

# JEWISH CARE

A charitable company limited by guarantee

## Annual Report & Accounts

For the year ended 31 March 2024



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# A YEAR IN NUMBERS

## 2023-24



9  
care homes  
Page 8



4  
retirement living schemes  
Page 8



10  
community centres  
Page 8



3  
care campuses  
Page 20

89%  
occupancy in care homes

99%  
occupancy in retirement living schemes

157  
people waiting to move in  
Page 23



12,000  
lives touched every week  
Page 8

2,700  
volunteers  
Page 24

1,227  
staff  
Page 58

24,684  
helpline enquiries  
Page 8

40+  
support groups and social clubs with 79,000 attendances  
Page 22

1,948  
referrals for social work & community support services  
Page 24

13 compliments to every complaint received  
Page 23

20 fundraising events with 6k attendees  
generating £22m in donations  
Pages 23 & 54

£11.95 London Living Wage  
0% gender pay gap (median)  
Page 30

1 care and community campus being built in Redbridge  
Page 26

# 1. 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 2024.

## Chair's introduction

There have been many achievements to celebrate and some significant changes in the past year at Jewish Care.

In early summer 2023, we held the official opening ceremony for Jewish Care's Sandringham campus in the presence of the Goddard family and all the donors to the development, whose generous support and commitment made it possible for us to open Jewish Care's incredible third care campus on the Stanmore/Bushey borders.

The former Prime Minister, the Right Honourable Rishi Sunak, joined us at our Annual Dinner in June 2023, addressing our guests and presenting long-standing volunteer, Rita Roth, Chair of Rosetrees Committee, with a Point of Light Award for her 30 years of incredible dedication and service to Jewish Care and the wider community. At our 36<sup>th</sup> Topland Group Business Lunch, with The Right Honourable Lord Cameron, the former Secretary of State for Foreign, Commonwealth & Development Affairs, we saw a record turnout of 1,000 guests.

Sadly, following the tragic events in Israel on October 7, shockwaves ran through the community as we tried to comprehend the enormity of the events that had taken place in Israel on the darkest day the Jewish world has experienced since the end of World War II. We sent messages of support to all those affected; those mourning their relatives and friends, those who lost their lives in the terror attack, those who were missing, and all those who are now living with the impact of the war. We have been supporting people here in the UK who have loved ones living in Israel and standing together as a community in support of all those affected as we hope and pray for peace.

It has been so important that our services have been havens of support, a safe place to express our Jewish identity and to feel proud of being Jewish and to stay connected to the Jewish community around us, especially in areas like the East End, where there is a dwindling Jewish population. Our Brenner Stepney Jewish Community Centre has been a real beacon for its members and those we support through Meals on Wheels and befriending.

Amidst those dark times, we received the news that the long-awaited planning permission for our Redbridge development had been received. Jewish Care has long been committed to building this development in the East London and Essex area. It is not just about physical infrastructure, but the development of the right facilities and programmes to meet current and future demand for all Jewish Care services in the local community.

Demolition of the old site commenced in October 2023 with the construction phase starting in January 2024, all with a view to the new campus being opened in 2026. We are indebted to the Sugar and Ronson families for their outstanding support as major donors for this project. Alongside these commitments and funds already raised by the Redbridge Aid Golf Society, we have been hugely supported by Hamberley Developments Limited and Patron Capital as our Development Coordinator.

With so many Jewish families using our services in the area, we will be able to give this long-established community a first-class care & community campus designed to meet their needs well into the future. We will



also continue our commitment to ensuring that the development is as environmentally friendly and sustainable as possible.

This will be the fourth campus and will complete Jewish Care's strategic plan for consolidation where multiple campuses across London support our community.

Our Care & Community Campus in Redbridge will comprise a first-class, modern and fully accessible community centre space that will house the Dennis Centre for people living with dementia thanks to the Dennis family's renewed commitment. The new 66-bed care home will replace our Vi & John Rubens House care home one mile away in Gants Hill.

In November, Jewish Care and the Jewish Association for Mental Illness (Jami) announced a formal coming together, after a decade long relationship, described by some as the community's longest engagement. The respective Boards of Trustees decided that it was the right time to fully integrate our services with each other.

Prior to the integration, Jami had relocated their primary office to Jewish Care's Amelie House in the Maurice & Vivienne Wohl Campus to help share running costs. Greater integration of services brings both organisations closer together, underlining Jewish Care's commitment to invest in mental health services for the community, to enable Jami to continue providing hope and support to those living with mental illness and distress in the community. The integration comes at a time when the prevalence of mental illness, distress and trauma among adults, and especially young people, is increasing.

We entered a consultation process with Jami staff and worked to transfer Jami's employees to Jewish Care under TUPE regulations. We also ensured that Jami's 280 volunteers continued in their vital roles following the integration in April 2024.

We thank Jami Chief Executive, Laurie Rackind, who stepped down from his role after 17 years of leading the charity, along with the Board, who transformed Jami into a leading mental health provider within the Jewish community and a recognised provider of pioneering service delivery models in the wider mental health and social care sectors.

This year we said goodbye to Trustee Simon Friend in December, who we thank for his support and service over many years. We also welcomed new Trustee Darren Braham as Treasurer.

In February 2024, we were delighted to announce that the Board has chosen Marcus Sperber as the next Jewish Care Chair. A Trustee since November 2021, Marcus sits on the charity's Internal Audit, Assurance & Risk Committee and its Remuneration Committee. I have every confidence that the organisation will benefit hugely from his experience and skills.

It has been an honour to lead Jewish Care over the last four years and I feel incredibly proud of the growth and progress that has been made during this time. Our community is blessed to have some of the finest social care charities in the world and it has been a privilege to chair such a prestigious organisation during a challenging period.

Ahead of stepping down later this year, I want to thank for all their support the whole Board of Trustees (present and past); Lord Levy, our Life President; Steven Lewis, our President; and Dame Gail Ronson and Stephen Zimmerman, our Honorary Presidents. As a team, I could not have wished for more and I know Marcus has been extended the same support since he took up the role in September 2024. I know that this organisation will be in safe hands with Chief Executive Daniel Carmel-Brown's strong and insightful leadership, along with that of the talented Executive team. It has been an honour to chair this incredible charity and I look forward to seeing it grow from strength to strength in the year ahead.



**Jonathan Zenios, Chair of Trustees during 2023-24**

## Chief Executive's introduction

As we braced ourselves for the coming financial year, we weathered the storms of 2023 which included a continuing challenging time, with a cost-of-living crisis, war in Europe and now the Middle East too. Despite the wider environment, we have much to be proud of.

We worked hard to reduce the use of agency staff, ensuring greater consistency of care, reducing spend and increasing staff retention. All of our services are rated 'good' by CQC, ensuring the standards continue to remain strong within every single one of our regulated services across the organisation. Our Retirement Living schemes are full with a strong pipeline of future tenants. Our fantastic Meals on Wheels teams deliver 4,000 meals a month. Our volunteer befrienders call or visit isolated members of the community over 3,000 times each month. Our Social Work and Community Support service offers advice, guidance and support to over 1,300 clients each year and our Holocaust Survivors' Centre supports over 300 survivors and refugees. These are just some of the organisation's touch points.

Jewish Care is a person-centred organisation and we value every person we support, our volunteers and staff. Our annual Staff Awards and Volunteer Awards recognise the amazing contributions that our fantastic staff and volunteers make across our services.

We are incredibly grateful to The Wohl Foundation for their continued generous contribution towards helping Jewish Care to remain 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.

Paying the London Living Wage ensures that Jewish Care continues to recruit and retain the most talented staff team of 1,200 employees, delivering care and support and touching the lives of 12,000 members of the community.

Our virtual services are stronger than ever – testament to the way that we continue to adapt to the changing needs of the community. Our complaints to compliments ratio is better than ever before, with 13 compliments to every one complaint. Jewish Care's median gender pay gap is 0%, which is a testament to our commitment to pay equity and fairness across all levels of our organisation.

