a switch from LIBOR to SONIA as the reference rate/benchmark to calculate interest under the agreement was approved in November 2021 prior to LIBOR replacement from 31 December 2021. There are no additional financial exposures as a result of this change other than in the normal course of business. *Capital* - facility reduction instalment of £2.5m in June 2022. *Facility Termination* – 22 February 2024.

Facility B - £8.3m term loan facility (22 February 2019)

£8.3m outstanding at 31 March 2022. *Interest rate* – 1.85% over SONIA, a switch from LIBOR to SONIA as the reference rate/benchmark to calculate interest under the agreement was approved in November 2021 prior to LIBOR replacement from 31 December 2021. There are no additional financial exposures as a result of this change other than in the normal course of business. *Capital* - even amortisation over a 25 year period on the 6th anniversary of the facility agreement, 22 February 2025, £332k pa. *Facility Termination* - 22 February 2029.

Included in creditors are:

	Group 2022	Group 2021	Company 2022	Company 2021
	£'000	£'000	£'000	£'000
Amounts repayable by instalments falling due after more than five years	5,312	6,640	5,312	6,640
	5,312	6,640	5,312	6,640

23. Result of the Charitable Company

As permitted by Section 408 of the Companies Act 2006, the parent undertaking's income and expenditure account has not been included in these financial statements. The net surplus for the year attributable to Jewish Care, including capital receipts but excluding unrealised gains and losses on investments and the unrealised pension scheme gain is £16.190m (2020/21: £5.718m).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

24. Endowment Funds Group/Company 2022

The funds below represent the value of the endowments at the 31 March 2022 which were to provide support to the general objectives of Jewish Care.

	1 April 2021	Income	Expenditure	Gain	31 March 2022
	£'000	£'000	£'000	£'000	£'000
Maurice and Samuel Lyon Home	602	-	(26)	-	576
Joel Emanuel Trust ¹	6,096	9	(109)	188	6,184
Other trusts	448	7	-	34	489
Maitland Joseph Trust ²	9,738	-	-	38	9,776
	16,884	16	(135)	260	17,025

1. Please refer to the financial statements for the Joel Emanuel Trust for further information.

2. £7m of the Maitland Joseph endowment funds were applied to the care campus development at Sandringham in Stanmore in 2018 with £2.3m of the same fund applied to the development of the Betty and Asher Loftus campus in Friern Barnet over a period of 3 years from 2015.

Endowment Funds Group/Company 2021

The funds below represent the value of the endowments at the 31 March 2021 which were to provide support to the general objectives of Jewish Care. Transfers include the re-allocation of funds between restricted and general funds.

	1 April 2020	Income	Expenditure	Gain	31 March 2021
	£'000	£'000	£'000	£'000	£'000
Maurice and Samuel Lyon Home	628	-	(26)	-	602
Joel Emanuel Trust ¹	5,799	-	(110)	407	6,096
Other trusts	388	7	-	53	448
Maitland Joseph Trust ²	9,657	-	-	81	9,738
	16,472	7	(136)	541	16,884

1. Please refer to the financial statements for the Joel Emanuel Trust for further information on this Trust.

2. £7m of the Maitland Joseph endowment funds were applied to the care campus at Sandringham at Stanmore, £2.3m of the same fund was applied to Betty and Asher Loftus campus in prior years.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

25. Restricted Funds – Group and Company 2022

	1 April 2021	Income	Expenditure	Net Gains/ Transfers in/(out)	31 March 2022
	£'000	£'000	£'000	£'000	£'000
Michael Sobell Community Centre ¹	-	171	(171)	-	-
Kun Mor and George Kiss ¹	-	1	(1)	-	-
Vi & John Rubens ¹	-	14	(14)	-	-
Sinclair House/Redbridge ²	3,508	25	-	(656)	2,877
Stepney Community Centre	-	127	(127)	-	-
Otto Schiff	-	68	(68)	-	-
Lady Sarah Cohen House	-	99	(99)	-	-
Anita Dorfman	-	27	(27)	-	-
Rosetrees	-	3	(3)	-	-
Disability Arts & Dementia	-	127	(127)	-	-
JC Direct & Community Support	-	73	(73)	-	-
Selig Court	-	70	(70)	-	-
Others ³	1	413	(414)	-	-
Sandringham ⁴	-	4,491	-	(4,491)	-
Pears Court	-	60	(60)	-	-
Sunridge	-	16	(16)	-	-
ICF Funding ⁵	-	1,416	(1,416)	-	-
Hyman Fine ⁷	-	-	-	658	658
Total – Company	3,509	7,201	(2,686)	(4,489)	3,535
JAMI ⁶	61	243	(272)	-	32
Total – Group	3,570	7,444	(2,958)	(4,489)	3,567

