

**JEWISH CARE**

**A charitable company limited by guarantee**

**Trustees' Report and Group Accounts**

**For the year ended 31 March 2023**

# 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  
1 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  
1 Bartholomew Close  
London EC1A 7BL

Bates Wells  
10 Queen Street Place  
London  
EC4R 1BE

### **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](http://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 2023.

### Chair's overview 2022-23

It is a relief finally to refer to the pandemic in the past tense (although I still look forward to when it is not mentioned at all). It was a test of resilience for Jewish Care to which we responded by keeping going no matter what, something that the whole community leant into. Today, all of our care homes and retirement living schemes are back to full occupancy, and our community centres and dementia day centres are operating normally. We have our wonderful volunteers and workforce and the continuing support of our donors to thank for getting us back to this point.

I also want to thank our lay and professional leadership who make running the organisation look so simple, and at a personal level make being Chairman so easy. In my role I am supported by the counsel and conscientiousness of our President Steven Lewis and our Life President Lord Michael Levy and by a fantastic Board of Trustees to which I warmly welcome Stephanie Cooper as our newest Trustee and from which I wish a fond farewell to Julie Bekhor who stepped down earlier in the year.

As the organisation's lay leadership, the Board recognises that our primary role is to act as custodians of a critical foundation of the organised Jewish community of this country. Above all else in that role, we value the close partnership we have with our particularly talented directorate team led by CEO Daniel Carmel-Brown, whose contribution to the wider world of care was rightly acknowledged when he was voted number two in Care Talk's prestigious Social Care Top 30. Our executive leadership manage an organisation whose devotion to quality is reflected in our ratio of eleven compliments for every complaint and whose concern for the workforce is seen in our exceptionally low staff turnover (15% compared to the sector average of 29%) and an average tenure of six and a half years among our front-line staff.

If to keep on going was the organisational response to Covid, the organisational imperative has always been to keep on developing. Over the past decade, our estate has been almost completely transformed by the opening of three new campuses and we are delighted to announce that we now have planning permission to develop our fourth new campus at Redbridge, which we're aiming to open in 2026. Building this has been made financially possible through the incredible philanthropy of its cornerstone donors, the Sugar and Ronson Families, a continuation of both families' decades-long generosity and support to Jewish Care.

Opening new buildings is part of our mission to provide safe, high-quality care and services, which are effective, efficient, are sustainable in the long term and are in fit-for-purpose facilities. This mission sometimes requires us to make the difficult decision to close a home and sadly in July 2022, we began the process of closing our Hyman Fine House care home in Brighton. Hyman Fine House was built to meet the care needs of a different generation when it opened in 1971. Over the past ten years, the needs, as well as the aspirations, of our care home residents have changed dramatically. Many of Hyman Fine House's bedrooms were no longer fit for purpose in terms of size and accessibility, with many having no wet room facilities. In addition, Hyman Fine House faced enormous pressure financially because of significant declining occupancy over the last 5 years, compounded by the loss of seven residents during the pandemic. There was not sufficient demand for places at Hyman Fine House to bring capacity levels up to an acceptable level with only 21 of the 45 rooms available for use there occupied. Cost increases further challenged the financial viability of the home.

By September 2022, we had completed the closure process with all residents having found alternative accommodation at new care homes. We continue conversations with the Sussex Jewish Representative Council and the Brighton and Hove Jewish Welfare Board, as we develop alternative community-based care provision for the local community more reflective of its current and future needs.

The environment for elderly care is rapidly changing. Some of that is a consequence of Covid, some a consequence of rising inflation, but secular trends are the key drivers: new technology and increased digitisation, the demographic shift to an older population with a higher prevalence of dementia and perhaps most importantly of all, people's clearly expressed preference for living out their days in their own homes wherever it is not impossible to do so. Jewish Care strives to respond to these changes by making changes of its own.

Our new website launched in December 2022 and alongside many new, industry leading features such as a Cost of Care Calculator and virtual tours of care homes, it is now much easier to navigate the layout. A more streamlined process for booking a place at our events, both for fundraising and community events, is also now available, enabling a better user experience. The website also includes a new virtual community centre, where our online programme of events called 'JC Presents' is easily

## **JEWISH CARE**

accessible to members who can now register for online events and watch recordings of events or talks they may have missed. JC Presents had some 9,500 people joining its online activities and events over the last twelve months, whether that's from their homes or in some cases from their hospital beds.

These Jewish Care services, together with the Holocaust Survivors' Centre, the Social Work & Family Carers Team, Jewish Care Direct helpline, and over 30 support groups receive no government funding at all. Happily, we are part of an extremely generous community who recognise the need to look after its more frail and vulnerable members and their desire as Atul Gawande has put it "to be permitted, insofar as possible, to keep shaping the story of their life in the world – to make choices and sustain connections." This is our purpose at Jewish Care and with the support of our donors and our volunteers and the dedication and hard work of our workforce we will continue to fulfil it.

**Jonathan Zenios, Chair**

# JEWISH CARE

## 2. TRUSTEES' ANNUAL REPORT

### CHIEF EXECUTIVE'S OVERVIEW FOR 2022-23

Following the bounce back and return to many of our in-person services, relative visits, activities, and events after the pandemic, at Jewish Care, we are pleased to share that we have confidently weathered many changes. Having said this, as we brace ourselves for the coming financial year, we are under no illusion that all storms have passed and the financial and cost of living crisis weighs on us as it does everyone else.

We still have much to be proud of.

This year, our staff and services have been shortlisted as finalists for twelve national awards in the social care sector and winning four. Three of our services being inspected by CQC, with Stella & Harry Freedman House, Anita Dorfman House and Pears Court at Sandringham all rated 'good' across the board, ensuring the standards continue to remain strong with every single one of our regulated services across the organisation. Our Retirement Living schemes have also recently been inspected by the regulatory organisation ARCO who referred to them as 'setting an industry standard', which is excellent news as Wohl Court approaches its fourth birthday.

Our fantastic Meals on Wheels teams have delivered over 100,000 meals across our community since the start of the pandemic. We now deliver 4,000 meals a month and make over 3,000 calls and visits to vulnerable, older members of the community. As restrictions eased further, we continued to hold many of our calendar-staple, in-person fundraising events again. Our Family Fun Day in June saw over 3,000 people join us for a day of rides, activities, and festivities, and in July, we were able to hold our Annual Campaign Dinner in person once again, which saw 900 people raise £5 million.

We held our annual Volunteer Awards, recognising the amazing contributions that our fantastic volunteers make across our services. We also held our Staff Awards in person for the first time since the pandemic, paying tribute to our staff who have been nominated by their colleagues for going above and beyond in so many ways.

In addition to acknowledging our staff through awards, we are incredibly grateful to The Wohl Foundation for their continued generous contribution towards helping Jewish Care to become the employer of choice in the care sector through a commitment to align with the London Living Wage for all front-line staff. The grant provided by The Wohl Foundation has helped Jewish Care to acknowledge the incredible dedication, hard work, and round-the-clock care that our staff provide to older people in the community every single day, by paying them a higher rate of pay for the vital work they do.

In July 2022, we were delighted to share the next stage of our plans for a stunning £25 million state of the art care and community campus in the Redbridge and Essex areas, which includes a wonderful community centre space. This space will house a centre for people living with dementia along with a 66-bed care home, which our residents at Vi & John Rubens House in Gants Hill will relocate to. Additionally, our Social Work and Meals on Wheels teams will also be based on site. We are very pleased to share that we received planning permission in October 2023. We're aiming to start construction in early 2024 and to open the campus in 2026.

In September 2022, we also marked the passing of Her Majesty Queen Elizabeth II across our services. The period of national mourning was especially meaningful for those we support within Jewish Care because for so many of them, their memories will extend beyond the 70 years of her reign.

As ever, we are always grateful to our community, our lay leaders, and our hardworking staff and volunteers for their generous support. We are proud of the amount we have achieved this year and look forward to the year ahead with continued support for the challenge we may face.

**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 1,200 staff members, our 3,000 volunteers, and our dedicated Trustees and Lay Leaders lending their time and expertise, we run nine care homes, four retirement living schemes, ten community centres, three dementia day centres and many support services and groups, which, touch the lives of over 10,000 people every week.

Our care and support services include the following services:

**Care homes** – all our nine 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 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 four beautifully finished, secure, purpose-built schemes are designed for people over 60. Tenants benefit from the peace of mind of knowing 24-hour support is available from our staff should you ever need it. These apartments enable couples or individuals to enjoy a unique blend of stylish housing, tailor-made care and support. They are designed with independence and wellbeing in mind, and they give tenants the freedom to make their home their own, to live life the way they want to live. But they also give tenants the extra security of video entry systems, CCTV and concierge service. Should a tenant's needs change as they grow older, they can change the type of care and support they receive. Most of our Retirement Communities are located with easy access to local amenities and transport connections. And they all give tenants the freedom to be part of a community within a bigger Jewish community.

**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.

**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. Between April 2022 and March 2023, the Helpline received 24,684 enquiries.

**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 Sunday socials, the Wednesday Social Club and Singular Challenge.

**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.

**Meals on Wheels**- Our community support services also deliver kosher, nutritious Meals on Wheels to a client's doorstep, delivering over 4,000 meals a month.

**Befriending**- Our befriending teams stay connected with hundreds of clients regularly via a phone or video call, ensuring that they do not become isolated and lonely, making over 3,000 calls a month.

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## 2. TRUSTEES' ANNUAL REPORT

### 2a. WHAT WE DO (cont'd)

Jewish Care Explore- Our Jewish Care Explore team exists to offer support with technology to all adults within the Jewish community. We have two dedicated centres based in Golders Green and Stanmore with equipment available for people to use independently or with support from the team. Help and advice is also available for any questions.

Jewish Care Presents- Jewish Care Presents is a full programme of online events and activities which clients can attend from the comfort of their own home or from wherever they are, this series of online events is like a virtual community centre with 9,500 people joining online events over the last twelve months.

#### ROLE OF VOLUNTEERS

Our volunteers work closely alongside staff to deliver Meals on Wheels and make befriending calls, as well as assist in our Community and Day Centres, and care homes with activities, services and other needs as required. Volunteers are required to undergo training and appropriate checks before undertaking their roles. Our 3,000 volunteers are vital to ensuring that services at Jewish Care run smoothly.

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

#### 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, trust and foundations and two major gifts giving programmes - Patrons and Friends of Jewish Care. We have recently enhanced our Celebrate with Jewish Care and our Giving in Memory channels to encourage giving from a broader cross section of the community. 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

We received one complaint about our fundraising in 2022-23 (2021-22: nil). We took the complaint, regarding the attendance of dogs at an event, seriously and are committed to improving arrangements at next year's event. We received no complaint investigations via the Fundraising Regulator this year or last year. The Fundraising Governance committee reviews all policies and procedures in addition to ensuring staff take part in appropriate Raisers Edge database training. There were four donations brought to the attention of the governance committee and all four were deemed to be proper and appropriate.

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 governance 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 2020-2025 is available to view at [www.jewishcare.org/strategy](http://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 2020-2025, 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	Our performance in 2022-23
Distinctively Jewish Recognised for quality and innovation Customer's choice	<ul style="list-style-type: none"> <li>• CQC ratings               <ul style="list-style-type: none"> <li>○ To maintain a "Good" rating at every care home and aim for "Excellent" ratings.</li> </ul> </li> <li>• Health and Safety ratings               <ul style="list-style-type: none"> <li>○ To retain compliant ratings from external audit reviews across all workstreams and sites; to maintain 85% coverage on H&amp;S staff training and keep accidents to a minimum.</li> </ul> </li> <li>• Occupancy               <ul style="list-style-type: none"> <li>○ To achieve the budgeted level of occupancy</li> </ul> </li> <li>• Compliments and complaints               <ul style="list-style-type: none"> <li>○ To receive at least eight compliments for each complaint</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Achieved. We retained "Good" ratings at every care home.</li> <li>• Achieved. All resources were compliant in terms of audit; there was no unexplained increase in accidents, and nearly all eligible staff had completed their H&amp;S training on 31 March 2023.</li> <li>• Achieved. We exceeded our budgeted level of occupancy by 3%. Achieved. We received eleven compliments for each complaint</li> </ul>
Integrated in our community Champion of volunteering	<ul style="list-style-type: none"> <li>• Amount of funds raised               <ul style="list-style-type: none"> <li>○ To achieve the budgeted level of fundraising</li> </ul> </li> <li>• Number of volunteers               <ul style="list-style-type: none"> <li>○ To maintain at least 3,000 volunteers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Achieved</li> <li>• Achieved</li> </ul>
Employer of choice	<ul style="list-style-type: none"> <li>• Staff turnover               <ul style="list-style-type: none"> <li>○ To maintain care staff churn at below the industry average</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Achieved. Care staff churn was 15% which is significantly below the industry average of 29%.</li> </ul>
Continued leader for generations to come	<ul style="list-style-type: none"> <li>• Occupancy</li> <li>• Proportion of self-funder residents</li> <li>• Amount of funds raised</li> </ul>	<ul style="list-style-type: none"> <li>• As above</li> <li>• Achieved. We met our self-funder target.</li> <li>• As above</li> </ul>

More information can be found about our aims, achievements, and performance on page 17.