In response to the tragic events of 7 October 2023, we have supported all those across our services, our volunteers and our staff to cope, many of whom have close family and friends in Israel who have been affected. At Jewish Care's Holocaust Survivors' Centre, members took part in a campaign on social media to call for the release of the hostages. We continued throughout the year to be there to support members, residents, tenants, staff and volunteers to talk through their worries and fears. We worked with the Community Security Trust (CST) and the Board of Deputies to create safe havens where all those we support could enjoy and celebrate Jewish life and be with others at a difficult time.

Last year, as well as marking the official opening of Jewish Care's Sandringham campus, we invited over 1,500 people to join us at our community Family Fun Day. At our World Social Work Day conference, the CEO of Care England, Professor Martin Green joined us to support our discussion about the future of social care, giving us glowing words of recognition as an organisation and for the incredible work our dedicated staff undertake.



We celebrated 40 years of the MIKE youth leadership programme, which has produced many of the leaders of today in our community and we have now launched the programme in North West London. We launched JC Podcast late last year, with episodes that share our expertise on dementia, safeguarding, disability, supporting Holocaust survivors, and many more topics.

We were delighted that our trained DementiAbility facilitators ran a pilot project training staff at Kun Mor & George Kiss care home at The Betty and Asher Loftus Centre, and Vi & John Ruben's House care home. In January, Kun Mor & George Kiss care home became the first in the UK to receive the accreditation from the Canadian-born programme.

On Wohl Court's 5<sup>th</sup> birthday last summer, tenants, volunteers and staff at our Retirement Living scheme celebrated the warm, close-knit Jewish community that we have created in the heart of Hendon.

We submitted 23 industry-award nominations and were shortlisted in six categories in the national Housing with Care Awards, in three in the Third Sector Awards, and were finalists in four categories for the Care Home Awards where we won the Best for Nutrition, Food and Dining Award. We were finalists in two awards at the ARCO Retirement Living Awards 2023, where we were very proud to win the Best Supporting Advice Award.

At the JVN awards we won five awards celebrating some of our amazing volunteers. Valerie Neadman won the Lifetime Achievement Award. Abigail Saltman, MIKE volunteer, was presented with the Outstanding Young Volunteer of the Year Award and she also received a Mayor of Redbridge Community Award.

In February 2024, we launched our Jewish Care Siddur, thanks to the support of Geoff Hartnell, who is also a volunteer at our Shabbat services at Anita Dorfman House care home. The Siddur has been designed to be inclusive and accessible for all. Brightly colour-coded sections help those who are visually impaired to follow, while dementia-friendly features ensure that all of our residents can enjoy participating and connecting to Jewish life in the way that they choose, the Jewish Care way.



**Daniel Carmel-Brown**

## 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 2,700 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 12,000 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 that 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 apartments are designed for people over 60. Tenants benefit from the peace of mind of knowing 24-hour support is available from our staff should they 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 a 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 within easy access of 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 helpline** – This 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 provide details of all Jewish Care's community support services in a sensitive and compassionate manner. The Helpline had over 24,684 enquiries between April 2023 and March 2024.

**Mental health and wellbeing** – Jami (The Jewish Association for Mental Illness) 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 through 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 with addiction, bereavement, caring for someone, isolation and loneliness, living with dementia, and divorce. Other groups provide social opportunities 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 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 on coping strategies, as well as 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, to ensure that they do not become isolated and lonely. They make over 3,000 calls a month.

**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 that 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 over the last 12 months.

## Role of volunteers

Our dedicated volunteers work closely alongside staff to provide additional support in all our services. The range of volunteering opportunities is vast – from delivering meals on wheels and providing befriending services to the community, to supporting residents to light Shabbat candles and running activities in our residential homes and community centres – the roles available are both flexible and broad. Volunteers are required to take part in mandatory training and compliance checks before undertaking their roles. Every one of the 2,700 volunteers we have are vital to ensuring that services at Jewish Care run smoothly and each individual makes a huge difference to the lives of our service users.

All our Trustees and Lay Leaders are also volunteers and pages 14 to 18 explain their role and how significant they are to Jewish Care.

## Fundraising performance

We received **£22.0 million in donations and legacies** in 2023–24 which was £1.8 million more than the previous year, and exceeded our target of £17.8 million by £4.3 million.

This increase was driven by a £3.6 million increase (from £4.6 million to **£8.2 million**) in **legacies**, which are donations or bequests made to the charity through a will or estate plan. We also have a promising pipeline of over £6 million at the end of March 2024.

We raised £1.8 million less **donations** than the previous year (**£13.8 million** vs £15.6 million).

Our Fundraising Team received 91 compliments and 1 complaint (which was resolved with the donor) during 2023–24 (2022–23: 54 compliments, 1 complaint). This is a sub-set of the compliments to complaints ratio reported elsewhere.

## 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

Jewish Care's fundraising activity also complies with the Data Protection Act 2018 and other data protection regulations. We send communications via mail, email 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, ensuring compliance with the Fundraising Regulator and GDPR, and that all donations are appropriate and do not give rise to reputational risk.

## Our Vision, Purpose, Values & 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 to 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 to ensure 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 being welcomed 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 will be integrated in our community* – Our aim is for the Jewish community and Jewish Care to remain central to each other. Jewish Care will develop alongside members of the community we serve as we navigate a changing world of care. We will evolve to provide the support 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 tools, so that we can become the social care provider of choice to the Jewish community. We want to 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 their skills and recognising 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 state, health, resources and reputation of the organisation continue to be robust and 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.

<b>Strategic Priority</b>	<b>Measure of Success</b>	<b>Our performance in 2023–24</b>
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 &amp; Safety ratings                             <ul style="list-style-type: none"> <li>○ To retain compliant ratings from external audits across all workstreams and sites; to maintain 85% coverage on Health &amp; Safety 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 more than 90% of staff had completed their Health &amp; Safety training by 31 March 2024.</li> <li>● Achieved. We exceeded our budgeted level of occupancy by 1%.</li> <li>● Achieved. We received 13 compliments for each complaint.</li> </ul>
Integrated in our community	<ul style="list-style-type: none"> <li>● Community recognises valuable work done and donates generously to appeals, at events and via legacies.</li> </ul>	<ul style="list-style-type: none"> <li>● Achieved fundraising target. See page 10.</li> </ul>
Champion of volunteering	<ul style="list-style-type: none"> <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>● 2,700 volunteers. This is less than the target due to a permanent reduction post COVID and cleaning up our volunteer data.</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. Voluntary care staff churn was 17% and total churn was 24%. This is significantly below the industry average of 28%.</li> </ul>
Continued leader for generations to come	<ul style="list-style-type: none"> <li>● Occupancy</li> <li>● Amount of funds raised</li> <li>● Proportion of self-funder residents</li> </ul>	<ul style="list-style-type: none"> <li>● As above</li> <li>● As above</li> <li>● Not achieved. Ambitious target was 47%, but increasing competition led to fall from 46% to 42% during 2023–24.</li> </ul>

More information can be found about our aims, achievements and performance on page 22.

## Structure, governance & 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

Jewish Care operated 3 subsidiaries and 20 linked charities on 31 March 2024.

The 20 linked charities are consolidated into the Jewish Care (parent charity) accounts on the basis of common management and control. All these entities are listed in note 23. Work is continuing with the Charity Commission to rationalise these trusts. The most noteworthy of these entities is the Joel Emanuel Trust is a registered social landlord wholly owned by Jewish Care.