1. The receipt of restricted donations relate to funds that are soft credited to our Care Homes and Day and Community Centres to contribute to services solely for the benefit of our residents and members.

2. Restricted donations have been received over the years to part fund a brand-new development on the site of the current Redbridge Community Centre (RJCC), £886k of which has been spent on planning fees and duly capitalised. A recent and complete re-design of the development to meet the communities needs has been made with the submission of a second planning application; this has resulted in the write off of £656k of first round planning fees and associated costs.

3. Other restricted funds consist of funds that are used to fund entertainment and therapeutic services for the residents in our Care Homes and members in our Community Centres and other smaller amounts with restricted spending requirements.

4. The capital pledges received are towards the funding of the Sandringham Campus development at Stanmore which is now fully operational. Capital pledge redemptions are restricted to fund the project spend with the building and development applied for general purpose charitable use by means of a Care Home, Day and Community Centre and Retirement Living apartments with the transfer of all funding received to designated reserves, part of unrestricted funds.

5. Please refer to note 7 for the details of the receipt and application of government funded Infection Control Funding (ICF).

6. Please refer to the JAMI Charity accounts for the details of the restricted fund movements for the year.

7. Hyman Fine – this represents the transfer of the Brighton and Hove Jewish Home from designated reserves to restricted reserves.

Income excluding Infection Control Funding (ICF) relates to all fundraising income specifically raised for the services as detailed above. Expenditure relates to all expenditure linked to that with which it was fundraised for.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

25. Restricted Funds – Group and Company 2021

	1 April 2020	Income	Expenditure	Net Gains/ Transfers in/(out)	31 March 2021
	£'000	£'000	£'000	£'000	£'000
Holocaust Survivors' Centre ¹	-	15	(15)	-	-
Michael Sobell Community Centre ¹	-	206	(206)	-	-
Kun Mor and George Kiss ¹	-	6	(6)	-	-
Vi & John Rubens ¹	-	17	(17)	-	-
Sinclair House/Redbridge ²	3,508	145	(145)	-	3,508
Special Day Centres	-	3	(3)	-	-
Stepney Community Centre	-	24	(24)	-	-
Otto Schiff	-	29	(29)	-	-
Lady Sarah Cohen House	-	45	(45)	-	-
Anita Dorfman	-	52	(52)	-	-
Sidney Corob	-	54	(54)	-	-
Rosetrees	-	5	(5)	-	-
Disability Arts & Dementia	-	14	(14)	-	-
JC Direct & Community Support	-	185	(185)	-	-
Selig Court	-	9	(9)	-	-
Others ³	-	29	(28)	-	1
Sandringham ⁴	-	6,399	-	(6,399)	-
ICF Funding (note 7)	-	1,352	(1,352)	-	-
Total - Company	3,508	8,589	(2,189)	(6,399)	3,509
JAMI ⁵	35	737	(231)	(480)	61
Totals - Group	3,543	9,326	(2,420)	(6,879)	3,570

1. The majority of the receipts of donated funds relate to funds that are soft credited to our Homes and Day Centres to contribute to the operating expenditure of those services.

2. Sinclair House/Redbridge is a day centre providing a facility for the whole community both young and old, with special day care for the needs of clients with Alzheimer's. Funds have been received to develop the site, £804k of which has been spent on planning fees and duly capitalised pending full development of the site, other transfers relate to cash designated for use on this project.

3. Other restricted funds consist of funds that are to be used to fund entertainment for the residents in the Care Homes and other smaller amounts with restricted spending requirements.