# 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 six 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 six 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), and 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 2023). 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 17 to the accounts) 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 2022-23 was oversight of the opening of Pears Court at Sandringham and assisting with the transition of that site from construction to an operational facility. It has also acted in an advisory capacity in respect of the pre-planning and planning stages of the capital project at Redbridge. CTL has also been used for certain fundraising events supporting Jewish Care's work where no gift aid can be claimed. 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 facility. The overall affairs of the JET are managed and controlled by the corporate trustee (Jewish Care) which has appointed the JET Executive Committee to focus on the facilities at Sidney Corob and Wohl Court.

### 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 2023 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 £805k during the year ended 31 March 2023 (2021-22: £715k) which is included in JAMI's own financial statements. JAMI's mental health café, Head Room, reopened in February 2023 following an extension and revamp that will give it space to deliver all the groups that the charity wants to run and to collaborate with more organisations.

### Funds held as custodian Trustee on behalf of others

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

# JEWISH CARE

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

### Trustees

The current Directors of Jewish Care are the Board of Trustees (who are listed on page 15 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 (as summarised on page 9), 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. A further safeguarding training session took place in March 2023. 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 2023, the Board of Trustees was supported by ten sub-committees and seven 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.

### Sub-Committees

- Nominations
- Remunerations
- Fundraising Governance
- Clinical Governance
- Community Services & Volunteers
- Finance, Audit, & 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 Fundraising Governance 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)

**The Community Services & 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 & Investment Committee** has delegated authority to assist the Board in its duty to supervise the broad direction of the Charity's financial affairs and those of its subsidiaries and linked charities. 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 oversight of subsidiaries is being developed.

**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 & 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, Director of Legal Affairs, Property & Procurement, Director of Finance & IT and Head of Health & Safety 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.

### Expert Groups

These Expert Groups exist to advise the Trustees and the Executive Leadership Team. They do not have decision making powers. 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](http://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	2021		2022		2023	
<b>Energy Consumption breakdown (kWh)</b>						
Grid supplied electricity	5,843,922	38%	5,097,135	30%	6,266,617	34%
Natural gas	9,459,883	61%	11,369,396	69%	12,390,688	65%
Grey fleet mileage	128,879	1%	117,483	1%	80,166	1%
Unknown	-	-	-	-	-	-
<b>Total energy consumption</b>	<b>15,432,684</b>	<b>100%</b>	<b>16,584,014</b>	<b>100%</b>	<b>18,737,471</b>	<b>100%</b>
<b>Emissions (tCO<sub>2</sub>e)</b>						
Grid supplied electricity	1,301.6	42%	1,082.3	34%	1,297.7	34%
Natural gas	1,736.0	56%	2,082.4	65%	2,478.1	65%
Grey fleet mileage	39.7	2%	28.9	1%	19.6	1%
Unknown	-	-	-	-	-	-
<b>Total gross emissions</b>	<b>3,077.3</b>	<b>100%</b>	<b>3,193.6</b>	<b>100%</b>	<b>3,795.4</b>	<b>100%</b>
<b>Intensity ratio (tCO<sub>2</sub>e/m<sup>2</sup>)</b>						
Estate m <sup>2</sup>	62,126		53,198		56,084	
Intensity ratio	0.05		0.06		0.07	

Electricity consumption appears to have increased in 2023 because electricity consumption at one facility was not included in 2021 and 2022 by accident. The 2021 and 2022 figures have not been restated. The 2023 figures include 1.2m kWh and 2,866m<sup>2</sup> for that facility.

### 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 CO<sub>2</sub> 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.

### 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 2020-21 or 2021-22 due to the pandemic but during 2022-23 we have recommissioned the CHP unit at Kun Mor and George Kiss and have re-lamped with LED lighting at the Maurice and Vivienne Wohl campus, at the Betty and Asher Loftus campus and at Sunridge Court. We have also entered into a three year contract with Telex UK to complete energy surveys of our estate and to fulfil our requirement to comply with ESOS phase three next year. It is hoped that this will highlight further energy saving opportunity. The first opportunity highlighted by Telex UK is to install a Voltage Optimiser at Stella and Harry Freedman House, which has been approved and is awaiting a date for installation.

### Engagement with employees (including disabled persons)

Please see page 19 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 19 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
Julia Bekhor	resigned 16 May 2022
Michael Brodtman	
Stephanie Cooper	appointed 16 May 2022
Adam Dawson	
Simon Friend	resigned 12 December 2023
Harold Gittelmon	
Leah Hurst	
Gayle Klein	Joint Vice Chair
Jonathan Rose	
Dr Jonathan Shapiro	
Marcus Sperber	
Arnold Wagner OBE	Joint Vice Chair
Amy Woolf	
Darren Braham	appointed 15 November 2023

The Group has maintained insurance cover for the benefit of its Trustees, Directors and Officers (including Pension Trustees) against any liability incurred by them in carrying out their duties in such capacities. The premium paid in respect of such insurance was £29,618 (2021-22 £23,776).

### Key Management Personnel: Executive Leadership Team

Daniel Carmel-Brown	Chief Executive Officer
Adam Overlander-Kaye	Director of Fundraising & Community Engagement
Ellisa Estrin	Director of Marketing, Communications & Customer Engagement
Angela Beerman	Director of Human Resources & Organisational Development
Rachel Jones	Director of Care Services & Housing
Richard Shone	Director of Community Services, Hospitality, Volunteering & Social Work
Jonathan West	Director of Legal Affairs, Property & Procurement
Amanda King	Director of Finance & IT

### Pay and Remuneration Policy for Key Management Personnel

The Trustees consider the Executive Leadership Team, as well as the Trustees, 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)

### Trustee Membership of Committees of the Board and Expert Groups and who served as such as 31 March 2023:

Trustee	Committees									Expert Groups					
	Nominations	Remuneration	Fundraising Governance	Clinical Governance	Community Services & Volunteers	Finance, Audit & Investment	Retirement Living	Internal Audit, Assurance & Risk	Residential Care Services	Property Strategy	Campaign Strategy	Patrons	HR	Jewish in Jewish Care	Quality & Customer Experience
Michael Brodtman		✓				*				✓					
Stephanie Cooper							*								✓
Adam Dawson*		✓													
Simon Friend	✓			✓							*				
Harold Gittelmon					✓									✓	
Leah Hurst			✓				*								
Gayle Klein	✓		*		*					✓					
Jonathan Rose							✓			*					
Jonathan Shapiro				*							✓				
Marcus Sperber		✓						✓			*				
Arnold Wagner	✓	*						✓				*			
Amy Woolf			✓										✓		
Jonathan Zenios	*	✓				✓					✓	✓			

✓ member of sub-committee or expert group, \* chair of sub-committee or expert group.

The table above only lists Trustees.

A number of the committees and expert groups have co-opted members who are not Trustees.

A full list of both Trustee and non-Trustee members are available in the Annual Review, which can be found on Jewish Care's website.

\*Adam Dawson is also Chair of the Jewish Association for Mental Illness (JAMI)

# JEWISH CARE

## 3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

### Distinctively Jewish

- In June 2022, we re-established the Jewish in Jewish Care committee chaired by trustee, Harold Gittlemon.
- 240 staff were trained in the Jewish way of life and how this works across the organisation.
- We continue to provide external training sessions for other charities on the Jewish way of life.
- We produced a booklet and training on end-of-life requirements, understanding, culture and End of Life Care Plans, importance of obtaining information and what information is required from a Jewish perspective.
- We continue to run community wide engagement projects, such as the Chanukah Lamp Lighters project and Challah Cloth project.
- A new booklet for staff compiling contacts to assist with Jewish burials has been produced for our care home staff, enabling an easier and smoother process when these services are required.

### Recognised for our quality and innovation

- All of our nine care homes continue to commit to enabling residents to receive high quality residential, nursing and dementia care in an environment that promotes meaningful lives. We have continued to achieve 'Good' ratings from CQC following inspections at Stella & Harry Freedman House, Anita Dorfman House at Sandringham and Pears Court at Sandringham.
- Electronic care plans continue to support evidence-based care and treatment, while providing an educational function for staff with active input to policies and procedures.
- We have begun to review the operational processes in the Social Work & Community Support service, which began with the appointment of a new Head of Social Work, Safeguarding & Mental Health and centralising the Duty Team which has brought more efficiencies to the service, allowing colleagues in the local teams to have more capacity.
- Jewish Care staff were shortlisted as finalists in twelve prestigious industry awards.

### Integrated in communities

- We have successfully established a B'nei Mitzvah programme in north-west London.
- We have developed a community centre programme for those over 65 in three of our hubs with activities such as Bridge Clubs, Yoga, Pilates, Line Dancing and re-opening our previously successful Table Tennis group, appealing to people who wouldn't want to feel connected to a care environment. We have also opened two Parent & Toddler groups that run in conjunction with our homes. In combination this programme attracted over 13,000 attendees.
- We held 25 fundraising events which were attended by a total of approximately 6,700 people. This included a record number of attendees at our Topland Business Lunch and Family Fun Day. We have also re-established the Holocaust Survivor Centre Dinner and the Property Breakfast.

### The customer's choice

- We launched a new website, which included the following digital tools to allow us to be more accessible and the customer's choice; JC Presents virtual community centre, costs of care calculator and a digitised version of 'ask the helpline'.
- We achieved high occupancy across our care homes ending the year with 90% of our care home beds full and self-funders at 46% across the estate.
- Every single one of our four Retirement Living schemes were fully occupied with strong waiting lists for three out of four of the schemes by the end of the financial year.
- We implemented a new, more transparent, and speedier family contribution rate scheme.
- Our admissions process was externally audited from end to end to help us identify how to improve occupancy and customer experience. All audit recommendations have been implemented.
- We shared communications and updates throughout the year regarding our upcoming new development in the Redbridge community.
- Our compliments to complaints ratio for 2022-23 was 10.65 to 1 made up of 714 compliments and 67 complaints. This is a significant improvement compared to the previous financial year where the ratio was 8.66 to 1.

### An employer of choice

- In a highly competitive market, we remain an attractive employer and have been successful in recruiting staff in line with our values and business needs. We made a smooth transition to hybrid working arrangements for most of our support staff and are pleased with the balance of flexibility and staff engagement this has achieved. Voluntary staff turnover is 14.9% in Q4, and we continue to perform below sector benchmarks for turnover. At the end of March, we finalised the design of our new Benefits, Rewards and Wellbeing platform – Jewish Care Benefits, which launched 3 April 2023.
- All staff complete mandatory training on health and safety, safeguarding, GDPR, diversity and our values. Most complete fire safety training and often much more specific training, dependant on their role, e.g. infection control. We encourage our staff's self-development by offering a wide range of online training available 24/7, ranging from mental health resilience to unconscious bias. HR has led a suite of performance management tools and training, running eight courses with 361 participants between April 2022 to April 2023.
- We continue to align to the London Living Wage despite significant financial challenges, as investing in our staff is a priority.
- We are pleased to have introduced a new recruitment and onboarding system which not only makes the candidate's experience better, but makes our processes more efficient, effective and secure.

### A champion of volunteering

- The Learning & Development team in the Volunteering Department have reviewed the training programme and effectively utilising Better Impact (our Volunteer Management software), ensuring that training of individual volunteers is up to date and relevant to their role. The team have developed training programmes that are online, face to face, and now using animation, can send online programmes for people to learn from home.
- We continue to hold our Volunteer Awards, recognising the significant role our 3,000 volunteers play in supporting services across Jewish Care.