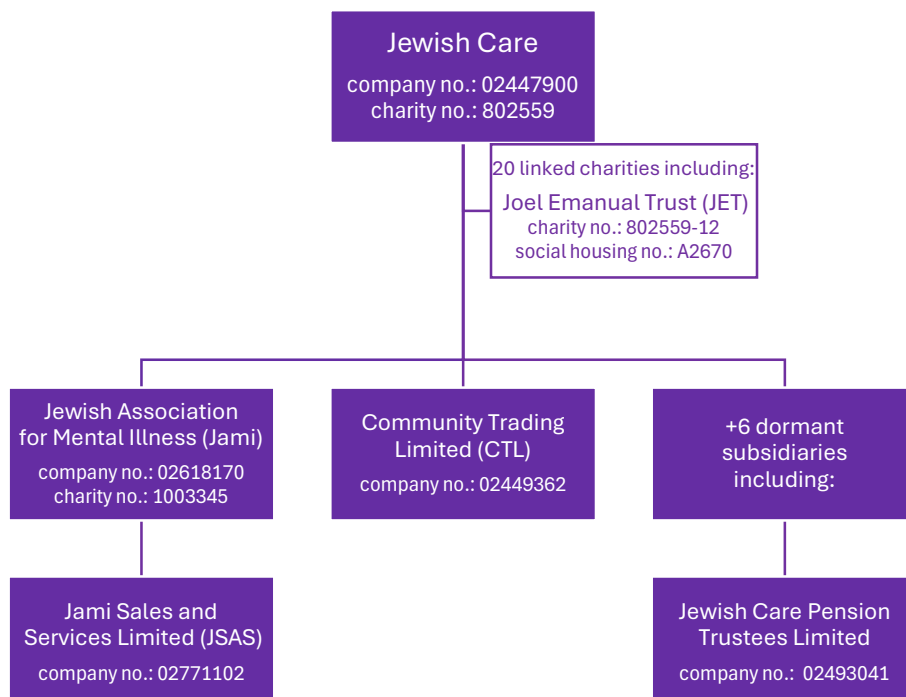
The subsidiaries are consolidated into the group accounts. Their summarised accounts are shown in note 24.

- The Jewish Association for Mental Illness (Jami) is a charity of which Jewish Care is the sole company law member,
- Jami Sales and Services Limited is a trading subsidiary owned by Jami, and
- Community Trading Limited is a trading subsidiary owned by Jewish Care.

Jewish Care Pension Trustees Limited is 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.

As described in the following sections, Community Trading Limited, the Joel Emmanuel Trust and Jami nominated their own Board of Directors, Executive Committee and Board of Trustees respectively during 2023–24.

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.



## Jewish Association for Mental Illness (Jami)

Jami provides an integrated mental health service for the Jewish community providing support to clients through 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 2024 include Jami's results. Jami owns a 100% trading subsidiary, Jami Sales and Services Limited. Jewish Care supported Jami with a grant of £805,000 during 2023–24 (2022–23: £805,000) and a loan of £260,000, which are included in Jami's own financial statements.

On 18 March 2024, Jami and Jewish Care executed a Merger Framework Agreement. The Integration Date was midnight on 19 March 2024, when the old Jami Board resigned and new Jewish Care nominees were appointed. An Asset Transfer Agreement was executed in May 2024, which enabled all of Jami's assets and liabilities to be transferred into Jewish Care from 1 April 2024.

## Community Trading Limited (CTL)

CTL was incorporated in 1989 with registration number 02449362. The principal activity of CTL is the provision of services to, and in connection with Jewish Care. During 2023–24, its primary focus was on overseeing the design and planning of our care & community campus in Redbridge under an existing Development Agreement. Planning permission for the campus was granted on 16 October 2023 with hard demolition following shortly thereafter.

## Joel Emanuel Trust (JET)

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. JET has, therefore, been managed by the executive committee during 2023–24, focussing on the facilities at Sidney Corob House and Wohl Court.

## Trustees

The current Directors of Jewish Care are the Board of Trustees (who are listed on the next page). 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 12), 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 non-executive specialist recruiters have been 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. 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 2024, the Board of Trustees was supported by ten committees and five expert groups. Some of these were set up following 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.

## Key management personnel

### *Trustees (who are also company Directors of the charity)*

Jonathan Zenios*	Chair until 25 September 2024; resigned 25 September 2024
Marcus Sperber	Chair from 26 September 2024
Gayle Klein	Joint Vice Chair
Arnold Wagner OBE*	Joint Vice Chair
Darren Braham	Treasurer; appointed 18 September 2023
Michael Brodtman*	
Stephanie Cooper	
Adam Dawson	
Harold Gittelmon	
Leah Hurst	
Jonathan Rose	
Dr Jonathan Shapiro	
Amy Woolf	

Simon Friend*	Resigned 11 December 2023
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\*in line with the Articles of Association, these trustees were re-appointed as Trustees in September 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 £30,833 (2022–23 £29,618).

### *Executive Leadership Team*

Daniel Carmel-Brown	Chief Executive Officer
Ellisa Estrin	Director of Fundraising & Marketing
Olukemi Jeboda	Director of People; appointed 1 February 2024
Rachel Jones	Director of Care Services & Housing
Louise Kermodé	Director of Community Mental Health Services (Jami); joined 1 April 2024
Amanda King	Director of Finance & IT
Richard Shone	Director of Community Services, Hospitality, Volunteering & Social Work
Jonathan West	Director of Legal Affairs, Property & Procurement
Adam Overlander-Kaye	Director of Fundraising; resigned 4 October 2023
Angela Beerman	Director of Human Resources; retired 31 March 2024

## Committees

- Care & Housing Quality (formerly the Residential Care Services and Retirement Living committees)
- Clinical Governance
- Mental Health Committee (since March 2024)
- Community Services & Volunteers
- Fundraising Governance
- Finance, Audit & Investment
- Internal Audit, Assurance & Risk
- Property Strategy
- Remuneration
- Nominations

All committees of the Board of Trustees report directly to the Board of Trustees and have delegated authorities and responsibilities.

*The Care & Housing Quality Committee* has delegated responsibility on behalf of the Board of the Charity to oversee the quality of all care and housing. It considers operational performance, health and safety aspects of Jewish Care's care and housing operations, facilities management, satisfaction surveys and tenant policy. The purpose of the 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 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 and Directors for Care Services and Community Services also attend and represent the Executive Leadership Team.

*The Mental Health Committee* has delegated responsibility on behalf of the Board of the Charity for helping the CEO to shape Jewish Care's strategy for mental health services, including integrated care. The Committee is delegated to monitor, review and evaluate the work and impact of Jewish Care's mental health activities (including integrated care) under the existing Jewish Care strategy and Jami's existing 2021–2026 strategy, to help develop those and future strategies, including exploring any further opportunities for collaboration with other Jewish Care services.

*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 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 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 longer-term 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 Internal Audit, Assurance & Risk Committee* is responsible for overseeing internal audit and identifying and overseeing Jewish Care's risk framework. The membership of this committee comprises Trustees and non-Trustees who have relevant current expertise in the areas of finance, and/or risk management. The Charity's Chief Executive and most of the executive leadership team attend this committee. 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 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 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.

*The Remuneration Committee* oversees the remuneration and terms and conditions of the Chief Executive and executive leadership team, 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.

*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.

We appoint trustees ensuring a balanced mix of skillsets through various methods: advertising, recruitment consultants, and leveraging committee structures to source talent with the required expertise. Upon identifying potential trustees, all Board and Committee appointments are reviewed by the Nominations Committee. They evaluate relevant CVs and recommend candidates to the Board for ratification.

## 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.

Digital Expert Group	supports and challenges the Executive Team in developing a digital strategy that aligns with Jewish Care's overarching organisational goals. This group fosters continuous learning and innovation in the digital space, ensuring that IT activities and expenditures are strategically aligned and provide value for money.
HR 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.
Jewish in Jewish Care Group	provides advice on the integration of Jewish aspects of service delivery and operations across the charity's work.
Marketing & Communications Group	provides advice and guidance on the strategic issues to include the development of a two-year strategy.
Patrons Committee	provides advice and guidance to the fundraising team, with regard to increasing the number of Patrons who support Jewish Care.

## Trustee membership of Committees and Expert Groups during 2023–24

Trustee	Committees										Expert Groups				
	Nominations	Remuneration	Fundraising Governance	Clinical Governance	Mental Health	Care & Housing Quality	Community Services & Volunteers	Finance, Audit & Investment	Internal Audit, Assurance & Risk	Property Strategy	Digital	HR	Jewish in Jewish Care	Marketing & Comms	Patrons
Michael Brodtman		✓*						✓		✓					
Darren Braham		✓						*	✓						
Stephanie Cooper									*						
Adam Dawson		✓			*										
Simon Friend*	✓			✓											
Harold Gittelmon					*		✓					*			
Leah Hurst	✓		✓	✓		*									
Gayle Klein	✓		*				*								
Jonathan Rose							✓			*					
Jonathan Shapiro				*	✓	✓									
Marcus Sperber	✓	✓						✓	✓						
Arnold Wagner	✓	*							✓		*				
Amy Woolf			✓			✓					*				
Jonathan Zenios	*	✓						✓							✓

\*stepped down during 2023–24    \* Chair of committee/group    ✓ Member of committee/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.