4. The majority of the capital pledges received are towards the development of the Sandringham campus at Stanmore currently in the second phase of construction. Monies are restricted to fund the project spend with the building and development applied for general purpose charitable use by means of a Care Home, Day and Community Centre and Retirement Living apartments with the transfer of all funding received to designated reserves, part of unrestricted funds.

5. Please refer to the JAMI Charity accounts for the details of the restricted fund movements for the year.

Income excluding Infection Control Funding (ICF) relates to all fundraising income specifically raised for the services as detailed above. Expenditure relates to all expenditure linked to that with which it was fundraised for.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

26. Summary of Funds 2022

Group	Brought forward	Income	Expenditure	Gains	Transfers in/(out)	Carried forward
	1 April 2021					31 March 2022
	£'000					£'000
General funds	29,194	74,331	(53,888)	2,637	(511)	51,763
Designated funds	106,942	915	(3,743)	-	5,000	109,114
Pension fund	(14,408)	-	248	6,119	-	(8,041)
Restricted funds	3,570	7,444	(2,958)	-	(4,489)	3,567
Endowment funds	16,884	16	(135)	260	-	17,025
Total Funds	142,182	82,706	(60,476)	9,016	-	173,428

Please refer to the individual notes on endowment and restricted funds for further details on transfers.

Summary of Funds 2021

Group	Brought forward	Income	Expenditure	Gain/(losses)	Transfers in/(out)	Carried forward
	1 April 2020					31 March 2021
	£'000					£'000
General funds	22,506	54,887	(52,183)	5,951	(1,967)	29,194
Designated funds	101,548	-	(3,452)	-	8,846	106,942
Pension fund	(10,589)	-	90	(3,909)	-	(14,408)
Restricted funds	3,543	9,786	(2,880)	-	(6,879)	3,570
Endowment funds	16,472	7	(136)	541	-	16,884
Total Funds	133,480	64,680	(58,561)	2,583	-	142,182

Please refer to the individual notes on endowment and restricted funds for further details on transfers.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

26. Summary of Funds 2022

Company

	Brought forward 1 April 2021	Income	Expenditure	Gain	Transfers in/(out)	Carried forward 31 March 2022
	£'000	£'000	£'000	£'000	£'000	£'000
General funds	27,022	66,881	(52,434)	2,637	4,660	48,766
Designated funds	107,021	913	(3,814)	-	(171)	103,949
Pension fund	(14,408)	-	248	6,119	-	(8,041)
Restricted funds	3,509	5,786	(1,271)	-	(4,489)	3,535
Endowment funds	16,884	16	(135)	260	-	17,025
Total Funds	140,028	73,596	(57,406)	9,016	-	165,234

Summary of Funds 2021

Company

	Brought forward 1 April 2020	Income	Expenditure	Gain/(losses)	Transfers in/(out)	Carried forward 31 March 2021
	£'000	£'000	£'000	£'000	£'000	£'000
General funds	21,465	54,478	(51,578)	5,950	(3,293)	27,022
Designated funds	100,869	-	(3,541)	-	9,693	107,021
Pension fund	(10,589)	-	90	(3,909)	-	(14,408)
Restricted funds	3,508	7,237	(836)	-	(6,400)	3,509
Endowment funds	16,472	7	(136)	541	-	16,884
Total Funds	131,725	61,722	(56,001)	2,582	-	140,028

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

27. Analysis of Group Net Assets Between Funds 2022

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£'000	£'000	£'000	£'000	£'000	£'000
Fund Balances at						
31 March 2022						
Tangible fixed assets	14,024	889	127,019	-	-	141,932
Intangible fixed assets	-	-	395	-	-	395
Investments	2,873	-	-	31,470	-	34,343
Current assets	128	2,678	-	29,834	-	32,640
Liabilities	-	-	(18,300)	(9,541)	-	(27,841)
Pension scheme liability	-	-	-	-	(8,041)	(8,041)
Total Net Assets	17,025	3,567	109,114	51,763	(8,041)	173,428

Designated funds represent the net book value of Jewish Care's unrestricted tangible and intangible fixed assets of £127,414k and the Barclays loan facilities of £(18,300)k.