# JEWISH CARE

## A continued leader for the community for generations to come

- Revenue fundraising was £18.1m, with our Major Gifts giving programmes remaining strong with a combined income of £10.3m from 290 Patrons and 490 Friends of Jewish Care versus a target of £10m. Legacy fundraising was successful with an income of £4.6m against a target of £4m, as was the events portfolio with income of £1.7m against a target of £1.4m.
- With a focus on fundraising for the Redbridge project, in addition to the initial £5m lead gift from one donor family, an additional £7m pledge from another donor family was also received.
- We ensured that all capital gifts due for Sandringham in 2022-23 were received and that all capital donor signage for Sandringham is complete, alongside individual plaques and dedication events. We raised £2.15m in capital fundraising alongside a calendar of dedication events and the unveiling of the main donor board. Dedications included that of The Sir Naim & Renée Dangoor Floor and the Zalman and Ruchi Noe Centre at Sandringham for people living with dementia. Planning also started for the official opening of the Sandringham site.
- The Fundraising Campaign Strategy Committee held its first meeting in February 2023 and is chaired by trustee, Marcus Sperber. Members of the committee have experience of working with Jewish Care in the fields of Patrons, Friends, Capital Gifts, Events, Legacies, Governance and Young Jewish Care.
- Giving in Memory raised over £50,000 from 239 donors and we ran our first legacy roadshow across all of our resources, enabling volunteers, staff, tenants and clients to learn more about the importance of legacy giving to Jewish Care. We recruited a Fundraising & Community Partnerships Lead who has increased the marketing of Celebrate with and started the planning of a roadshow to further promote this income stream to those who visit our resources. The portfolio saw 232 donors raise £48,639.
- Jewish Care made an operating loss of £1.0m which was adverse to budget. This was due to Care Homes making an operating loss of £3.4m in part due to the impact of high inflation. This was to some extent foreseen early in the financial year and as a consequence a Care Homes Efficiency initiative was planned and commenced in the last quarter of the financial year. There are a number of strands to the initiative including increasing the number of self funders in our care homes, increasing the number of permanent staff (and therefore reducing agency spend) and changing staff ratios in the afternoons. This initiative has continued into 2023-24 and it's delivering better financial performance at the time this report is approved.

## Future aims for Jewish Care for financial year commencing 1 April 2023

Trustees and the management team have five major objectives for Jewish Care during 2023-24:

1. Focus on excellence in leadership and management by requiring all Care Home Managers to complete our people management programme in order to be an Employer of Choice and a continued leader for generations to come.
2. Maintain high occupancy across our Care Homes and Retirement Living sites and increase self funder occupancy to 49% by a marketing channel and enhancing some of our Care Homes in order to be the customer's choice and become more sustainable.
3. Expand our Regional Communities programme and launch our Youth Leadership programme in South Hertfordshire, continue to localise our volunteers programme and raise £17m from the Community in order to be integrated in our communities, a champion of volunteering and a continued leader for generations to come.
4. Obtain planning permission for our new Redbridge campus and start building, which was achieved in October 2023.
5. Strengthen and standardise the organisation's core processes by implementing new billing processes and system for Care Homes and Retirement Living, new electronic rostering system for Care Homes and Retirement Living, a new menu management system across our catering operations and new end to end processes and system for Meals on Wheels in order to be recognised for our quality and innovation and be the customer's choice.

# 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 section 172 of the Companies Act 2006.

#### **The likely consequences of any decision in the long term**

The Board of Trustees meet every six to eight 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. Board discussions during 2022-23 have included the Redbridge development, the closure of Hyman Fine, driving financially sustainable and making care homes more efficient. 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 2020-2025 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. During 2022-23 the Board has worked with the Jewish Leadership Council to consider the most effective ways it can address the challenges facing the community, which has influenced our volunteering and Redbridge development aims for 2024-25 outlined on page 18.

#### **The interests of the company's employees**

Our people, both staff and volunteers, are our greatest asset. One of the seven priorities of our 2020-2025 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 both online available 24/7 and face to face. We offer development programmes, provide flexible working, and importantly listen to our staff managing a staff forum where concerns can be raised, discussed and resolutions proposed. We have invested in pay and for the lowest paid we align to the London Living Wage. For others we aim to pay a fair rate taking into account our charitable status. Staff are supported by the Remuneration Committee, a sub-committee of the Board. We believe these decisions have had a positive impact as care staff churn was 15%, which is significantly below the industry average of 29%.

#### **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, Integrated Care Boards and our regulators. Our 2020-2025 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 five sub-committees of the Board, namely the Residential Care Services Committee, the Clinical Governance Committee, the Retirement Living Committee, the Internal Audit Assurance and Risk Committee and the Community Services and Volunteers Committee. During 2022-23 the Board paid particular attention to: the impacts of social care reform on the organisation, and its mental health strategy, including JAMI. The section called Aims, Achievements & Performance on page 17-18 provides more information on the impact of our work on stakeholders, including the compliments to complaints ratio of 10.65 to 1, and 90% occupancy in March 2023.

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

We are committed to meeting the changing need for social care for our community. Over the years we have responded to the community's changing needs and have embarked on major donor funded capital projects to develop care campuses. Our most recent campus developed was Sandringham near Stanmore which fully opened in spring 2021 and we received planning permission in October 2023 for our next new campus in Redbridge, which we're aiming to open in 2026. These campuses allow the community to receive high quality care, community support, retirement living apartments, a range of social events as well as opportunities to volunteer and participate in community life. In our resources we are continuously modernising the delivery of care and since the end of the pandemic we have modernised our day and dementia day centre programmes. Please refer to our carbon reporting on page 14 to understand our contribution and response to the environmental challenges.

#### **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 Committee, a sub-committee of the Board. Our independent internal audit function performs a critical role in reviewing processes involving higher levels of risk and in some cases lower levels of controls. During 2022-23 internal audit reviewed revenue leakage, procurement and medicine management. In addition, a specialist data privacy consultancy reviewed all our data privacy processes and practices. Internal audit reports include recommendations rated high, medium or low priority and the Internal Audit and Risk Committee track the delivery of all high and medium priority recommendations.

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 amended in February 2020 and June 2022. The SIR process is a robust one and has resulted in several reports being made in previous financial years. During 2022-23 there were four 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 need to act fairly as 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, however Trustees did declare interests in Savills and The Beare 83 Foundation during the financial year. As indicated above, Trustees' have engaged with stakeholders to ensure decisions are made fairly, including talking to staff in and out of Board and committee meetings, consulting experts and community representatives, and collecting views via surveys and other metrics.

# JEWISH CARE

## 3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

### FINANCIAL REVIEW

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

	<b>2022-23</b>	<b>2021-22</b>
	<b>£'000</b>	<b>£'000</b>
<b>Charitable income and expenditure</b>		
Charitable activities income	39,037	35,318
Charitable expenditure before depreciation	(58,095)	(53,289)
<b>Operating charitable loss before donations</b>	<b>(19,058)</b>	<b>(17,971)</b>
Depreciation and amortisation	(3,635)	(3,928)
<b>Net operating loss before donations, investment &amp; other income</b>	<b>(22,693)</b>	<b>(21,899)</b>
<b>Net income from donations, investments &amp; other income</b>		
Donations & legacies (including one off emergency appeal monies in 2021)	18,072	22,686
Fundraising expenditure	(3,760)	(3,040)
Other trading activities	170	21
Investment income	1,266	1,012
Investment fees & other investment related costs	(219)	(219)
Other income <sup>1</sup>	4	1,470
<b>Total net income from donations, investments &amp; other income</b>	<b>15,533</b>	<b>21,930</b>
<b>Net operating (loss)/ surplus</b>	<b>(7,160)</b>	<b>31</b>
Capital project donations - Sandringham	2,150	4,491
Acquisition of subsidiary undertaking <sup>2</sup>	-	6,482
Gains/(losses) on land & property disposals	(29)	11,226
Unrealised gains/(losses) on investments	(1,240)	2,897
Actuarial gains/(losses) on defined benefit pension scheme	(185)	6,119
<b>Net movement in funds</b>	<b>(6,464)</b>	<b>31,246</b>

1. Other income relates to government funding for the Coronavirus Job Retention Scheme and Infection Control Funding.

2. 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.

### Analysis of the Group Charitable Activities

Total charitable activities income for the Group before donations and other income was £39.0m (2021-22 £35.3m) with total charitable expenditure before depreciation of £58.1m (2021-22 £53.3m) resulting in a net operating loss before depreciation, donations, and other income of £19.1m (2021-22 net loss of £18.0m).

### Charitable activities income

Charitable activities income was £39.0m in 2022-23 (2021-22 £35.3m) and is mainly fees paid by residents in our care homes and retirement living and local authorities on behalf of those residents who are funded by local authorities. Income has increased by 10.5% due to higher average occupancy in our care homes, inflation driven price rises in both our care homes and retirement living, and a full year of our newest retirement living scheme which accepted its first tenants in June 2021. Occupancy in our care homes at the beginning of 2021-22 was low at 433 beds occupied due to the impact of the pandemic and then increased to 502 beds occupied (86%) during March 2022 (of which, 25 related to Hyman Fine House which has since closed). Occupancy in our care homes increased from 86% in March 2022 to 91% in March 2023 (with 494 beds occupied out of 542).

# JEWISH CARE

## 3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

### FINANCIAL REVIEW (cont'd)

#### Charitable expenditure before depreciation

Charitable expenditure was £58.1m in 2022-23 (2021-22 £53.3m) and is the cost of running all our charitable activities including our care homes, retirement living, community centres and social work.

Expenditure in our care homes was £43.4m (2021-22 £40.1m) and has increased by 8.2%. Mainly this is due to a full year of our carers being on the London Living Wage (Jewish Care implemented the London Living Wage for our carers in October 2021). Expenditure in our retirement living schemes was £5.4m (2021-22 £6.0m).

Expenditure in our day centres was £6.8m (2021-22 £4.3m). This increase reflects the continued re-opening of Day and Community Centre Services following the pandemic. Services were delivered in a digital and virtual format up until September 2021, and then we saw the slow and careful return to in-person activities in 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.

Expenditure in our mental health service was £2.8m (2021-22 £2.6m) reflecting the cost of the integrated mental health service provided by the Jewish Association for Mental Illness (JAMI).

Expenditure in our social work service was £2.2m (2021-22 £2.2m). 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.

In light of an increasingly challenging environment with competition and over-saturation a strategic decision was made to close our Redbridge and Southend homecare services in March 2022 with all clients supported in their transition to their provider of choice.

Central costs were £6.4m (2021-22 £6.1m). This 5.5% increase is driven by inflationary increases on the many and varied goods and services that we call upon to provide high quality services. 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.

#### Net income from donations, investments and other income

Net income from donations, investments and other income was £18.1m in 2022-23 (2021-22 £22.7m). Income reduced by 29% due to legacy income being lower and 2021-22 including emergency pandemic donations and pandemic funding from the government.

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

#### Net operating loss

In summary the net operating loss was £7.2m (2021-22 surplus of £31k). The significant increase in the loss was caused by higher expenditure due to the adoption of the London Living Wage for our carers and the reopening of our community centres following the pandemic together with lower legacy income, which is inherently volatile, and the end of the government's pandemic funding.

# JEWISH CARE

## 3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

### 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 2022. The deficit at 31 March 2023 under FRS102 was £7.1m (2021-22 £8.0m) and further details can be found in note 23. The annual contributions from Jewish Care to the scheme increased to £1.6m in 2022-23 (2021-22 £0.8m). During 2020-21 and 2021-22, the Trustees of Jewish Care and the Trustees of the Jewish Care Pension Scheme (and in line with guidance issued by the Pensions Regulator) allowed Jewish Care to reduce the contributions to mitigate the financial impact of the pandemic on Jewish Care. That agreement ended at the end of March 2022. Despite that temporary measure, the deficit should still be fully repaid within 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 -0.1% in the year ended 31 March 2023 (2021-22 10.2%; last 3 years annualised 11.5%; last 5 years annualised 8.2%) and Quilter Cheviot achieved a one-year total return of -4.8% in the year ended 31 March 2023 (2021-22 10%; last 3 years annualised 10.4%; last 5 years annualised 7.2%). 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 £32.8m (2021-22 £34.3m). There were net losses on the investment portfolio of £1.2m (2021-22: gains of £2.9m).

### 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. Jewish Care is considering the impact of the Charity Commission renewed guidance on investing charity money, which was published in August 2023.