## Pay & 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 and delivery of services in line with our objectives and strategy, notwithstanding the Charity's ability to pay.

The aim is to pay key management personnel within the median to upper quartile of salaries within the London 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 Trustees received any remuneration or expenses from their work associated with the Charity.

## 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 community and day 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 any 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 as well as in local papers, the Jewish press and in many synagogue magazines.

## Streamlined energy & 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 Jewish Care charity only.

### Total energy consumption

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

	2020-21		restated 2021-22		restated 2022-23		2023-24	
<b>Energy consumption by fuel type (kWh)</b>								
Grid supplied electricity	5,843,922	38%	5,097,135	36%	6,266,617	39%	5,711,232	41%
Natural gas	9,459,883	61%	9,133,122	63%	9,726,764	60%	8,064,188	57%
Grey fleet mileage	128,879	1%	117,483	1%	80,166	1%	259,043	2%
<b>Total energy consumption</b>	<b>15,432,684</b>	<b>100%</b>	<b>14,347,740</b>	<b>100%</b>	<b>16,073,547</b>	<b>100%</b>	<b>14,034,463</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%	1,182.5	41%
Natural gas	1,736.0	56%	2,082.4	65%	2,478.1	65%	1,624.1	57%
Grey fleet mileage	39.7	2%	28.9	1%	19.6	1%	60.8	2%
<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>2,867.4</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		52,554	
Intensity ratio	0.05		0.06		0.07		0.05	

Material over-counting of natural gas consumption has been identified for 2021–22 and 2022–23, so those figures have been corrected/restated.

Emission from grey fleet mileage increased in 2023–24 because we identified further sources of emissions.

### Methodology

Data used in calculating Total Energy Consumption 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 until 2023). 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 the UK Government's greenhouse gas 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 energy efficiency

Since our last report, we have completed three major projects aimed at enhancing energy efficiency across our facilities:

- ✓ Rosetrees Care Home: In April 2024, we installed a burner control system, which optimises the operation of the heating system by regulating the burner's performance, reducing fuel consumption and improving overall efficiency.
- ✓ Maurice & Vivienne Wohl Campus: In July 2024, we added Endotherm to the heating system. Endotherm is an additive that enhances the thermal efficiency of water-based heating systems, resulting in faster heating times and reduced energy usage.

- ✓ Sandringham Campus: In August 2024, we installed a voltage optimiser. This device adjusts the incoming voltage to an optimal level for electrical equipment, reducing energy consumption and prolonging the lifespan of the equipment. This project had been planned for Stella & Harry Freedman House, but surveys revealed incompatibilities with the external infrastructure, so we redirected the initiative to Sandringham.

We are working towards converting all fluorescent lighting to LED lighting. This process involves more than just changing light bulbs; the new lighting must be compatible with emergency lighting systems, often requiring costly replacements of entire light fittings.

As part of the government's Energy Savings Opportunity Scheme (ESOS) Phase 3, Jewish Care engaged Telex to develop our energy strategy for the coming years. We are considering the feasibility of installing solar panels and electric vehicle charging points at suitable locations across our estate.

### Engagement with employees (including disabled persons)

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 committee of the Board. We believe these decisions have had a positive impact as voluntary staff churn was 17%, which is significantly below the industry average of 28%.

Please see page 23 of the Strategic Report that highlights staff engagement achievements.

### Engagement with suppliers, customers, and other business relationships

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 various Board committees.

Please see page 23 of the Strategic Report that highlights achievements in relation to our engagement with suppliers, customers, and other business relationships.

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

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

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

### Distinctively Jewish

- ✓ In June 2023, we re-established the Jewish in Jewish Care committee.
- ✓ 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 Rosh Hashanah Reflections booklet 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 nine of our care homes remain dedicated to providing high-quality residential, nursing and dementia care in environments that foster meaningful lives. We continue to achieve 'Good' ratings from the CQC, with recent inspections at Selig Court and Sunridge Court confirming this standard.
- ✓ Our Kun Mor and George Kiss care home became the first care home in the UK to receive accreditation for DementiAbility, marking a significant achievement.
- ✓ Our retirement living services were awarded Best for Supporting Advice in the 2023 Retirement Living Awards, highlighting our exceptional commitment to assisting clients and their families.
- ✓ Staff members at Jewish Care won six out of ten awards at the 2023 Barnet Care Quality Awards. Organised by Barnet Council, these awards celebrated the outstanding achievements and exemplary work of social care staff in the borough.
- ✓ Five of our social workers were recognised by the British Association of Social Workers in their Amazing Social Workers 2024 campaign.

### Integrated in communities

- ✓ Jewish Care continued to run the following centres with over 21,000 attendances over the year:
  - 5 community centres
  - 3 centres for people living with dementia
  - 3 Connect@ centres
  - 1 Holocaust Survivors Centre
- ✓ In addition to the Centres, Jewish Care continued to run community and outreach services with over 58,000 attendances over the year:
  - Befriending
  - JC Presents
  - JC Explore
  - Meals on Wheels
  - Supportive Communities
  - Community Dementia
- ✓ Sport and exercise groups
  - Social groups and parties for those aged 65+
- ✓ We operate a community centre programme for those over 65 in three of our hubs, offering activities such as Bridge, yoga, pilates, line dancing and table tennis, appealing to people who prefer not to be connected to a traditional care environment. We also run two parent & toddler groups.
- ✓ We have successfully established a MIKE Youth leadership programme in Sandringham.

- ✓ We held 20 fundraising events which were attended by a total of approximately 6,000 people. This included a record number of 1,000 attendees at our Topland Business Lunch. We also introduced two new JC family events and our first Legacy Stewardship Reception.

## The customer's choice

- ✓ We achieved high occupancy across our care homes ending the year with 89% of our care home beds full and self-funders at 42% across the estate (March 2023: 90% and 46% respectively).
- ✓ There was only one apartment free across our retirement living portfolio at the end of March 2024.
- ✓ 131 people were on a waiting list wanting to become a resident in one of our retirement living apartments at the end of March 2024, whilst 26 people were on a waiting list wanting to become a resident in one of our care homes.
- ✓ 151, or 24%, of our residents had used one of our community or day centre services before moving into either one of our care homes or retirement living apartments, demonstrating our ability to provide support as their needs evolve. This is an increase from 118, or 19%, last year.
- ✓ The number of compliments continue to increase while the number of complaints decrease. There are improvements in all areas. Our most appreciated service continues to be community services.

	2021–22	2022–23	2023–24
Compliments to complaints ratio	9:1	11:1	<b>13:1</b>
Compliments	667	714	<b>742</b>
Complaints	77	67	<b>57</b>

## An employer of choice

- ✓ We continue to align to the London Living Wage, which increased the salaries of our lowest paid staff by 8% for 2023–24 and 10% for 2024–25 (2022–23: £11.05 per hour; 2023–24: £11.95 per hour; 2024–25: £13.15 per hour).
- ✓ Jewish Care experienced a total staff turnover of 24% and a voluntary staff turnover of 17% during 2023–24, compared to a sector average of 28%.
- ✓ Our retirement living facilities have been associated with higher staff turnover traditionally. However, we improved retention in this area significantly during 2023–24. We began the year with a voluntary turnover rate of 36%, which we reduced to 22% by the end of the year.
- ✓ Acknowledging our aging workforce, we have proactively worked to diversify the age profile of our organisation. In April 2023, 12% of our workforce was aged 34 or younger. In March 2024, this figure had increased to 15%. In our care homes, the proportion of staff aged 34 or younger rose from 11% in April 2023 to 16% in March 2024. For context, individuals aged 20 to 34 made up 34% of the working-age population in outer London in 2021.
- ✓ In November 2023, we launched our new Employee Value Proposition to enhance our talent acquisition capabilities and attract a broader audience of potential applicants.
- ✓ Since November 2023, we have been conducting and promoting a survey to collect equality, diversity and inclusion data from our staff. This initiative will help us better understand the makeup of our workforce and ensure that the services we provide to our staff are appropriate and valuable.