Analysis of Group Net Assets Between Funds 2021

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£'000	£'000	£'000	£'000	£'000	£'000
Fund Balances at						
31 March 2021						
Tangible fixed assets	14,150	841	126,848	-	-	141,839
Intangible fixed assets	-	-	644	-	-	644
Investments	2,613	-	-	28,937	-	31,550
Current assets	121	2,729	-	11,568	-	14,418
Liabilities	-	-	(20,550)	(11,311)	-	(31,861)
Pension scheme liability	-	-	-	-	(14,408)	(14,408)
Total Net Assets	16,884	3,570	106,942	29,194	(14,408)	142,182

Designated funds represent the net book value of Jewish Care's unrestricted tangible and intangible fixed assets £127,492k and the Barclays loan facilities of £(20,550)k, amounts due in more than one year.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

27. Analysis of Company Net Assets Between Funds 2022

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£'000	£'000	£'000	£'000	£'000	£'000
Fund Balances at						
31 March 2022						
Tangible fixed assets	14,024	889	121,854	-	-	136,767
Intangible fixed assets	-	-	395	-	-	395
Investments	2,873	-	-	31,727	-	34,600
Current assets	128	2,646	-	25,888	-	28,662
Liabilities	-	-	(18,300)	(8,849)	-	(27,149)
Pension scheme liability	-	-	-	-	(8,041)	(8,041)
Total Net Assets	17,025	3,535	103,949	48,766	(8,041)	165,234

Designated funds represent the net book value of Jewish Care's unrestricted tangible and intangible fixed assets of £122,249k and the Barclays loan facilities of £(18,300)k.

Analysis of Company Net Assets Between Funds 2021

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£'000	£'000	£'000	£'000	£'000	£'000
Fund Balances at						
31 March 2021						
Tangible fixed assets	14,150	841	126,927	-	-	141,918
Intangible fixed assets	-	-	644	-	-	644
Investments	2,613	-	-	29,194	-	31,807
Current assets	121	2,668	-	8,658	-	11,447
Liabilities	-	-	(20,550)	(10,830)	-	(31,380)
Pension scheme liability	-	-	-	-	(14,408)	(14,408)
Total Net Assets	16,884	3,509	107,021	27,022	(14,408)	140,028

Designated funds represent the net book value of Jewish Care's unrestricted tangible and intangible fixed assets £127,571k and the Barclays loan facilities of £(20,550)k.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

28. Notes to the Statement of Cash Flow

Reconciliation of net income to net cash outflow from operating activities

	2022	2021
	£'000	£'000
Net income for the year	22,230	6,119
Adjustments for:		
Depreciation and amortisation charges	3,928	3,568
Asset write off (Redbridge first round planning fees)	656	-
Profit on disposal of Property	(11,882)	(2,882)
Increase/(decrease) in creditors within one year	1,962	(4,134)
Adjustment for pension funding	(248)	(524)
Net surplus on acquisition of subsidiary (note 15)	(6,482)	-
(Increase)/decrease in debtors & stock	(7,306)	(1,925)
Net dividends, interest and returns on investments	(793)	(964)
Net cash provided by/(used) operating activities	2,065	(742)

Analysis of changes in cash during the year

	2022	2021
	£'000	£'000
At 1 April	7,109	6,284
Net cash inflow	10,916	825
At 31 March	18,025	7,109

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

28. Notes to the Statement of Cash Flow (cont'd)

Analysis of change in net debt

	At 1 April 2021	Cashflow	Acquisition of subsidiary	Transfer	At 31 March 2022
	£'000	£'000	£'000	£'000	£'000
Cash at bank and on hand	7,109	10,343	573	-	18,025
Barclays loan facility	(3,732)	5,982	-	(4,750)	(2,500)
Debt due within one year	(3,732)	5,982	-	(4,750)	(2,500)
Barclays loan facility	(20,550)	-	-	4,750	(15,800)
Debt due after one year	(20,550)	-	-	4,750	(15,800)
Total net debt	(17,173)	16,325	573	-	(275)

Analysis of cash and cash equivalents

	2022	2021
	£'000	£'000
Cash in Hand	18,025	7,109
Total cash and cash equivalents	18,025	7,109