### 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. We continue to drive great employee experiences and focus on to creating ‘moments that matter’ through wellbeing, inclusion or engagement. 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 19 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. Jewish Care’s Gender Pay Gap is significantly lower than the UK average Median Pay Gap for all employees (full-time and part-time) of 14.9%. Men and Women are relatively equally distributed in all four pay quartiles. There are no differences in pay rates for different genders occupying the same roles. We have looked at the gender pay gap in each of the quartiles and it only exists in the upper quartile. The highest paid band within the upper quartile are approximately equally split between men and women. However all other bands within the upper quartile are mainly female which brings down the upper quartile female average and leads to a gender pay gap. Currently there is no provision to report on the non-binary category.

Actions to address the gender pay gap:

- We will continue to be open and transparent with our staff regarding our gender pay gap.
- Recruitment and internal promotion opportunities will continue to be equally open to both men and women.
- Recruitment and internal promotion opportunities will continue to be open to all employees.
- We will continue to promote our development opportunities to all staff to encourage them to progress in their chosen career.

### 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](http://www.jewishcare.org)

### 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 principal risks and uncertainties faced by the organisation are:

Risk	Mitigation
Pandemic, major outbreak of food poisoning or infection, fire or another serious incident leading to multiple serious illness, injury, death or home closure. Such events 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.
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 logons and network activity) and staff training on security and GDPR.
High inflation that cannot be fully priced through in particular to local authorities.	The difficult financial climate caused by high inflation has resulted in us reviewing our Care Home operating model and changes to the operating model started in early calendar 2023. These changes will continue during the rest of calendar 2023 and include changes to staffing ratios, increases in the proportion of permanent staff (vs agency), changes to our Hospitality operation and a drive for greater numbers of self-funding residents.
Difficult economic climate causes main Redbridge contractor to become insolvent and stop building Redbridge. Impact will be delays to the Redbridge project, higher costs to complete and management resources being taken away from other JC activity.	The main contractor tenders were reviewed by a third-party expert as well as in-house. One of the main criteria when choosing the main contractor was financial size and strength. A performance bond has been put in place.



# 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. Internal audit reviews, recommendations and management action are presented to the Internal Audit and Risk Committee upon completion. 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.

### 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. 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 2022-23 reserves policy is that a level of £25m (representing just under 5 months of expenditure) of free reserves was appropriate.

At the 31 March 2023, the total funds held on a consolidated basis were £167m (2021-22: £173m). After taking out restricted and designated funds but before the pension scheme reserve, free reserves were £42m (2021-22: £52m). This is significantly above the recommended reserves and also above the target of £25m in place at the end of March 2023 explained above.

The charity is fortunate to have material free reserves in excess of its reserves policy. There are discussions (at varying stages) happening around using these excess free reserves to either close our defined benefit pension deficit (£7m on an accounting basis, significantly more on a solvency basis which is the best estimation of a buy-out), refurbish two of our older care homes, invest in some material energy efficiency measures to reduce the energy consumption of our estate, or implement a combination thereof. Some combinations of these possible uses of reserves would more than use up all our excess reserves.

### Reserves (Funds)

At the 31 March 2023, the total funds held on a consolidated basis were £167m (2021-22: £173m) and comprised:

- Endowment reserves were £17m (2021-22 £17m) 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 £4m (2021-22 £4m) 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 £112m (2021-22 £109m) 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 £7m under FRS102 (2021-22 £8m) and represents the deficit on the defined benefit pension scheme.
- Free (general) reserves before the pension deficit were £42m (2021-22 £52m) 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. The reasonable expectation of the Trustees is based on reviewing financial plans including projected free reserves and on reviewing significant organisational risks and deciding a free reserves policy. The charity is projected to make an operating surplus in the next year (year ending 31 March 2024) but a deficit after normal capital expenditure, interest charges and defined benefit pension contributions. Brought forward excess free reserves and property disposals being made in the next year will more than cover this deficit and longer-term financial plans project a return to a breakeven position. On this basis the accounts have been prepared on a going concern basis.

# 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 11 December 2023 and signed on their behalf by:



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Chair & Trustee  
Jonathan Zenios  
11 December 2023

# JEWISH CARE

## 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 2023 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 2023 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.

### 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' Annual 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' Annual 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.

### Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 25, 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.

# JEWISH CARE

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.

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 law 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, 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.



HANNAH CATCHPOOL (Senior Statutory Auditor)  
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor  
Chartered Accountants  
25 Farringdon Street  
London  
EC4A 4AB

20th December 2023

# JEWISH CARE

## Consolidated Statement of Financial Activities (including Income and Expenditure Account) for the year ended 31 March 2023

				2023	2022
	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
		£'000	£'000	£'000	£'000
<b>Income and endowments from:</b>					
Donations and legacies	5	16,392	1,680	-	18,072
Capital project donations	5	-	2,150	-	2,150
Charitable activities	6	38,980	57	-	39,037
Other income	7	4	-	-	4
Other trading activities		170	-	-	170
Investments	11	1,266	-	-	1,266
Acquisition of subsidiary undertaking		-	-	-	-
Disposal of land & properties		-	-	-	-
<b>Total</b>		<b>56,812</b>	<b>3,887</b>	<b>-</b>	<b>60,699</b>
<b>Expenditure on:</b>					
Raising funds:					
<i>Fundraising</i>	9	3,760	-	-	3,760
<i>Investment fees</i>	9	219	-	-	219
Charitable activities	9	59,755	1,737	238	61,730
Disposal costs	9	29	-	-	29
<b>Total</b>		<b>63,763</b>	<b>1,737</b>	<b>238</b>	<b>65,738</b>
<b>Net (losses)/gains on investments</b>	15	<b>(1,158)</b>	<b>-</b>	<b>(82)</b>	<b>(1,240)</b>
<b>Net (loss)/income</b>		<b>(8,109)</b>	<b>2,150</b>	<b>(320)</b>	<b>(6,279)</b>
Transfer between funds	25-26	2,150	(2,150)	-	-
Remeasurement of net defined benefit pension scheme	23	(185)	-	-	(185)
<b>Net movement in funds</b>		<b>(6,144)</b>	<b>-</b>	<b>(320)</b>	<b>(6,464)</b>
<i>Reconciliation of funds:</i>					
Total funds brought forward		152,836	3,567	17,025	173,428
<b>Total funds carried forward</b>	24-27	<b>146,692</b>	<b>3,567</b>	<b>16,705</b>	<b>166,964</b>

The notes on pages 31 to 71 form an integral part of the accounts. Full comparative figures for the year ended 31 March 2023 are shown in note 33.

# JEWISH CARE

## Consolidated Statement of Cashflows for the year ended 31 March 2023

	Note	Group		Charity	
		2023	2022	2023	2022
		£'000	£'000	£'000	£'000
<b>Fixed Assets</b>					
Tangible assets	12	140,031	141,932	134,439	136,767
Intangible assets	13	233	395	233	395
Investments	15	32,770	34,343	32,887	34,600
		<b>172,034</b>	<b>176,670</b>	<b>167,559</b>	<b>171,762</b>
<b>Current Assets</b>					
Properties held-for-sale	14	770	-	770	-
Debtors	18	10,783	14,504	10,364	13,304
Stock	19	109	111	109	111
Cash at bank and in hand	29	10,358	18,025	9,261	15,247
		<b>22,020</b>	<b>32,640</b>	<b>20,504</b>	<b>28,662</b>
<b>Liabilities</b>					
<b>Amounts falling due within one year</b>					
Creditors	20	(7,645)	(9,541)	(7,197)	(8,849)
Bank borrowings	22	(5,000)	(2,500)	(5,000)	(2,500)
		<b>(12,645)</b>	<b>(12,041)</b>	<b>(12,197)</b>	<b>(11,349)</b>
<b>Net Current Assets</b>		<b>9,375</b>	<b>20,599</b>	<b>8,307</b>	<b>17,313</b>
<b>Total Assets Less Current Liabilities</b>		<b>182,409</b>	<b>197,269</b>	<b>175,866</b>	<b>189,075</b>
Bank borrowings – amounts falling due in more than one year	22	(8,300)	(15,800)	(8,300)	(15,800)
<b>Total assets less total liabilities excluding pension liabilities</b>		<b>174,109</b>	<b>181,469</b>	<b>167,566</b>	<b>173,275</b>
Defined benefit pension scheme provision	23	(7,145)	(8,041)	(7,145)	(8,041)
<b>Total net assets</b>		<b>166,964</b>	<b>173,428</b>	<b>160,421</b>	<b>165,234</b>
<b>The funds of the Charity:</b>					
<b>Restricted funds:</b>					
Endowment funds	24/26/27	16,705	17,025	16,705	17,025
Restricted income funds	25/26/27	3,567	3,567	3,535	3,535
<b>Total restricted funds:</b>		<b>20,272</b>	<b>20,592</b>	<b>20,240</b>	<b>20,560</b>
<b>Unrestricted funds:</b>					
Designated funds	26/27	112,209	109,114	106,616	103,949
General funds	26/27	41,628	51,763	40,710	48,766
<b>Total unrestricted funds:</b>		<b>153,837</b>	<b>160,877</b>	<b>147,326</b>	<b>152,715</b>
Pension reserve	23/26/27	(7,145)	(8,041)	(7,145)	(8,041)
<b>Total Charity funds</b>	26/27	<b>166,964</b>	<b>173,428</b>	<b>160,421</b>	<b>165,234</b>

Approved and authorised for issue by the Board on 11 December 2023 and signed on its behalf by

  
Jonathan Zenios (Chair)

  
Michael Brodtman (Trustee)

The Charity only net expenditure for the year ended 31 March 2023 is £3,388,000 (2022: income £16,190,000) and the net movement in funds is £4,813,000 (2022: £25,206,000). The notes on pages 31 to 71 form an integral part of these accounts.

# JEWISH CARE

## Consolidated Statement of Cashflows for the year ended 31 March 2023

	<i>Note</i>	<u>2023</u>	<u>2022</u>
		£'000	£'000
<b>Cash flows from operating activities:</b>			
Net cash (used in)/provided by operating activities	29	<b>(744)</b>	<b>2,065</b>
<b>Cashflows from investing activities:</b>			
Payments to acquire tangible & intangible fixed assets		(2,589)	(1,041)
Payments to acquire investments		(5,759)	(4,980)
Proceeds from sale of investments		5,963	4,990
Dividends, interest & returns from investments		1,047	793
Proceeds from sale of properties		-	15,071
<b>Net cash (used in)/provided by investing activities</b>		<b>(1,338)</b>	<b>14,833</b>
<b>Cash flows from financing activities:</b>			
Repayment of borrowings	22	(5,000)	(5,000)
Payment of interest on borrowings	10	(585)	(982)
<b>Net cash from financing activities</b>		<b>(5,585)</b>	<b>(5,982)</b>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>(7,667)</b>	<b>10,916</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<b>18,025</b>	<b>7,109</b>
<b>Cash and cash equivalents at the end of the reporting period</b>	29	<b>10,358</b>	<b>18,025</b>

The notes on pages 31 to 71 form an integral part of these accounts.

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

Notes to the accounts provide additional information required by statute and accounting standards to explain a particular feature of the financial statements. The Notes which follow will also provide explanations and additional disclosure to assist readers' understanding and interpretation of the financial statements.

### 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 3-24.

### 2. Accounting Policies

#### Statement of compliance

The Group and Charity financial statements have been prepared in accordance with the Statement of Recommended Practice: "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (SORP) issued on 2 October 2019 and the "Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" (FRS 102). They also comply with the reporting requirements of the Companies Act 2006. Jewish Care meets the definition of a public benefit entity under FRS 102.

#### Basis of Preparation

The Group and Charity financial statements have been prepared on a going concern basis (see below), under the historical cost convention, as modified by the revaluation of listed investments, investment assets and assets held for sale. The principal accounting policies applied in the preparation of the Group and Charity financial statements are set out below. These policies have been consistently applied to all the years presented.

The financial statements are prepared in British sterling, both the functional and presentational currency of the Company.

Financial values are rounded to the nearest thousand pounds.

#### 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 reasonable expectation of the Trustees is based on reviewing financial plans including projected free reserves and on reviewing significant organisational risks and deciding a free reserves policy. The charity is projected to make an operating surplus in the next year (year ending 31 March 2024) but a deficit after normal capital expenditure, interest charges and defined benefit pension contributions. Brought forward excess free reserves and property disposals being made in the next year will more than cover this deficit and longer-term financial plans project a return to a breakeven position. On this basis the accounts have been prepared on a going concern basis.