## A champion of volunteering

- ✓ We continue to hold our Annual Volunteer Awards, recognising the significant role our 2,700 volunteers play in supporting services across Jewish Care.
- ✓ The Training & Development team in the Volunteering Department has reviewed the training programme and are effectively using Better Impact (our volunteer management software), ensuring that training of individual volunteers is up to date and relevant to their role. The team has developed training programmes that are online, face to face, and now using animation, can send e-learning training for people to learn from home. They are also offering light touch training for the refresher training that is provided every three years to ensure that volunteers are kept updated and safe.

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

- ✓ **Care homes:** We made a £0.2 million operating surplus across our care home portfolio, reflecting an improvement of £3.6 million compared to 2022–23. This enhancement was achieved by focusing on staff efficiency and closing our care home in Brighton. Additionally, we reduced the use of agency staff from 8% at the start of 2023–24 to 2% by the end of the year.
- ✓ **Fundraising:** We raised £22.0 million through our fundraising efforts, with two notable aspects:
  - We raised £13.8 million overall for restricted and unrestricted purposes, which was below our target. This shortfall was due to donors redirecting some of their funds to Israel following the events of 7 October 2023.
  - Our legacy fundraising exceeded expectations, generating an income of £8.2 million which exceeded our target. We also have a promising pipeline of over £6 million at the end of March 2024.
- ✓ **Redbridge project:** During 2023–24 we secured two major donors for our care & community campus in Redbridge, the Sugar and Ronson families, who have generously committed to donating around 50% of the project's cost. More information about this project can be found on page 26.
- ✓ **Social work:** By implementing an optimal caseload of 30 cases per full-time member and identifying efficiencies in recruitment needs, we saved £100,000 on the staffing budget in 2023–24 without any redundancies. The team received 1,948 referrals during 2023–24 and was managing 657 open cases at the end of March 2024.



## Future aims

Trustees and the management team have six major objectives for Jewish Care during 2024–25:

### An Employer of Choice

Recruit and retain the next generation to mitigate the risk of our ageing workforce. We will do this by embedding the new Employee Value Proposition, and working in partnership with colleges, social care educators and Cohesion recruitment. We will also be even more transparent about career development and progression as well as sustaining and holding true to our inclusive values.

### A continued leader for generations to come

Continue to build our new care & community campus in Redbridge. Increase efficiency of our non-front-line activity and remove at least £0.5m from our cost base. Develop a digital strategy and roadmap to complete, utilise and integrate our systems architecture to deliver further savings in years to come.

### Recognised for quality & innovation with Jami

Maintain the 3 pillars of advice & advocacy, treatment & support and education & campaigning at current scope and scale for adult mental health provision and improve access (front door) customer experience by responding more quickly to enquiries. Better meet demand for children and young people's (aged 11-25) mental health and their carers through growth of the service to support 80% more beneficiaries.

### Distinctively Jewish

Continue to provide training (both face to face and in written form) and guidance as well as develop a library of Prayer books to include a bespoke and accessible Siddur (Prayer book for Shabbat), Haggadah (service for Passover) and Machzor (prayer book to be used at festivals) to improve residents, staff and volunteers' ability to access services in a meaningful and inclusive way.

### A Champion of Volunteering

Develop, by locality, a support programme for volunteers to ensure that compliance and registration systems are robust, provide training and support to volunteers in position and continue to evolve volunteering roles to meet the needs of the services.

### The Customer's Choice

Continue to maintain high occupancy (89%+) and be the customer's choice by being agile and making tactical adjustments to stay relevant to the demands of our community. Put in place a plan that will map the needs of the Jewish Care estate over the coming 20 years, to ensure that every building reaches the standard required for Jewish Care to remain The Customer's Choice.

## Construction of our Care & Community Campus in Redbridge

Jewish Care's fourth development project is progressing rapidly. This new campus will feature a 66-bed care home, a community day centre, and a dementia care centre, all located on the former site of Sinclair House in Redbridge, north-east London.

The fully accessible community centre space will house the Dennis Centre for people living with dementia.

The new care home will replace the Vi & John Rubens care home one mile away in Gants Hill.

The Campus will also provide a communal space and the base for our local Social Work and Community Support Team and Meals on Wheels hub.

More information can be found here: <https://jewishcare.org/category/news>

This website includes a time-lapse film of the development so far and a film showing what the campus will look like, inside and outside the buildings.

### *Project milestones & progress*

The project is on schedule, with no extensions to date, reflecting efficient planning and execution.

Date	Milestone
March 2023	Tender process completed
18 September 2023	Demolition began as planning permission was expected
16 October 2023	Full planning permission granted
15 January 2024	Lawrence Baker appointed as main contractor and formal contract signed
5 February 2024	Construction began
April 2024	Foundations completed
October 2024	The majority of the building's skeleton, including all floors and the roof, completed
February 2025	Building should be fully watertight
June 2026	Practical completion

### *Monitoring & visits*

Monthly site visits are conducted by our project management team which includes external experts, supplemented by virtual tours via an onsite time-lapse camera, providing a real-time view of the building's progress.

### *Financial overview*

Project spend for 2023–24 was £1.4 million, bringing the total since the start to £2.2 million.

The project is expected to be completed within the initial budget of £24 million set in 2022.

Inflation on building costs has been mitigated through savings on borrowing, made possible by the generous contributions of our donors.

### *Environmental credentials*

The campus should achieve an excellent BREEAM rating, indicating very low energy requirements and carbon emissions, high standards of health and wellbeing measures, responsible sourcing of materials, excellent waste management, water efficiency and ecological impact.

## Risk policy

The Internal Audit, Assurance 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:

- Outbreak of food poisoning or infection
  - Impact: Illness or even death of residents or clients. Fines, convictions, reputational damage and loss of income.
  - Mitigation: Stringent training, processes, health and safety function led by a specialist and auditing of processes.
- Fire or major incident
  - Impact: Illness or even death of residents or clients. Fines, convictions, reputational damage and loss of income.
  - Mitigation: Stringent training, processes, fire controls in buildings, health and safety function led by a specialist and auditing of processes.
- Accidental data leak or cyber attack
  - Impact: Publication of sensitive data, being unable to operate, reputational damage and loss of income.
  - Mitigation: Mandatory training, cyber security controls, a specialist data privacy officer and audits.
- Local authorities and ICBs pay less than cost
  - Impact: Income less than costs, charity may become financially unsustainable.
  - Mitigation: work closely with LAs and ICBs to make prices fairer, fundraising.
- Number of self-funder residents reducing
  - Impact: Income less than costs, charity may become financially unsustainable.
  - Mitigation: Invest in refurbishing older homes that are no longer as attractive to self-funder residents.
- Not able to improve organisational efficiency
  - Impact: Not able to generate sufficient cash to refurbish older homes, failure of critical equipment.
  - Mitigation: Digital transformation of core customer, staff and supplier processes, use of external consultants, recruitment of staff skilled in improving organisational efficiency.

Our Internal Auditors present an internal audit plan to the Internal Audit and Risk Committee at the start 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, sector wide risks 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.

## 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 2023–24 have included the Redbridge development, the integration of Jami into Jewish Care, services to the Brighton Community, achieving financial sustainability, fundraising, Health & Safety, and making care homes more efficient. There was a Trustee away-day held in November 2023 when the Board considered numerous strategic issues, including succession planning and service impacts. The development of initiatives and plans by the Executive Leadership Team are also supported with focused expertise and oversight from our many 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 2023–24, the Board has worked with the Jewish Leadership Council to consider the most effective ways it can address the challenges facing the community.

### 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 and 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 also created new staff networks (see page 30) and these will be an invaluable source of feedback, as well as driving our equality, diversity and inclusion agenda. Whilst the networks will be self-managing and led by members of the network, the Director of People and Head of Talent will regularly meet with the chairs of all the networks.

We have invested in pay, and for the lowest paid we continue to align to the London Living Wage. For others, we aim to pay a fair rate, taking into account our charitable status. Our Remuneration Committee, a committee of the Board, oversees pay and remuneration across the organisation.