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

29. Pensions

General

Jewish Care has two pension schemes, the first being the Group Personal Pension plan, a defined contribution scheme administered by Legal and General, with total contributions (employer and employee) of £2.1m being paid in the year ended 31 March 2022, (2020/21: £2.1m). Group Personal Pension plan liabilities at the 31 March 2022 were £91k (2020/21: £67k), these contributions are unpaid at the year end. The second scheme is the Jewish Care Pension Scheme, a defined benefit scheme for the benefit of the employees; the scheme was closed to new entrants on the 1 February 2006 and closed to future benefit accrual as at the 31 March 2011. The assets of the scheme are administered by the Jewish Care Pension Scheme Trustees in a fund separate from that of the Charity. A full actuarial valuation was carried out at 1 April 2019 by Barnet Waddingham. In relation to the deficit on the defined benefit pension scheme, an arrangement is in place for Jewish Care and JCHA (Jewish Community Housing Association – a non-related entity) agreed by the Jewish Care Pension Trustees in relation to the actuarial assumptions and the recovery plan with relevant contribution arrangements. A collateral security arrangement (fixed security on the Maurice and Vivienne Wohl Campus) a deed of priority and a revised investment strategy have been agreed by Jewish Care and the Pension Trustees. This reduces the Charity's exposure to any potential deterioration of the funding position in the future. As part of the Covid-19 financial mitigation, Jewish Care negotiated a 3-month suspension of defined benefit contributions and also a 50% reduction in those contributions on the recommencement of the payments in July 2020 until March 2022 in agreement with the directors of the Jewish Care Pension Trustee. In agreement with the Jewish Care Pension Trustees, the contributions to the scheme from Jewish Care were £819,000 per annum from the 1 July 2020 to the 31 March 2022 and from the 1 April 2022 will increase to £1,691,000 per annum.

The cash contribution made by the employers over the financial year in respect of the scheme was £819,000 (2020/21: £614,000). The charge to the accounts under FRS102 was £571,000 (2020/21: £524,000). The contribution rate made by the Company as a percentage of pensionable salary was 4% (2020/21: 4%).

The principal actuarial assumptions used in the FRS102 calculations are as set out below:

	2022	2021
Discount rate	2.80% p.a.	2.00% p.a.
Retail price index (RPI) inflation	4.00% p.a.	3.55% p.a.
Consumer price index (CPI) inflation	3.55% p.a.	3.10% p.a.
Pension increases		
RPI max 5%	3.75% p.a.	3.40% p.a.
RPI max 2.5%	2.40% p.a.	2.35% p.a.
CPI max 3%	2.70% p.a.	2.45% p.a.
Pre and Post retirement mortality assumption*	100% of S2NXA CMI_2021 [1.25%]	100% of S2NXA CMI_2017 [1.25%]
Tax free cash	Members are assumed to commute 25% of their pension as tax free cash	Members are assumed to commute 25% of their pension as tax free cash.

*see extract from table below for a male and female member at life expectancies age 45 and 65

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

29. Pensions (cont'd)

Life expectancy at age 65 Mortality assumption	31 March 2022 Years	31 March 2021 Years
Male currently aged 45	23.1	23.2
Female currently aged 45	25.9	25.9
Male currently aged 65	21.9	22.0
Female currently aged 65	24.5	24.5

Amounts recognised in the Balance Sheet	Value at 31 March 2022 £'000	Value at 31 March 2021 £'000
Fair value of assets	56,873	55,611
Present value of funded obligations	(64,914)	(70,019)
(Deficit)	(8,041)	(14,408)

Amounts recognised in the Statement of Financial Activities over the year	31 March 2022 £'000	31 March 2021 £'000
Administration costs	288	267
Interest on liabilities	1,377	1,484
Interest on assets	(1,094)	(1,239)
Past service cost	-	12
Total	571	524

Re-measurements over the year	31 March 2022 £'000	31 March 2021 £'000
(Gain) on scheme assets in excess of interest	(2,025)	(2,980)
Experience loss/(gain) on liabilities	1,127	(870)
(Gain) from changes to demographic assumptions	(309)	(527)
(Gain)/Loss from changes to financial assumptions	(4,912)	8,286
Total re-measurements (gain)/loss	(6,119)	3,909