#### Basis of Consolidation

The Charity operated 6 subsidiaries and 20 linked charities during the period as listed in note 17 with further analysis of the material subsidiaries in note 3. 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. JAMI acquired Raphael, a counselling service for the Jewish community, during 2022-23. The charity has not been consolidated on the basis that it is immaterial. Sunridge Housing Association Limited became a subsidiary of the Charity on 19 April 2021 and subsequently on 1 October 2021 the trade and assets of the subsidiary were transferred to Jewish Care and it has been accounted for as a merger within the Charity only financial statements of Jewish Care. Sunridge Housing Association Limited will be wound up in due course. Their results are incorporated from the date that control passed.

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.

The Charity has taken advantage of the exemption in FRS 102 from preparing a statement of cash flows, on the basis that it is a qualifying entity and the Group statement of cash flows included in these financial statements includes the cash flows of the Charity.



# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

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.

### **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. Income received relating to future accounting periods is deferred and recognised as a creditor within the balance sheet.

### **Donations**

Donations are recognised when income has been received. Gift Aid income on donations is accrued when there is a valid declaration from the donor.

### **Legacies**

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 virtually certain when the amount can be measured reliably and Jewish Care has been notified of the executor's intention to make a distribution. Income is recognised net of estimated expected estate costs where relevant.

### **Charitable activities**

Income from charitable activities includes care home residential and nursing fee income. It is 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/retail income) is recognised at the point of sale.

### **Event income**

Event income is recognised on the date of the event. Where income is received in advance, recognition is deferred and included in creditors and where entitlement arises before income is received, the income is accrued.

### **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 £3 million to £4 million, 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.

### **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 activity.

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

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 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.

### 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 rates below when the assets are available for use. No depreciation is charged on freehold land. Depreciation is calculated on a straight-line basis. The costs of fixed assets are written off over their estimated useful lives at the following rates:

Freehold buildings	50 years
Long leasehold land and buildings	Over the lease period
Equipment	4 – 14 years
Motor vehicles	4 years

### Intangible fixed assets and amortisation

Intangible assets are stated in the balance sheet at historic cost less amortisation and impairment. Amortisation on software development costs is provided using the straight line method over 4 years. 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.

### 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.

### Investment properties

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.

### Assets held for sale

Fixed assets and investment properties are reclassified as held for sale when they are available for immediate sale in their present condition and are being actively marketed. They are held at the lower of their carrying amount at the point of transfer or fair value less material selling costs and are not depreciated. They are derecognised on disposal, when the recipient obtains control of them.

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### **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.

### ***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. Finance costs are disclosed as interest payable in note 10.

### ***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 (less transaction costs).

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.

The level of investment funds held by the Charity take into account income requirements and risk profile. The investment managers have a fully discretionary investment management mandate with the risk profile being one of medium risk with an emphasis on capital growth with income. Performance is monitored by the Finance, Audit and Investment Committee.

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

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 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.

#### **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.

Pension scheme assets are measured at fair value.

Pension scheme 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 23 for further details.

### **Taxation**

As a registered charity Jewish Care is entitled to certain exemptions from corporation tax on profits from investments and any trading activities carried on in furtherance of the Charity's primary objectives. The subsidiary companies make qualifying donations of all taxable profits to the parent charity and thus do not incur corporation tax.

Costs are recorded net of recoverable VAT as the Group is able to reclaim a proportion of VAT paid, because of its trading activities, using the partial exemption method.

### **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).

#### **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).

#### **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 borrowings.

#### **Pension fund**

Pension fund represents the net value of the defined benefit pension scheme's assets and liabilities (note 23).

#### **Unrestricted (General) fund**

General funds are funds that are expendable at the discretion of the Trustees in the furtherance of the objects of Jewish Care. Such funds are held to for the general running of the charity's and group's operations, repay borrowings and to fund working capital and capital investment (note 27).

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### **Significant areas of estimation and judgement**

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:

### ***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 23.

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 2023 a review of the legacy pipeline resulted in the accrual of £2.9m (2021-22: £3.6m) of legacy income where the conditions of entitlement, probability and measurement were met with prudent judgements of value used on more complicated estates.

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 23, 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 2022 has been used by the actuary in valuing the pensions liability at 31 March 2023. 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.

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 3. Subsidiaries and linked charities

The Charity has six 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 2023 (please also see note 17 for further details).

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

	<b>2023</b>	<b>2022</b>
	<b>£'000</b>	<b>£'000</b>
Turnover	1,038	1,423
Cost of sales	(604)	(936)
<b>Gross profit</b>	<b>434</b>	<b>487</b>
Administrative expenses	(152)	(67)
<b>Operating profit</b>	<b>282</b>	<b>420</b>
Interest receivable	-	-
<b>Profit before taxation</b>	<b>282</b>	<b>420</b>
Taxation expense	-	-
<b>Profit after taxation and profit for the financial year</b>	<b>282</b>	<b>420</b>
Qualifying payment to Jewish Care	(282)	(420)
<b>Total Shareholders' Funds at 1 April</b>	<b>13</b>	<b>13</b>
<b>Total Shareholders' Funds at 31 March</b>	<b>13</b>	<b>13</b>

#### Statement of Financial Position as at 31 March

	<b>2023</b>	<b>2022</b>
	<b>£'000</b>	<b>£'000</b>
Current assets	2,278	2,484
Creditors (amounts falling due within one year)	(2,265)	(2,471)
Total assets less current liabilities	13	13
<b>Total Shareholders' Funds</b>	<b>13</b>	<b>13</b>

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 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 2023 (please also see note 17 for further details).

#### Statement of Comprehensive Income for the year ended 31 March

	2023	2022
	£'000	£'000
Turnover	1,842	1,705
Operating expenditure	(2,148)	(1,988)
<b>Operating deficit for the year</b>	<b>(306)</b>	<b>(283)</b>
Dividend & interest receivable	35	46
(Losses)/Gains on investments	(54)	210
Interest payable	(85)	(40)
<b>Deficit for the year</b>	<b>(410)</b>	<b>(67)</b>
<b>Total reserves at 1 April</b>	<b>6,143</b>	<b>6,210</b>
<b>Total reserves at 31 March</b>	<b>5,733</b>	<b>6,143</b>

#### Statement of Financial Position as at 31 March

	2023	2022
	£'000	£'000
Fixed assets	6,118	6,281
Current assets	96	132
Creditors (amounts falling due in one year)	(481)	(270)
<b>Total Net Assets</b>	<b>5,733</b>	<b>6,143</b>

#### Reserves

Income and expenditure account	(485)	(238)
Revaluation reserve	186	188
Designated reserve	9	9
Endowment reserve	6,023	6,184
<b>Total Reserves</b>	<b>5,733</b>	<b>6,143</b>

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 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 2023 (please also see note 17 for further details).

#### Statement of Financial Activities for the year ended 31 March

	2023	2022
	£'000	£'000
Income - donations and legacies (revenue)	1,670	3,103
Income – charitable activities (includes grant from Jewish Care)	980	983
Charitable expenditure	(4,068)	(3,053)
<b>Net (loss)/income before capital donations</b>	<b>(1,418)</b>	<b>1,033</b>
Capital donations	-	-
<b>Net (loss)/income after capital donations</b>	<b>(1,418)</b>	<b>1,033</b>
<b>Total funds at 1 April</b>	<b>4,705</b>	<b>3,672</b>
<b>Total funds at 31 March</b>	<b>3,287</b>	<b>4,705</b>

#### Balance Sheet as at the 31 March

	2023	2022
	£'000	£'000
Fixed Assets	1,470	1,160
Current assets	2,097	3,838
Creditors (amounts falling due in one year)	(280)	(293)
<b>Total assets less current liabilities</b>	<b>3,287</b>	<b>4,705</b>

#### Charity Funds

Designated*	1,213	1,160
Restricted	116	31
Unrestricted	1,958	3,514
<b>Total Charity Funds</b>	<b>3,287</b>	<b>4,705</b>

\*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 2023

### 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. 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. All assets and liabilities had been transferred to the parent charity, Jewish Care, by 31 March 2022 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 at 31 March 2022 and 2023, and income and expenditure during 2022-23 are shown in the Statement of Financial Activities of Jewish Care.

#### Statement of Comprehensive Income for the period ended 31 March 2023

	2023	2022
	£'000	£'000
Turnover	-	2,043
<b>Gross profit</b>	-	2,043
Administrative expenses	-	(2,177)
Other income	-	81
<b>Operating loss</b>	-	(53)
Interest receivable	-	3
<b>Loss before taxation</b>	-	(50)
Taxation expense	-	-
<b>Loss after taxation and loss for the financial year</b>	-	(50)

#### Statement of Financial Position as at 31 March 2023

	2023	2022
	£'000	£'000
<b>Total Net Assets / Reserves</b>	-	-

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 4. Net Income

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

	<b>2023</b>	<b>2022</b>
	<b>£'000</b>	<b>£'000</b>
Profit on disposal of fixed assets*	-	(11,226)
Depreciation and amortisation (notes 12 & 13)	3,635	3,928
Operating leases – buildings	227	228
Operating leases – plant and machinery	123	158
Net interest on defined pension liability (note 23)	208	283
Auditors' remuneration (excludes VAT) provided by RSM UK Audit LLP		
- 2022-23 audit fees including £83k in respect of the Charity	108	-
- 2021-22 audit fees including £105k (£49k & £56k) in respect of the Charity	49	84
- all other non-audit services	3	19
Internal audit fees (excludes VAT) provided by haysmacintyre LLP	33	28

\*relates to the profit on disposal of two closed care homes, Rubens House and Clore Manor in 2021-22.

### 5. Donations and Legacies

	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>2022</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>	<b>Total</b>
Legacy income	4,596	-	4,596	7,978
Donations	11,796	1,680	13,476	14,708
Capital project donations	-	2,150	2,150	4,491
	<b>16,392</b>	<b>3,830</b>	<b>20,222</b>	<b>27,177</b>

### 6. Charitable Activity Income

	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>2022</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>	<b>Total</b>
Charitable Activity Income	38,980	57	39,037	35,318
	<b>38,980</b>	<b>57</b>	<b>39,037</b>	<b>35,318</b>

### 7. Other Income

	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>2022</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>	<b>Total</b>
Government subsidy: Adult Social Care Infection Control Funds	-	-	-	1,416
Government subsidy: Coronavirus Job Retention Scheme	4	-	4	54
	<b>4</b>	<b>-</b>	<b>4</b>	<b>1,470</b>

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 8. Staff Costs

Group	2023	2022
	£'000	£'000
Wages and salaries	33,302	32,242
Social security costs	3,166	2,835
Pension costs – defined contribution	1,125	1,069
Pension costs – defined benefit	598	571
	<b>38,191</b>	<b>36,717</b>
Redundancy and termination costs	577	427

  

Company	2023	2022
	£'000	£'000
Wages and salaries	30,663	30,071
Social security costs	2,934	2,678
Pension costs – defined contribution	1,052	1,069
Pension costs – defined benefit	598	571
	<b>35,247</b>	<b>34,389</b>
Redundancy and termination costs	577	427

Employees received £114,256 (2021-22: £96,562) 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 £1,339k (2021-22: £1,205k). None of the Jewish Care Trustees received any remuneration or expenses for their work associated with the Charity in 2021-22 or 2022-23.

The average number of people employed by the Group during the year was 1,221 (2021-22: 1,196) and employed by the Company was 1,127 (2021-22: 1,116). Of these, the average number of employees directly involved in care related work was 565 (2021-22: 567). Volunteers do not receive any remuneration for their volunteering time but can be reimbursed for out-of-pocket expenses where applicable. A premium is paid to independent third parties for the provision of staff where established staff vacancies exist and cover is required pending recruitment, short term sickness cover and time limited projects.

The table below shows the number of employees that earned more than £60,000 per annum on a full-time basis including benefits in kind but excluding national insurance and pension costs. The Chief Executive falls in the highest band. Employer's pension contributions for employees who earned more than £60,000 were £121,196 (2021-22: £109,175).