### The need to foster business relationships with suppliers, customers & 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 for the most part of 2023–24 was provided by five 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. The Residential Care Services and Retirement Living committees have merged to create the Care & Housing Quality committee. During 2023–24, the Board paid particular attention to the Redbridge construction project, the potential impact of social care reform on the organisation, and its mental health strategy, including Jami.

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

We are dedicated to adapting to the evolving social care needs of our community. Over the years, we have proactively responded to these changes by undertaking significant donor-funded capital projects to develop care campuses. Our most recent campus, Sandringham near Stanmore, opened its doors fully in the spring of 2021. In 2023, we obtained planning permission for our upcoming campus in Redbridge. These new campuses provide high-quality care, community support, and retirement living apartments, along with a variety of social events and opportunities for volunteering and community engagement.

Our new campus at Redbridge should achieve an excellent BREEAM rating, indicating very low energy requirements and carbon emissions, high standards of health and wellbeing measures, responsible sourcing of materials, excellent waste management, water efficiency, and ecological impact. More information about the new care & community campus in Redbridge can be found on page 26.

In addition to these developments, we are continuously modernising our care delivery. Since the end of the pandemic, we have upgraded our day and dementia day centre programmes. In 2023–24, we also enhanced our dependency assessment process by integrating a nationally recognised tool, which is used during the initial assessment to create tailored care plans for new residents.

For details on our environmental contributions and strategies, please refer to our carbon reporting on page 20.

## 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 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 2023–24 internal audit reviewed recruitment of staff, the balance sheet and personal allowances within care homes. In addition, specialist consultancies reviewed Health & Safety processes and safeguarding of residents and clients. 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. The SIR process is a robust one and has resulted in several reports being made in previous years. During 2023–24, there were no reports made to the Charity Commission. The SIR Committee did meet during the period, but found no circumstances which necessitated any recommendations to report. 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 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.

## Employment policy

We continue to embrace the diversity of our workforce and ensure all staff are supported and have the opportunity to be their authentic self. We have reviewed most of our HR policies to ensure these continue to reflect our values and vision.

Over the last 12 months we have launched a range of new staff networks, reflecting our ambition to be an employer of choice and strengthening our reputation as an inclusive employer that values diversity. The following staff networks have been set-up.

- ✓ REACH (Race Ethnicity and Cultural Heritage) for colleagues who are ethnically diverse
- ✓ Pride @ Jewish Care for colleagues who identify with the LGBTQIA+ community
- ✓ Younger Employees Network for colleagues who are interested in the next generation

During the second half of 2023–24, we prepared to welcome Jami into the Jewish Care family, and HR led a significant TUPE project to transfer the employment of Jami staff to Jewish Care and JSAS (Jami Services & Sales) staff to CTL (Community Trading Limited). The project also involved moving Jami and JSAS staff to our employment policies, pension scheme and payroll in time for the transition on 1 April 2024.

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 page 28 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. By way of wider context, the UK's average median pay gap is 14.3% for all employees (full-time and part-time). Men and women are relatively equally distributed in all pay quartiles.

There are no differences in pay rates for different genders occupying the same roles. When examining where a gap is present, this is within the "upper-middle" quartile (2.9%) and "upper" quartile (5.6%). However, individuals sitting in these quartiles tend to perform either specialist or senior management roles, and their remuneration is based on the median market rate for the function of the role. Currently there is no provision to report on the non-binary category.

Actions to address the gender pay gap:

- ✓ We will introduce control measures to ensure pay remains fair and transparent
- ✓ We will continue to:
  - be open and transparent with our staff regarding our gender pay gap
  - ensure recruitment and internal promotion opportunities are open to all employees
  - monitor the market rates for roles in the upper quartile

## Disability and Inclusivity Commitment

As part of our ongoing commitment to fostering an inclusive workplace, we are a registered Disability Confident employer and recently renewed our accreditation at Level 2. This reflects our dedication to providing reasonable adjustments to support staff with disabilities and creating an environment where all employees can thrive.

We strive to ensure that our recruitment process is inclusive for candidates with disabilities. We offer a Guaranteed Interview Scheme for disabled candidates, although certain roles may have exclusions due to the nature of the work.

We take a proactive approach to monitoring the equality, diversity, and inclusion profile of our applicants at an anonymous level to ensure fair and equitable hiring practices. Additionally, we are committed to inclusive career development and progression, with key performance indicators now in place to track career advancement. We are in the process of developing a comprehensive competency framework and career pathways, which will be inclusive across all roles.

To support staff with disabilities, we offer a range of reasonable adjustments, tailored to individual needs and the specific requirements of their roles. These may include physical alterations, assistive technology, flexible working arrangements, remote work options, and recommendations from Access to Work assessments; some of these may be limited by the nature of roles. Our Head of Health & Safety oversees workplace adjustments and works closely with employees to ensure their needs are met.

Disability awareness is an important part of our culture. All new employees are encouraged to participate in our online disability awareness training as part of their induction. While this training is not mandatory, we are committed to increasing awareness and understanding across the organisation. Line managers of disabled colleagues also receive dedicated support through one-on-one sessions with our Head of Health & Safety and Learning & Development team. Managers are also supported with occupational health assessments.

Additionally, we provide mental health support through our Employee Assistance Program, mental health awareness sessions, and advice from our Jami colleagues. We recognise that mental health is an integral part of our commitment to inclusivity and well-being.

As part of our induction programme we talk about the Equality, Diversity & Inclusion networks and we also offer courses on disabilities and reasonable adjustments.

Looking forward, we're aiming to introduce a system for collecting feedback from our employees on disability support and workplace adjustments, ensuring that we continue to improve our processes and meet the evolving needs of our workforce.

### Modern slavery & 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. More information is available in our Anti-Slavery and Human Trafficking statement and available at [www.jewishcare.org](http://www.jewishcare.org)

## Financial overview

Over the past five years, our organisation has navigated through significant challenges, including the pandemic, the invasion of Ukraine, the energy crisis, and the subsequent surge in inflation. Looking ahead, while it's inevitable that the next five years will bring unforeseen shocks, it's unlikely we will face challenges of the magnitude seen recently. Nevertheless, as illustrated in Figure 1, we have fortified our financial standing amidst this demanding operational backdrop. The fiscal year 2023–24 marked a healthy performance; through prudent expenditure management, we successfully reversed the deficit incurred in 2022–23.

All values in £m	2019–20	2020–21	2021–22	2022–23	2023–24
Income	62.0	64.7	82.7	60.7	<b>73.2</b>
<i>of which: exceptional items</i>	0.4	2.9	17.7	-	7.0
Expenditure	(61.4)	(58.6)	(60.5)	(65.7)	<b>(67.7)</b>
Other gains & losses	2.1	2.6	9.0	(1.4)	<b>1.2</b>
Net movement in Funds	2.7	8.7	31.2	(6.5)	<b>6.7</b>
Net assets / total Funds	133.5	142.2	173.5	167.0	<b>173.6</b>

Figure 1 The five-year summary of the financial statements shows Jewish Care has remained strong despite the challenging operating environment. Due to rounding, some values may not add up precisely.

Figure 2 shows that we made a £6.7 million surplus in 2023–24, following a £6.5 million deficit in 2022–23. All of 2023–24’s surplus can be attributed to the sale of some land and properties for £7 million that were surplus to requirement. Excluding those one-off sales, reveals a £0.3 million deficit, which is a considerable improvement on the £6.5 million deficit in the previous year.