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

29. Pensions (cont'd)

Reconciliation of assets and Defined Benefit Obligation

The change in the assets over the period was:	31 March 2022	31 March 2021
	£'000	£'000
Fair value of assets at the beginning of the period	55,611	54,027
Interest on assets	1,094	1,239
Employer contributions	819	614
Benefits paid	(2,388)	(2,982)
Administration Costs	(288)	(267)
Return on plan assets less interest	2,025	2,980
Fair value of assets at the end of the period	56,873	55,611

Analysis of scheme assets	31 March 2022	31 March 2021
	£'000	£'000
Equities	16,751	15,846
Credit funds	25,475	25,037
Liability driven investments (LDI)	13,836	13,250
Annuity policies	-	311
Insured assets	253	-
Cash and net current assets	558	1,167
	56,873	55,611

The change in the liabilities over the period was:	31 March 2022	31 March 2021
	£'000	£'000
Defined Benefit Obligation at the beginning of the period	70,019	64,616
Past service cost	-	12
Interest cost	1,377	1,484
Benefits paid	(2,388)	(2,982)
Experience (gain)/loss on defined benefit obligation	1,127	(870)
Changes to demographic assumptions loss	(309)	(527)
Changes to financial assumptions (gain)/loss	(4,912)	8,286
Defined Benefit Obligation at the end of the period	64,914	70,019

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

30. Commitments under operating leases

Group

The total future lease payments under non-cancellable operating leases are as follows:

	2022	2021
	£'000	£'000
Within one year		
Land & Buildings	228	204
Plant and Machinery	72	129
Between one and five years		
Land & Buildings	911	818
Plant and Machinery	119	221
Over five years		
Land & Buildings	3,058	2,702
Totals	4,388	4,074

Company

The total future lease payments under non-cancellable operating leases are as follows:

	2022	2021
	£'000	£'000
Within one year		
Plant and Machinery	72	129
Between one and five years		
Plant and Machinery	119	221
Totals	191	350

31. Contingent Assets

At 31 March 2022, the Group had been notified of their legal entitlement to legacies but the amount is subject to finalisation. Amounts due will be recognised in the accounts when the values are determined with reasonable certainty. It is impractical to disclose these amounts due to the nature of legacies and the inherent uncertainty of future events that determine their existence and probability of receipt.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

32. Related Party Transactions

In 2022 the following transactions took place between the Charity and its related parties:

Sunridge Housing Association Limited (Subsidiary):

Sunridge Housing Association Limited, the principal activity of which is the provision of residential care became a subsidiary of Jewish Care on the 19 April 2021. As at the 31 March 2022 there were amounts owed to Jewish Care of £780,770 relating to the transfer of the trade and assets on the 1 October 2021, the balance will be transferred on the wind up of Sunridge Housing Association in 2022/23.

Community Trading Limited (Subsidiary):

The transfer under a qualifying payment of the trading profits of Community Trading Limited (CTL) in the amount of £419,781 (2020/21: £239,387) to Jewish Care. At the 31 March 2022 there were amounts owed by Community Trading Limited of £2,049,693 (2020/21: £1,597,692). Jewish Care finances the development activities of Community Trading Limited via capital donations and a commercial loan facility in its name. Monies advanced by Jewish Care to CTL to fund the construction activities in the year ended 31 March 2022 were £437,062 (2020/21 £14,155,226). In tandem the capitalised value of work in progress construction work is transferred to Jewish Care £437,062 (2020/21 £14,054,023) with £nil eliminated on consolidation.

Joel Emanuel Trust (JET) (Linked charity):

Jewish Care operates Sidney Corob House and the Wohl Court Retirement Living scheme on behalf of the Joel Emanuel Trust, the nature of transfers to and from JET relate to operational income received and charges incurred by Jewish Care on behalf of JET. Respective operational charges of £1,679,544 (2020/21 £1,683,862), operational income of £1,809,568 (2020/21 £1,819,588) and £51,639 (2020/21 £67,039) in balance sheet movements were transferred to the JET entity for Sidney Corob in the year. Respective operational charges of £208,035 (2020/21: £207,354) and operational income of £111,054 (2020/21: £126,326) were transferred to the JET entity for Wohl Court in the year ended 31 March 2022. At the 31 March 2022 there were amounts owed by JET of £151,399 (2020/21 owed to JET £6,824).