	2023	2022
Emoluments of employees:	No	No
£60,001 - £70,000	9	5
£70,001 - £80,000	3	5
£80,001 - £90,000	4	4
£90,001 - £100,000	3	1
£100,001 - £110,000	5	4
£110,001 - £120,000	1	2
£190,001 - £200,000	-	1
£200,001 - £210,000	1	-

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 9. Analysis of Expenditure 2023

	Personnel	Direct Fundraising	Establishment	Client/Other	Central	2023 Total	2022 Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Fundraising</b>	1,792	1,180	210	333	245	<b>3,760</b>	<b>3,040</b>
<b>Total</b>	<b>1,792</b>	<b>1,180</b>	<b>210</b>	<b>333</b>	<b>245</b>	<b>3,760</b>	<b>3,040</b>
<b>Charitable activities</b>							
Care Homes	26,375	-	8,779	3,662	4,555	<b>43,371</b>	<b>40,109</b>
Day Centres	3,198	-	1,402	1,659	551	<b>6,810</b>	<b>4,335</b>
Retirement Living	2,384	-	1,776	824	441	<b>5,425</b>	<b>5,962</b>
Mental Health	1,897	313	380	167	-	<b>2,757</b>	<b>2,605</b>
Social Work	1,785	-	77	23	362	<b>2,247</b>	<b>2,221</b>
Indirect Community Services	871	-	38	12	62	<b>983</b>	<b>852</b>
Project Costs	76	57	1	3	-	<b>137</b>	<b>211</b>
Home Care	-	-	-	-	-	-	<b>922</b>
<b>Total</b>	<b>36,586</b>	<b>370</b>	<b>12,453</b>	<b>6,350</b>	<b>5,971</b>	<b>61,730</b>	<b>57,217</b>
<b>Investment fees</b>	-	-	-	-	219	<b>219</b>	<b>219</b>
<b>Disposal costs</b>	-	-	-	-	29	<b>29</b>	-
<b>Total</b>	-	-	-	-	<b>248</b>	<b>248</b>	<b>219</b>
<b>Total expenditure</b>	<b>38,378</b>	<b>1,550</b>	<b>12,663</b>	<b>6,683</b>	<b>6,464</b>	<b>65,738</b>	<b>60,476</b>

**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 45.

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 9. Analysis of Expenditure 2022

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

**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 46.

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 9. Analysis of Expenditure 2023 (Central Costs)

	Facilities	Human resources	Finance	Information technology	Governance	Investment Fees	Disposal Costs	2023 Total	2022 Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Fundraising</b>	75	59	48	43	20	-	-	<b>245</b>	<b>207</b>
<b>Total</b>	<b>75</b>	<b>59</b>	<b>48</b>	<b>43</b>	<b>20</b>	-	-	<b>245</b>	<b>207</b>
<b>Charitable activities</b>									
Care Homes	1,382	1,110	895	792	376	-	-	<b>4,555</b>	<b>4,438</b>
Day Centres	167	134	108	96	46	-	-	<b>551</b>	<b>364</b>
Retirement Living	134	108	86	77	36	-	-	<b>441</b>	<b>365</b>
Social Work	110	88	71	63	30	-	-	<b>362</b>	<b>333</b>
Indirect Community Services	19	15	13	10	5	-	-	<b>62</b>	<b>48</b>
Home Care	-	-	-	-	-	-	-	-	<b>120</b>
<b>Total</b>	<b>1,812</b>	<b>1,455</b>	<b>1,173</b>	<b>1,038</b>	<b>493</b>	-	-	<b>5,971</b>	<b>5,668</b>
Investment fees	-	-	-	-	-	219	-	<b>219</b>	<b>219</b>
Disposal costs	-	-	-	-	-	-	29	<b>29</b>	-
<b>Total</b>	-	-	-	-	-	<b>219</b>	<b>29</b>	<b>248</b>	<b>219</b>
<b>Total expenditure</b>	<b>1,887</b>	<b>1,514</b>	<b>1,221</b>	<b>1,081</b>	<b>513</b>	<b>219</b>	<b>29</b>	<b>6,464</b>	<b>6,094</b>

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

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

**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.

**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.

**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 2023

### 9. Analysis of Expenditure 2022 (Central Costs)

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

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 10. Interest payable

	<u>2023</u>	<u>2022</u>
	£'000	£'000
Interest payable on Barclays term loan (note 22)	585	411

Interest payable is disclosed within Charitable Activities on the Statement of Financial Activities, and under Central (Finance) Functions in note 9.

### 11. Investment Income

	<u>2023</u>	<u>2022</u>
	£'000	£'000
Dividends and interest receivable	581	703
Rental income from investment properties	665	308
Short-term deposit and sundry income	20	1
	<u>1,266</u>	<u>1,012</u>



# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 12. Tangible Assets

#### Group

	Freehold land & buildings	Assets under construction	Long leasehold land & buildings	Equipment	Motor vehicles	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Cost</b>						
At 1 April 2022	164,193	2,848	1,025	7,905	33	176,004
Additions	442	1,230	-	1,035	27	2,734
Transfers to properties held-for-sale (note 14)	(394)	-	(668)	-	-	(1,062)
Disposals	(555)	-	-	-	-	(555)
<b>At 31 March 2023</b>	<b>163,686</b>	<b>4,078</b>	<b>357</b>	<b>8,940</b>	<b>60</b>	<b>177,121</b>
<b>Depreciation</b>						
At 1 April 2022	28,012	-	392	5,650	18	34,072
Charge for period	2,935	-	20	477	7	3,439
Transfers to properties held-for-sale (note 14)	(151)	-	(270)	-	-	(421)
<b>At 31 March 2023</b>	<b>30,796</b>	<b>-</b>	<b>142</b>	<b>6,127</b>	<b>25</b>	<b>37,090</b>
<b>Net book value</b>						
<b>At 31 March 2023</b>	<b>132,890</b>	<b>4,078</b>	<b>215</b>	<b>2,813</b>	<b>35</b>	<b>140,031</b>
At 31 March 2022	136,181	2,848	633	2,255	15	141,932

Tangible assets are all primarily used for charitable purposes.

Barclays Bank PLC 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).

The Jewish Care Pension Trustees limited hold a security charge over the Maurice and Vivienne Wohl Campus at 221 Golders Green Road NW11 9DQ.

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 12. Tangible Assets (cont'd)

#### Charity

	Freehold land & buildings	Assets under construction	Long leasehold land & buildings	Equipment	Motor vehicles	Total
	£'000	£'000	£' 000	£'000	£'000	£'000
<b>Cost</b>						
At 1 April 2022	157,589	4,215	1,025	7,476	-	170,305
Additions	28	1,230	-	978	27	2,263
Transfers to properties held-for-sale (note 14)	(394)	-	(668)	-	-	(1,062)
Disposals	(555)	-	-	-	-	(555)
<b>At 31 March 2023</b>	<b>156,668</b>	<b>5,445</b>	<b>357</b>	<b>8,454</b>	<b>27</b>	<b>170,951</b>
<b>Depreciation</b>						
At 1 April 2022	27,909	-	392	5,237	-	33,538
Charge for the period	2,899	-	20	474	2	3,395
Transfers to properties held-for-sale (note 14)	(151)	-	(270)	-	-	(421)
<b>At 31 March 2023</b>	<b>30,657</b>	<b>-</b>	<b>142</b>	<b>5,711</b>	<b>2</b>	<b>36,512</b>
<b>Net book value</b>						
<b>At 31 March 2023</b>	<b>126,011</b>	<b>5,445</b>	<b>215</b>	<b>2,743</b>	<b>25</b>	<b>134,439</b>
At 31 March 2022	129,680	4,215	633	2,239	-	136,767

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 13. Intangible Assets

#### Group/Charity

All intangible assets are development costs, which are directly attributable to the design and testing of unique software products.

	<b>£'000</b>
<b>Cost</b>	
At 1 April 2022	2,435
Additions	55
<b>At 31 March 2023</b>	<b>2,490</b>
<b>Amortisation</b>	
1 April 2022	2,040
Charge for the period	217
<b>At 31 March 2023</b>	<b>2,257</b>
<b>Net book value</b>	
<b>At 31 March 2023</b>	<b>233</b>
At 31 March 2022	395

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

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 14. Properties held for sale

#### Group/Charity

	<u>2023</u>	<u>2022</u>
	£'000	£'000
Transfer from freehold land and building (note 12)	243	-
A site is scheduled to be sold in March 2024.		
Transfer from long leasehold land and building (note 12)	398	-
This site (the former location of the Holocaust Survivor Centre) was sold for £1.1 million on 10 July 2023.		
Transfer from investment (note 15)	129	-
This site (Alvaston & Boulton Cricket Club, Derby) was sold for £2.0 million on 4 April 2023. A deposit for £180k was paid in March 2023 which is disclosed as Investment income in 2022-23.		
	<u>770</u>	<u>-</u>

The properties held for sale are stated at the lower of cost and net realisable value and are expected to be sold within twelve months from the end of the reporting period.

None of the Group's properties held for sale were pledged to secure banking facilities granted to the Charity.

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 15. Investments

Group	Investment	Other	2023	2022
	Properties	investments	Total	Total
	£'000	£'000	£'000	£'000
Market value at the start of the period	1,559	32,784	34,343	31,550
Additions at cost	140	5,773	5,913	4,824
Disposal proceeds	-	(5,963)	(5,963)	(5,086)
Transfers to properties held-for-sale (note 14)	(129)	-	(129)	-
Cash movements	-	(154)	(154)	158
Realised (loss)/gain	-	(90)	(90)	685
Unrealised (loss)/gain	(10)	(1,140)	(1,150)	2,212
Market value at the end of the period	1,560	31,210	32,770	34,343

  

Charity	Investment	Other	2023	2022
	properties	investments	Total	Total
	£'000	£'000	£'000	£'000
Market value at the start of the period	1,559	33,041	34,600	31,807
Additions at cost	-	5,773	5,773	4,824
Disposal proceeds	-	(5,963)	(5,963)	(5,086)
Transfers to properties held-for-sale (note 14)	(129)	-	(129)	-
Cash movements	-	(154)	(154)	158
Realised (loss)/gain	-	(90)	(90)	685
Unrealised (loss)/gain	(10)	(1,140)	(1,150)	2,212
Market value at the end of the period	1,420	31,467	32,887	34,600

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 2023 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 2023 saw a valuation of £1,365,300. A property addition during the year is a gifted property of a legacy and taken into the Jewish Association for Mental Illness portfolio at a probate value of £140,000, a desktop review of the portfolio by Winkworths suggests no change to the valuation.

#### Investments can be analysed as follows:

	Group		Charity	
	Market value	Cost	Market value	Cost
	£'000	£'000	£'000	£'000
Investment properties	1,560	1,345	1,420	1,205
Sterling and foreign currency bonds	6,225	6,407	6,225	6,407
Equities and convertibles	23,908	15,449	24,167	15,708
Deposits	1,077	1,061	1,075	1,061
	32,770	24,262	32,887	24,381

### 16. Financial Instruments

	Group	Group	Charity	Charity
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Financial assets measured at fair value	30,133	31,505	30,392	31,764

Financial assets measured at fair value represent our listed investments (bonds, equities & convertibles).

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 17. 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 and Raphael – The Jewish Counselling Service are the only subsidiaries 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. . JAMI's registered office (which is shared by its subsidiaries) is Leila's House, 55 Christchurch Avenue, London, N12 0DG. Sunridge Housing Association Limited's registered office was 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 £147,766 (2021-22: £217,450) with net liabilities of £365,215 (2021-22: £217,448). The results of Raphael – The Jewish Counselling Service Limited (100% subsidiary of JAMI) are a loss of £1,701 with net assets of £112,176. Linked charity numbers are also disclosed where available.

Name of Subsidiary/Linked Charity Undertakings	Basis of Control-Direct except where stated as indirect
<b>Subsidiary</b>	
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
Raphael – The Jewish Counselling Service	100% subsidiary of the Jewish Association for Mental Illness (JAMI) – Charity No. 1166313
Jewish Care Pension Trustees Limited	100% subsidiary (Co. No. 02493041)
Sunridge Housing Association Limited	100% subsidiary (FCA Registration No. IP18002R)
<b>Linked charities</b>	
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 2023

### 17. Subsidiary Undertakings and Linked Charities (cont'd)

Name of Subsidiary/Linked Charity Undertakings	Basis of Control-Direct except where stated as indirect
<b>Endowment Funds as linked charities</b>	
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
<b>Name of Dormant Subsidiary</b>	
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.