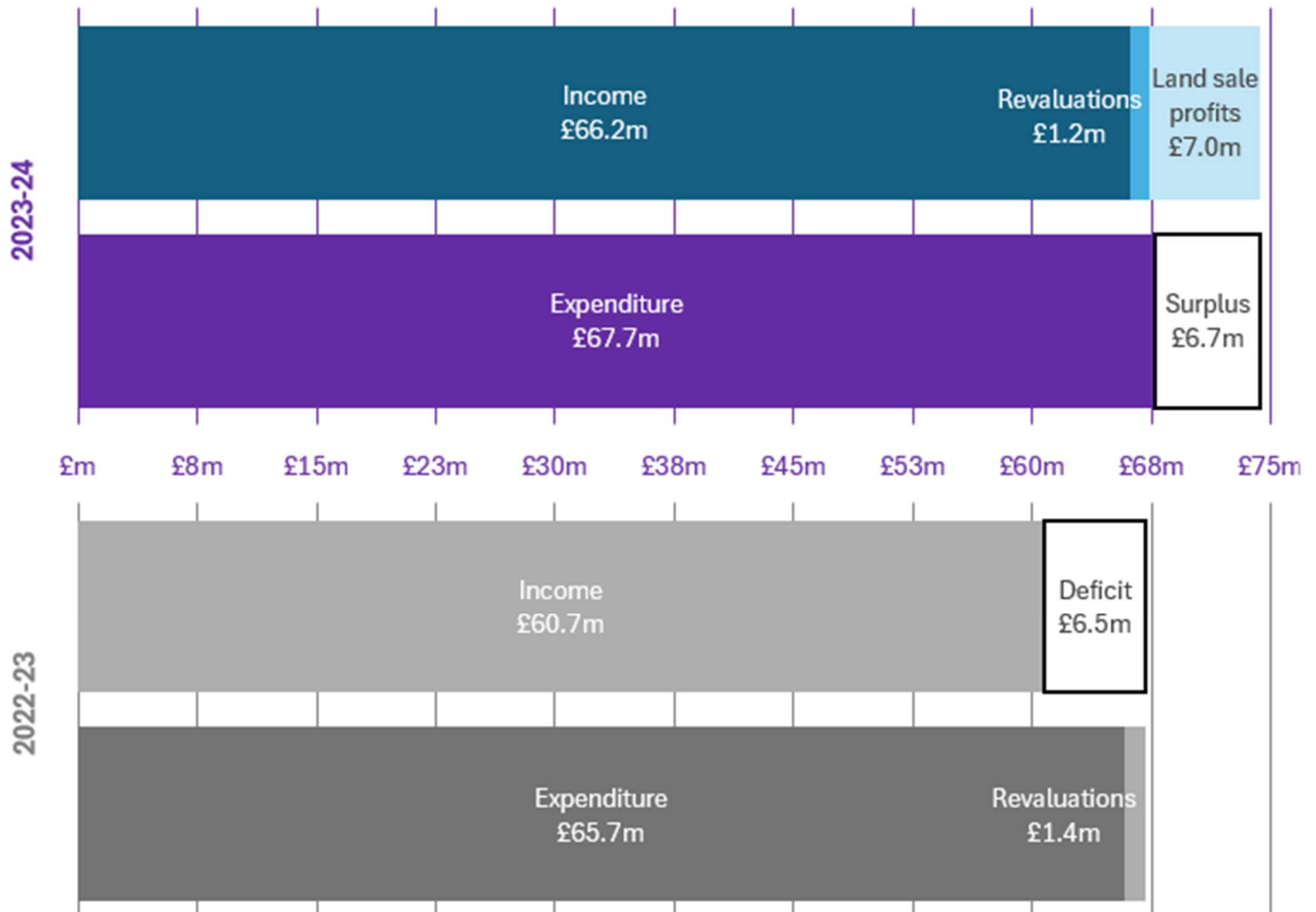


Figure 2 We turned our deficit for 2022–23 into a surplus for 2023–24 by selling some land & property and keeping expenditure under control. Source: Statement of Financial Activity, page 44.



### Our main sources of funding & income

As shown by Figure 3, our main sources of income are from residential schemes (in particular care homes) and donations & legacies.

Most of the income received for care homes is derived from self-funder fees and local & health authorities. Changes from year to year reflect occupancy, annual fee increases for self-funder and local authority places, and the ratio of self-funded and local authority-funded residents. Income from self-funder fees increased by 2%, rising from £18.4m in 2022–23 to £18.8m in 2023–24, which was driven by a price rise offset by decreasing numbers of self-funding residents. Additionally, income from local & health authorities grew from £13.0 million to £15.0 million due to a combination of increasing numbers of local authority-funded residents and inflationary increases to the amounts paid from local authorities.

[For more details on care home income, see page 55](#)

We received £22.0 million in donations and legacies in 2023–24 which was £1.8 million more than the previous year. This increase was driven by a £3.6 million increase (from £4.6 million to £8.2 million) in legacies, which are donations or bequests made to the charity through a will or estate plan. We raised £1.8 million less donations than the previous year (£13.8 million vs £15.6 million). As noted on page 24, this was due to donors directing some of their funds to Israel following the events of 7 October 2023.

[For more details on donations & legacies, see page 54](#)

We generated £7.0 million from selling three sites that were surplus to requirement. There are no plans to sell any more properties in the near term.

[For more details on the assets sold, see page 60](#)



Figure 3 Residential homes & donations are our main sources of income. A= day centre income £0.6m, B= mental health services £0.2m, C= other charitable sources £0.1m, D= other income (shops) £0.5m.

Source: Financial Statements, Notes 4 to 6 & 11.

### How we spent the funds

Figure 4 shows what we spent £67.7 million on. As noted above, we maintained good control on expenditure, limiting the increase to 3.0% (from £65.7 million to £67.7 million) when the London Living Wage rose by 8%.

Our main area of expenditure, staff, increased by £0.5 million or 2.4% from £42.3 million to £42.8 million. The main factors leading to this rise were:

- ✓ Wages and salaries increased by £1.3 million in line with the annual salary uplift, including the 8% increase in the London Living Wage, noted on page 23, which the Wohl Legacy generously subsidises.
- ✓ The increase was offset by agency staff decreasing by £0.6 million due to better control of rostering and annual leave arrangements.

Property costs increased by £1.7 million or 14% from £12.7 million to £14.4 million due to sharp increases in utilities, security, repairs and maintenance.

94% of spending goes on charitable services and only 6% is spent on raising more funding via events, appeals, and investing activities.