JC Switzerland Foundation (Common Trustee):

JC Switzerland is an independent foundation. There were no transactions during the year, at the 31 March 2022 there were amounts owed to Jewish Care of £36,483 (2020/21 £36,483).

Jewish Association for Mental Illness (JAMI) (Subsidiary):

The transfer of grant funding to the Jewish Association for Mental Illness in the amount of £715,257 (2020/21: £779,028). At the 31 March 2022 there was an amount due to Jewish Care of £59,319 from JAMI (2020/21: owed to Jewish Care £49,295). £59,319 has been charged by Jewish Care to JAMI for property and IT costs in the year ended 31 March 2022 (2020/21: £49,295).

Jewish Care Staff Benevolent Association (Related Party)

The Jewish Care Staff Benevolent Association is a separate Charity with registration number 220470. Members of the Association are Jewish Care staff members, the aim of the Charity is to grant relief and assistance to Jewish Care staff as is the nature of the related party relationship. Loans are advanced by an independent loans committee and repaid via repayments mandated to salaries. The related party balance with Jewish Care at the 31 March 2022 is £445,690 (2020/21:£419,494), the balance of which relates to the use of Jewish Care as the conduit to make the loan advances to staff.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

32. Related Party Transactions (cont'd)

Two former JAMI Trustees are also Trustees of Charitable Trusts which made donations to JAMI during the year. Robert Shemtob is a Trustee of the K C Shasha Charitable Trust, amount received was £20,000 (2020/21: £20,000) and Raymond Harris is a Trustee of the Atkin Foundation, amount received was £20,000 (2020/21: £20,000).

Jonathan Zenios, Chairman and Trustee is also a Trustee of the Jewish Leadership Council, an independent membership organisation of which Jewish Care paid an annual membership fee of £28,711 for the year ended 31 March 2022 (2020/21: £27,578).

Adam Dawson, Trustee is also the Chair and Trustee of the Jewish Association for Mental Illness, JAMI (subsidiary). JAMI is in receipt of a grant £715,257 from Jewish Care for the year ended 31 March 2022 (2020/21: £779,028).

Harold Gittlemon, Trustee is also a Trustee and Vice Chair of Camp Simcha. Camp Simcha rents office space from Jewish Care. The rent received in the normal course of business was £46,200 in the year ended 31 March 2022 (2020/21 £45,409).

Matthew Weiner, Trustee (retired 21 March 2022) is also a Director of the trading subsidiary Community Trading Limited.

Michael Brodtman, Trustee is also a Director of the trading subsidiary Community Trading Limited.

None of the Trustees received any remuneration or expenses from their work associated with the Charity. Donations received from Trustees without restrictions were £108k (2020/21: £234k).

33. Post Balance Sheet Events

Home Closure (non-adjusting event)

Against a backdrop of demographic and financial challenges in Brighton and Hove, the Trustee Board of Jewish Care approved the closure of Hyman Fine House to complete by the end of September 2022. Residents will be supported to move to their home of choice, some of whom will transfer to other homes within Jewish Care.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

34. Consolidated Statement of Financial Activities for the year ended 31 March 2021

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
		£'000	£'000	£'000	£'000
Income and endowments from:					
Donations and legacies		21,325	1,110	-	22,435
Capital project donations		-	6,864	-	6,864
Charitable activities		29,521	-	7	29,528
Other income		460	1,352	-	1,812
Other trading entities		6	-	-	6
Investments		1,153	-	-	1,153
Disposal of Property		2,882	-	-	2,882
Total		55,347	9,326	7	64,680
Expenditure on:					
Raising funds:					
<i>Fundraising</i>		2,554	-	-	2,554
<i>Investment fees</i>		192	-	-	192
Charitable activities		53,259	2,420	136	55,815
Total		56,005	2,420	136	58,561
Net gain on investments		5,951	-	541	6,492
Net income		5,293	6,906	412	12,611
Transfer between funds	26	6,879	(6,879)	-	-
Actuarial losses on defined benefit pension schemes		(3,909)	-	-	(3,909)
Net movement in funds		8,263	27	412	8,702
Reconciliation of funds:					
Total funds brought forward		113,465	3,543	16,472	133,480
Total funds carried forward		121,728	3,570	16,884	142,182