**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 s.96 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.

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 17. Subsidiary Undertakings and Linked Charities (cont'd)

**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.

**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 2023 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.



# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 17. Subsidiary Undertakings and Linked Charities (cont'd)

**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 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.

### 18. Debtors

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£'000	£'000	£'000	£'000
Trade debtors	3,570	3,492	3,408	3,215
Amounts owed by subsidiary undertakings	-	-	2,205	2,937
Other debtors	215	1,083	73	611
Related party debtor	450	446	450	446
Monies due from HM Revenue & Customs	1,229	1,481	144	281
Prepayments	625	901	528	812
Accrued income	4,694	7,101	3,556	5,002
	<b>10,783</b>	<b>14,504</b>	<b>10,364</b>	<b>13,304</b>

### 19. Stock

Group and Charity	2023	2022
	£'000	£'000
Food and cleaning stocks	109	111
	<b>109</b>	<b>111</b>

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 2023

### 20. Creditors – Amounts falling due within one year

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£'000	£'000	£'000	£'000
Trade creditors	2,516	4,009	2,237	3,730
Other creditors	2,374	1,688	2,352	1,972
Taxation and social security	740	769	668	718
Accruals	1,770	2,949	1,702	2,313
Deferred Income (note 21)	245	126	238	116
	<b>7,645</b>	<b>9,541</b>	<b>7,197</b>	<b>8,849</b>

### 21. Deferred Income

	Group	Charity
	£'000	£'000
Balance at 1 April 2022	126	116
Amount added to income earned from charitable activities	1,678	1,678
Amount released from charitable activities	(1,559)	(1,556)
<b>Balance at the 31 March 2023</b>	<b>245</b>	<b>238</b>

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

### 22. Bank borrowings

Charity/Group	2023	2022*
	£'000	£'000
Amounts repayable by instalments falling due:		
More than five years	7,229	7,553
In the second to fifth years, inclusive	1,071	8,247
<b>Non-current (more than 1 year)</b>	<b>8,300</b>	<b>15,800</b>
<b>Current (less than 1 year)</b>	<b>5,000</b>	<b>2,500</b>
	<b>13,300</b>	<b>18,300</b>

The £13.3m balance comprises £5m for the development of the Sandringham Care Campus at Stanmore (Facility A) and £8.3m on the Wohl Court Retirement Living in Hendon (Facility B).

- Facility A is repayable in February 2024 and incurs interest of SONIA +1.75%.
- Facility B is repayable in quarterly instalments of £83k from February 2025 until February 2029 when the remaining balance of £7.0m is repayable as a lump sum. Facility B incurs interest of SONIA +1.85%.
- Barclays Bank PLC 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 these loan facilities.

In 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 was secured on the development until March 2023 when the facility was fully repaid.

\*The 2022 values have been updated since they were published last year. The split between 'the second to fifth years' and 'more than 5 years' has been corrected to reflect that repayments of Facility B between February 2025 and February 2029 are £332k per year, not £332k per quarter. There is no impact on the split between current and non-current borrowings.

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 23. 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 £2.3m being paid in the year ended 31 March 2023 (2021-22: £2.1m). Group Personal Pension plan liabilities at the 31 March 2023 were £327k (2021-22: £91k), these contributions are unpaid at the year end and included in creditors.

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 2023 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 / will be:

- £819,000 per annum between 1 July 2020 and 31 March 2022,
- £1,669,000 per annum between 1 April 2022 and 31 March 2023,
- £986,000 per annum between 1 April 2023 and 31 March 2025, and
- £1,667,000 per annum between 1 April 2025 and 31 March 2031

The cash contribution made by the employers over the financial year in respect of the scheme was £1,618,000 (2021-22: £819,000). The charge to the accounts under FRS102 was £537,000 (2021-22: £571,000). The contribution rate made by the Company as a percentage of pensionable salary was 4% (2021-22: 4%).

#### The principal actuarial assumptions used in the FRS102 calculations are:

	2023	2022
Discount rate	4.90% p.a.	2.80% p.a.
Retail price index (RPI) inflation	3.50% p.a.	4.00% p.a.
Consumer price index (CPI) inflation	3.05% p.a.	3.55% p.a.
Pension increases		
RPI max 5%	3.35% p.a.	3.75% p.a.
RPI max 2.5%	2.20% p.a.	2.40% p.a.
CPI max 3%	2.35% p.a.	2.70% p.a.
Pre and Post retirement mortality assumption*	100% of S2NXA CMI_2022 [1.25%]	100% of S2NXA CMI_2022 [1.25%]
Tax free cash	Members are assumed to commute 20% 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 2023

### 23. Pensions (cont'd)

Life expectancy at age 65 Mortality assumption	31 March 2023 Years	31 March 2022 Years
Male currently aged 45	23.2	23.1
Female currently aged 45	26.0	25.9
Male currently aged 65	22.0	21.9
Female currently aged 65	24.6	24.5

Amounts recognised in the Balance Sheet	Value at 31 March 2023 £'000	Value at 31 March 2022 £'000
Fair value of assets	41,876	56,873
Present value of funded obligations	(49,021)	(64,914)
<b>(Deficit)</b>	<b>(7,145)</b>	<b>(8,041)</b>

Amounts recognised in the Statement of Financial Activities over the year	31 March 2023 £'000	31 March 2022 £'000
Administration costs	329	288
Interest on liabilities	1,782	1,377
Interest on assets	(1,574)	(1,094)
<b>Total</b>	<b>537</b>	<b>571</b>

Re-measurements over the year	31 March 2023 £'000	31 March 2022 £'000
Loss/(Gain) on scheme assets in excess of interest	15,258	(2,025)
Experience loss on liabilities	2,293	1,127
Loss/(Gain) from changes to demographic assumptions	82	(309)
(Gain) from changes to financial assumptions	(17,448)	(4,912)
<b>Total re-measurements loss/(gain)</b>	<b>185</b>	<b>(6,119)</b>

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 23. Pensions (cont'd)

#### Reconciliation of assets and defined benefit obligation

<b>The change in the assets over the period was:</b>	<b>31 March 2023</b>	<b>31 March 2022</b>
	<b>£'000</b>	<b>£'000</b>
Fair value of assets at the beginning of the period	56,873	55,611
Interest on assets	1,574	1,094
Employer contributions	1,618	819
Benefits paid	(2,602)	(2,388)
Administration costs	(329)	(288)
Return on plan assets less interest	(15,258)	2,025
<b>Fair value of assets at the end of the period</b>	<b>41,876</b>	<b>56,873</b>

<b>Analysis of scheme assets</b>	<b>31 March 2023</b>	<b>31 March 2022</b>
	<b>£'000</b>	<b>£'000</b>
Equities	11,171	16,751
Credit funds	13,819	25,475
Liability driven investments	15,910	13,836
Insured assets	189	253
Cash and net current assets	787	558
	<b>41,876</b>	<b>56,873</b>

<b>The change in the liabilities over the period was:</b>	<b>31 March 2023</b>	<b>31 March 2022</b>
	<b>£'000</b>	<b>£'000</b>
Defined Benefit Obligation at the beginning of the period	64,914	70,019
Interest cost	1,782	1,377
Benefits paid	(2,602)	(2,388)
Experience (gain)/loss on defined benefit obligation	2,293	1,127
Changes to demographic assumptions loss	82	(309)
Changes to financial assumptions (gain)/loss	(17,448)	(4,912)
<b>Defined Benefit Obligation at the end of the period</b>	<b>49,021</b>	<b>64,914</b>

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 24. Endowment Funds

<b>Group/Company 2022-23</b>	<b>1 April 2022</b>	<b>Income</b>	<b>Expenditure</b>	<b>Losses</b>	<b>31 March 2023</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Maitland Joseph Trust <sup>1</sup>	9,776	-	-	(10)	9,766
Joel Emanuel Trust <sup>2</sup>	6,184	-	(209)	(52)	5,923
Maurice and Samuel Lyon Home	576	-	(27)	-	549
Other trusts	489	-	(2)	(20)	467
	<b>17,025</b>	<b>-</b>	<b>(238)</b>	<b>(82)</b>	<b>16,705</b>

<b>Group/Company 2021-22</b>	<b>1 April 2021</b>	<b>Income</b>	<b>Expenditure</b>	<b>Gains</b>	<b>31 March 2022</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Maitland Joseph Trust <sup>1</sup>	9,738	-	-	38	9,776
Joel Emanuel Trust <sup>2</sup>	6,096	9	(109)	188	6,184
Maurice and Samuel Lyon Home	602	-	(26)	-	576
Other trusts	448	7	-	34	489
	<b>16,884</b>	<b>16</b>	<b>(135)</b>	<b>260</b>	<b>17,025</b>

1. £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.

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

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 25. Restricted Funds – Group and Company 2023

	1 April 2022	Income	Expenditure	Net Gains/ Transfers in/(out)	31 March 2023
	£'000	£'000	£'000	£'000	£'000
Michael Sobell Community Centre <sup>1</sup>	-	258	(258)	-	-
Kun Mor and George Kiss <sup>1</sup>	-	2	(2)	-	-
Vi & John Rubens <sup>1</sup>	-	297	(297)	-	-
Sinclair House/Redbridge <sup>2</sup>	2,877	-	-	-	2,877
Stepney Community Centre	-	162	(162)	-	-
Otto Schiff	-	47	(47)	-	-
Stella and Harry Freedman House <sup>6</sup>	-	129	(129)	-	-
Anita Dorfman	-	100	(100)	-	-
Rosetrees	-	15	(15)	-	-
Disability Arts & Dementia	-	45	(45)	-	-
JC Direct & Community Support	-	243	(243)	-	-
Selig Court	-	1	(1)	-	-
Others <sup>3</sup>	-	323	(323)	-	-
Sandringham <sup>4</sup>	-	2,150	-	(2,150)	-
Pears Court	-	53	(53)	-	-
Sunridge	-	5	(5)	-	-
Government subsidies	-	57	(57)	-	-
Hyman Fine	658	-	-	-	658
<b>Total – Charity</b>	<b>3,535</b>	<b>3,887</b>	<b>(1,737)</b>	<b>(2,150)</b>	<b>3,535</b>
JAMI <sup>5</sup>	32	-	-	-	32
<b>Total – Group</b>	<b>3,567</b>	<b>3,887</b>	<b>(1,737)</b>	<b>(2,150)</b>	<b>3,567</b>

Income excluding government subsidies 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.

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 new development on the site of the former Redbridge Community Centre, £737k of which has been spent on planning fees and duly capitalised.
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 the JAMI Charity accounts for the details of the restricted fund movements for the year.
6. Stella and Harry Freedman House was called Lady Sarah Cohen House until August 2021.

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 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 <sup>1</sup>	-	171	(171)	-	-
Kun Mor and George Kiss <sup>1</sup>	-	1	(1)	-	-
Vi & John Rubens <sup>1</sup>	-	14	(14)	-	-
Sinclair House/Redbridge <sup>2</sup>	3,508	25	-	(656)	<b>2,877</b>
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 <sup>3</sup>	1	413	(414)	-	-
Sandringham <sup>4</sup>	-	4,491	-	(4,491)	-
Pears Court	-	60	(60)	-	-
Sunridge	-	16	(16)	-	-
Government subsidies <sup>5</sup>	-	1,416	(1,416)	-	-
Hyman Fine <sup>7</sup>	-	-	-	658	<b>658</b>
<b>Total – Charity</b>	<b>3,509</b>	<b>7,201</b>	<b>(2,686)</b>	<b>(4,489)</b>	<b>3,535</b>
JAMI <sup>6</sup>	61	243	(272)	-	<b>32</b>
<b>Total – Group</b>	<b>3,570</b>	<b>7,444</b>	<b>(2,958)</b>	<b>(4,489)</b>	<b>3,567</b>

Income excluding government subsidies 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.

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. Restricted donations have been received over the years to part fund a brand-new development on the site of the former Redbridge Community Centre. Money spent on planning fees and duly capitalised. Following the first planning application, the proposal was re-design to meet the community's needs; this resulted in the write off of £656k of the initial planning fees and associated costs that did not feature in the second application.
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. Note 7 (other income) provides further information about the schemes involved.
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.



# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 26. Summary of Funds

#### Group 2022-23

	1 April 2022	Income	Expenditure	Loss	Transfers in/(out)	31 March 2023
	£'000	£'000	£'000	£'000	£'000	£'000
General funds	51,763	52,350	(61,208)	(1,158)	81	41,828
Designated funds	109,114	4,462	(3,636)	-	2,069	112,009
Pension fund	(8,041)	-	1,081	(185)	-	(7,145)
Restricted funds	3,567	3,887	(1,737)	-	(2,150)	3,567
Endowment funds	17,025	-	(238)	(82)	-	16,705
<b>Total Funds</b>	<b>173,428</b>	<b>60,699</b>	<b>(65,738)</b>	<b>(1,425)</b>	<b>-</b>	<b>166,964</b>

#### Group 2021-22

	1 April 2021	Income	Expenditure	Gains/(losses)	Transfers in/(out)	31 March 2022
	£'000	£'000	£'000	£'000	£'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
<b>Total Funds</b>	<b>142,182</b>	<b>82,706</b>	<b>(60,476)</b>	<b>9,016</b>	<b>-</b>	<b>173,428</b>

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 2023

### 26. Summary of Funds (cont.)

#### Charity 2022-23

	1 April 2022	Income	Expenditure	Losses	Transfers in/(out)	31 March 2023
	£'000	£'000	£'000	£'000	£'000	£'000
General funds	48,766	50,246	(57,025)	(1,158)	81	40,910
Designated funds	103,949	3,990	(3,592)	-	2,069	106,416
Pension fund	(8,041)	-	1,081	(185)	-	(7,145)
Restricted funds	3,535	3,887	(1,737)	-	(2,150)	3,535
Endowment funds	17,025	-	(238)	(82)	-	16,705
<b>Total Funds</b>	<b>165,234</b>	<b>58,123</b>	<b>(61,511)</b>	<b>(1,425)</b>	<b>-</b>	<b>160,421</b>

#### Charity 2021-22

	1 April 2021	Income	Expenditure	Gains	Transfers in/(out)	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
<b>Total Funds</b>	<b>140,028</b>	<b>73,596</b>	<b>(57,406)</b>	<b>9,016</b>	<b>-</b>	<b>165,234</b>

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 27. Analysis of Net Assets Between Funds

#### Group 2022-23

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Fund Balances at</b>						
<b>31 March 2023</b>						
Tangible fixed assets	13,787	968	125,276	-	-	140,031
Intangible fixed assets	-	-	233	-	-	233
Investments	2,791	-	-	29,979	-	32,770
Current assets	127	2,599	-	19,294	-	22,020
Liabilities	-	-	(13,300)	(7,645)	-	(20,945)
Pension scheme liability	-	-	-	-	(7,145)	(7,145)
<b>Total Net Assets</b>	<b>16,705</b>	<b>3,567</b>	<b>112,209</b>	<b>41,628</b>	<b>(7,145)</b>	<b>166,964</b>

Designated funds represent the net book value of Jewish Care's unrestricted tangible fixed assets, intangible fixed assets and borrowings.

#### Group 2021-22

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Fund Balances at</b>						
<b>31 March 2022</b>						
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)
<b>Total Net Assets</b>	<b>17,025</b>	<b>3,567</b>	<b>109,114</b>	<b>51,763</b>	<b>(8,041)</b>	<b>173,428</b>

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 27. Analysis of Net Assets Between Funds (cont.)

#### Charity 2022-23

	Endowment funds £'000	Restricted funds £'000	Designated funds £'000	General funds £'000	Pension funds £'000	Total funds £'000
<b>Fund Balances at</b>						
<b>31 March 2023</b>						
Tangible fixed assets	13,788	968	119,683	-	-	134,439
Intangible fixed assets	-	-	233	-	-	233
Investments	2,791	-	-	30,096	-	32,887
Current assets	126	2,567	-	17,811	-	20,504
Liabilities	-	-	(13,300)	(7,197)	-	(20,497)
Pension scheme liability	-	-	-	-	(7,145)	(7,145)
<b>Total Net Assets</b>	<b>16,705</b>	<b>3,535</b>	<b>106,616</b>	<b>40,710</b>	<b>(7,145)</b>	<b>160,421</b>

#### Charity 2021-22

	Endowment funds £'000	Restricted funds £'000	Designated funds £'000	General funds £'000	Pension funds £'000	Total funds £'000
<b>Fund Balances at</b>						
<b>31 March 2022</b>						
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)
<b>Total Net Assets</b>	<b>17,025</b>	<b>3,535</b>	<b>103,949</b>	<b>48,766</b>	<b>(8,041)</b>	<b>165,234</b>

### 28. 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 deficit for the year attributable to Jewish Care, including capital receipts but excluding unrealised gains and losses on investments and the unrealised pension scheme loss is £3.4m (2021-22: surplus £16.2m, Note 26).

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 29. Notes to the Statement of Cash Flow

#### Reconciliation of net income to net cash outflow from operating activities

	2023	2022
	£'000	£'000
<b>Net (loss)/income for the year before loss on investments</b>	<b>(5,039)</b>	<b>22,230</b>
<b>Adjustments for:</b>		
Depreciation and amortisation charges	3,635	3,928
Asset write off (Redbridge first round planning fees)	-	656
Profit on disposal of land & property	-	(11,882)
(Decrease)/increase in creditors within one year	(1,341)	1,962
Adjustment for pension funding	(1,081)	(248)
Net surplus on acquisition of subsidiary	-	(6,482)
Decrease/(increase) in debtors & stock	3,544	(7,306)
Net dividends, interest and returns on investments	(1,047)	(793)
Interest expenses	585	-
<b>Net cash (used in)/provided by operating activities</b>	<b>(744)</b>	<b>2,065</b>

#### Analysis of cash & cash equivalents, and changes during the year

	2023	2022
	£'000	£'000
At 1 April	18,025	7,109
Net cash (outflow)/inflow	(7,667)	10,916
<b>At 31 March</b>	<b>10,358</b>	<b>18,025</b>
of which:		
- cash at bank	10,304	17,977
- cash in hand	54	48

#### Analysis of change in net debt

	At 1 April 2022	Cashflow	Transfer	At 31 March 2023
	£'000	£'000	£'000	£'000
Barclays loan due within one year	(2,500)	5,000	(7,500)	(5,000)
Barclays loan due after one year	(15,800)	-	7,500	(8,300)
<b>Debt due after one year</b>	<b>(18,300)</b>	<b>5,000</b>	<b>-</b>	<b>(13,300)</b>
<b>Cash at bank and in hand</b>	<b>18,025</b>	<b>(7,667)</b>	<b>-</b>	<b>10,358</b>
<b>Total net debt</b>	<b>(275)</b>	<b>(2,667)</b>	<b>-</b>	<b>(2,942)</b>

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 30. Commitments under operating leases

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

<b>Group</b>	<b>2023</b>	<b>2022</b>
	<b>£'000</b>	<b>£'000</b>
<b>Within one year</b>		
Land & Buildings	228	228
Plant & Machinery	55	72
<b>Between one &amp; five years</b>		
Land & Buildings	911	911
Plant & Machinery	119	119
<b>Over five years</b>		
Land & Buildings	2,831	3,058
<b>Total</b>	<b>4,144</b>	<b>4,388</b>

<b>Charity</b>	<b>2023</b>	<b>2022</b>
	<b>£'000</b>	<b>£'000</b>
<b>Within one year</b>		
Plant & Machinery	55	72
<b>Between one &amp; five years</b>		
Plant & Machinery	119	119
<b>Total</b>	<b>174</b>	<b>191</b>

### 31. Contingent Assets

At 31 March 2023, 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 2023

### 32. Related Party Transactions

In 2023 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 2023 there were amounts owed to Jewish Care of £nil (2021-22: £780,770) relating to the transfer of the trade and assets on the 1 October 2021.

#### Community Trading Limited (Subsidiary)

The transfer under a qualifying payment of the trading profits of Community Trading Limited (CTL) in the amount of £282,745 (2021-22: £419,781) to Jewish Care. At the 31 March 2023 there were amounts owed by Community Trading Limited of £2,093,557 (2021-22: £2,049,693). 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 2023 were £360,030 (2021-22: £437,062). In tandem the capitalised value of work in progress construction work is transferred to Jewish Care £290,030 (2021-22: £437,062) 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 £1,698,102 (2022: £1,679,544), operational income of £1,648,528 (2022: £1,809,568) and £31,650 (2022: £51,639) in balance sheet movements were transferred to the JET entity for Sidney Corob in the year. Respective operational charges of £219,398 (2022: £208,035) and operational income of £223,092 (2021-22: £111,054) were transferred to the JET entity for Wohl Court in the year ended 31 March 2023. Joel Emanuel Trust contributes to the interest charges on a loan held by Jewish Care. During the year charges of £85,751 (2022: £40,188) were paid by Joel Emanuel Trust. At the 31 March 2023 there were amounts owed by JET of £314,680 (2021-22: £151,399).

#### JC Switzerland Foundation (Common Trustee)

JC Switzerland is an independent foundation. There were no transactions during the year, at the 31 March 2023 there were amounts owed to Jewish Care of £36,483 (2021-22: £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 £805,257 (2021-22: £715,257). At the 31 March 2023 there was an amount due to Jewish Care of £75,300 from JAMI (2021-22: owed to Jewish Care £59,319). £77,205 has been charged by Jewish Care to JAMI for property and IT costs in the year ended 31 March 2023 (2021-22: £59,319).

#### 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 2023 is £450,094 (2021-22: £445,690), the balance of which relates to the use of Jewish Care as the conduit to make the loan advances to staff.

Jonathan Zenios, Chairman and Trustee is also a Trustee of the Jewish Leadership Council, an independent membership organisation to which Jewish Care paid an annual membership fee of £30,336 for 2023 (£27,578 for 2022) and attended training and development courses costing £2,172 in 2022-23 (£1,133 in 2021-22).

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 £805,257 from Jewish Care for the year ended 31 March 2023 (2021-22: £715,257).

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 £59,442 in the year ended 31 March 2023 (2021-22: £46,200).

Michael Brodman, 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 £66k (2021-22: £108k).

# JEWISH CARE

## Notes to the Accounts for the year ended 31 March 2023

### 33. Consolidated Statement of Financial Activities for the year ended 31 March 2022

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
	£'000	£'000	£'000	£'000
<b>Income and endowments from:</b>				
Donations and legacies	21,149	1,537	-	22,686
Acquisition of subsidiary undertaking	6,482	-	-	6,482
Capital project donations	-	4,491	-	4,491
Charitable activities	35,302	-	16	35,318
Other income	54	1,416	-	1,470
Other trading activities	21	-	-	21
Investments	1,012	-	-	1,012
Disposal of Property	11,226	-	-	11,226
<b>Total</b>	<b>75,246</b>	<b>7,444</b>	<b>16</b>	<b>82,706</b>
<b>Expenditure on:</b>				
Raising funds:				
<i>Fundraising</i>	3,040	-	-	3,040
<i>Investment fees</i>	219	-	-	219
Charitable activities	54,124	2,958	135	57,217
<b>Total</b>	<b>57,383</b>	<b>2,958</b>	<b>135</b>	<b>60,476</b>
Net gains on investments	2,637	-	260	2,897
<b>Net income</b>	<b>20,500</b>	<b>4,486</b>	<b>141</b>	<b>25,127</b>
Transfer between funds	4,489	(4,489)	-	-
Remeasurement of net defined benefit pension scheme	6,119	-	-	6,119
Net movement in funds	31,108	(3)	141	31,246
Funds brought forward	121,728	3,570	16,884	142,182
Funds carried forward	152,836	3,567	17,025	173,428

### 34. Post Balance Sheet Events

#### Non-adjusted events

- Jewish Care has sold two properties since 1 April 2023. Further information can be found in note 14.
- LB Redbridge granted planning permission on 16 October 2023 for Jewish Care to redevelop the Redbridge campus.
- On 2 November 2023, the Boards of Jewish Care and its subsidiary JAMI announced a proposal that JAMI should fully integrate into its parent charity, Jewish Care. Following this decision, a working group has been set up which comprises management representatives from both Jewish Care and JAMI. The group will plan what the first stages of integration would look like and how a potential merger would be carried out. The potential merger would see up to 82 JAMI employees transferred to Jewish Care under the Transfer of Undertakings (Protection of Employment) regulations. Further financial information about JAMI can be found on pages 39 and 70. At the date of signing of these financial statements, discussions are ongoing over key terms of the merger and there is no agreed term sheet for the merger agreement.