[i](#) For more details on expenditure, see pages 56-58

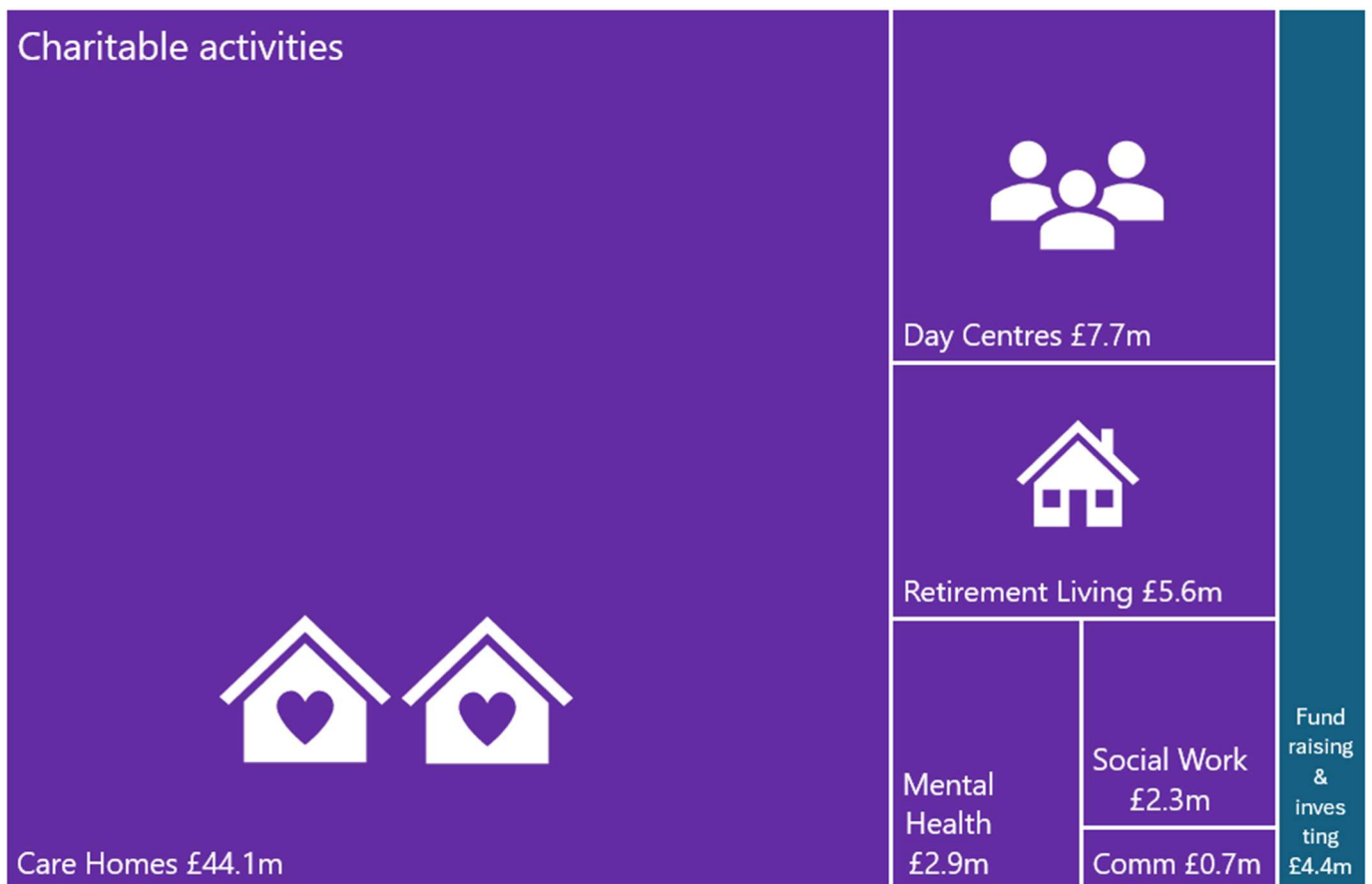


Figure 4 This is how we spend our funds by activity (including support costs).  
Comm = community services e.g. meals on wheels. Source: Financial Statements, Note 7.

### Our balance sheet

Net assets rose by £6.7 million to a total of £173.6 million. Figure 5 illustrates the contribution of each balance sheet area to this growth. On the face of it, the repayment of the bank loan appears to be the main reason why net assets increased during 2023–24, but this transaction has no actual impact on net assets. The real driver was the sale of 3 sites for a £7.0 million profit that had been valued at £0.8 million (i.e. historic cost).

We repaid £5 million of the bank loan, reducing the remaining balance to £8.3 million. This balance will be repaid in instalments between February 2025 and February 2029.

Our investments increased by 6.6%, reaching £34.9 million, driven by gains in the stock market. Further information on the performance of our investments is available on page 38.

Payables decreased by £1.6 million to £6.0 million, due to prompt invoicing from suppliers, which reduced accruals, and we paid those invoices promptly.

The pension deficit increased by £1.1 million to £8.2 million due to lower-than-expected investment returns and higher-than-expected inflation causing actuarial losses on liabilities.

Four factors contributed to a £1.3 million reduction in receivables during 2023–24, bringing the total to £9.5 million:

- Trade receivables decreased by £1.4 million due to improved debt collection from local authorities and integrated care boards;
- Community Trading Limited resolved several historic accounting and tax matters, resulting in £1.2 million being recovered from HMRC or capitalised;
- The Staff Benevolent Association, a related party, repaid £0.4 million of loans issued by Jewish Care on the Association’s behalf; and
- These reductions were offset by a £2 million increase in legacy debtors due to generous bequests.

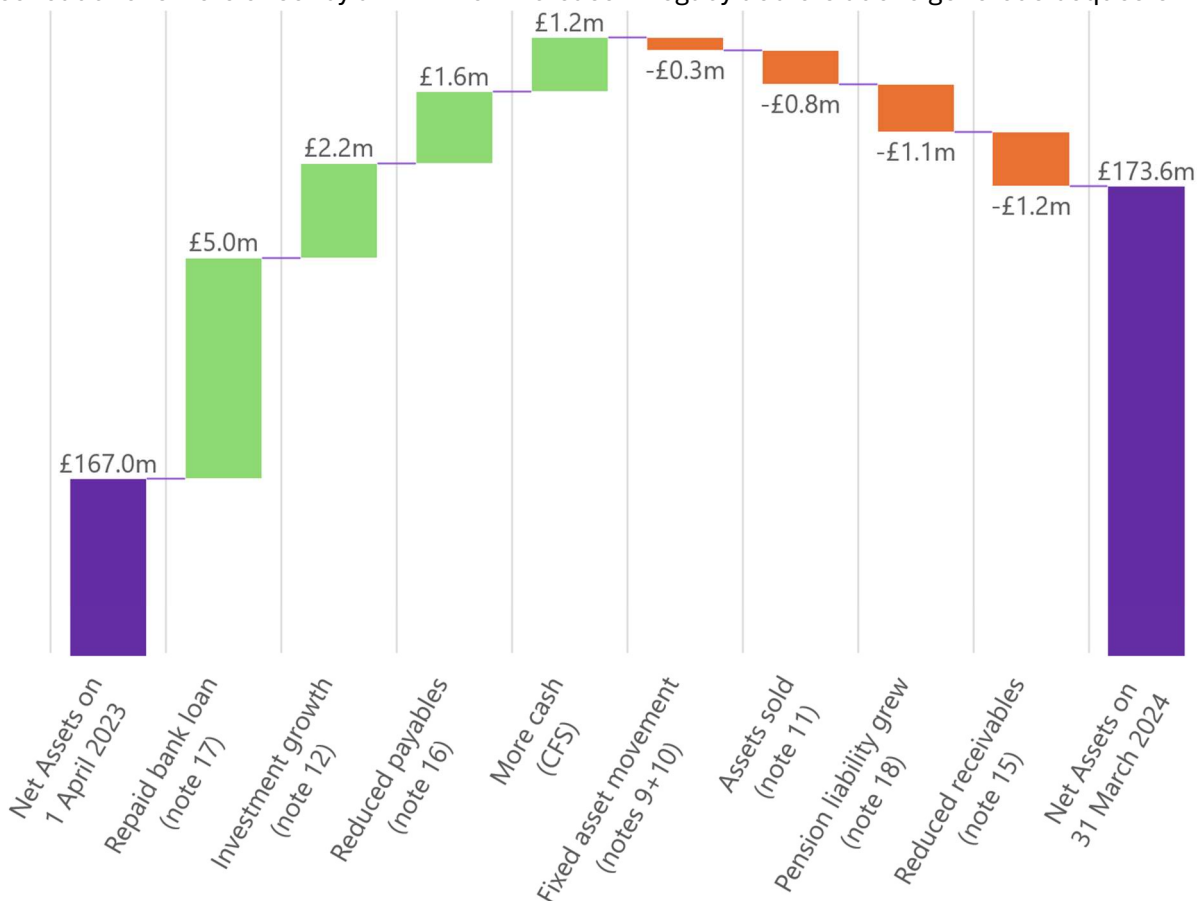


Figure 5 Balance sheet movements during 2023-24. Source: Financial Statements.

## Capital expenditure

During 2023–24, there were £4.1 million in fixed asset additions. Of this, £1.6 million related to planning, demolition, and the initial stage of construction for our care & community campus in Redbridge. Further details can be found on page 26. Another significant fixed asset addition of £1.3 million was related to historic accounting and tax matters from the Sandringham and Wohl Court developments, which also contributed to the decrease in receivables during 2023–24.

## Our reserves

In line with Charity Commission requirements, our reserves are categorised into different types based on their purpose, restrictions, and the manner in which they can be utilised. This structured approach allows charities to plan effectively for the future while retaining the ability to address immediate and unforeseen needs. Understanding these categories helps in ensuring transparent and effective financial planning. We have the following types of reserve:

### 1. Restricted Reserves

These funds are subject to specific conditions imposed by donors. They must be used only for projects or purposes as stipulated by the funder. Restricted reserves provide transparency in ensuring that funds are utilised in accordance with donors' intentions.

[For more details on our restricted reserves, see page 70](#)

### 2. Endowment Reserves

Our expendable endowment funds are considered restricted because they must be used in accordance with the donor's wishes, even though the capital may be spent under certain circumstances. We have the discretion to use the capital, but this decision comes with the expectation that the endowment will be managed prudently to provide ongoing support for the charity's activities.

[For more details on our endowment reserves, see page 72](#)

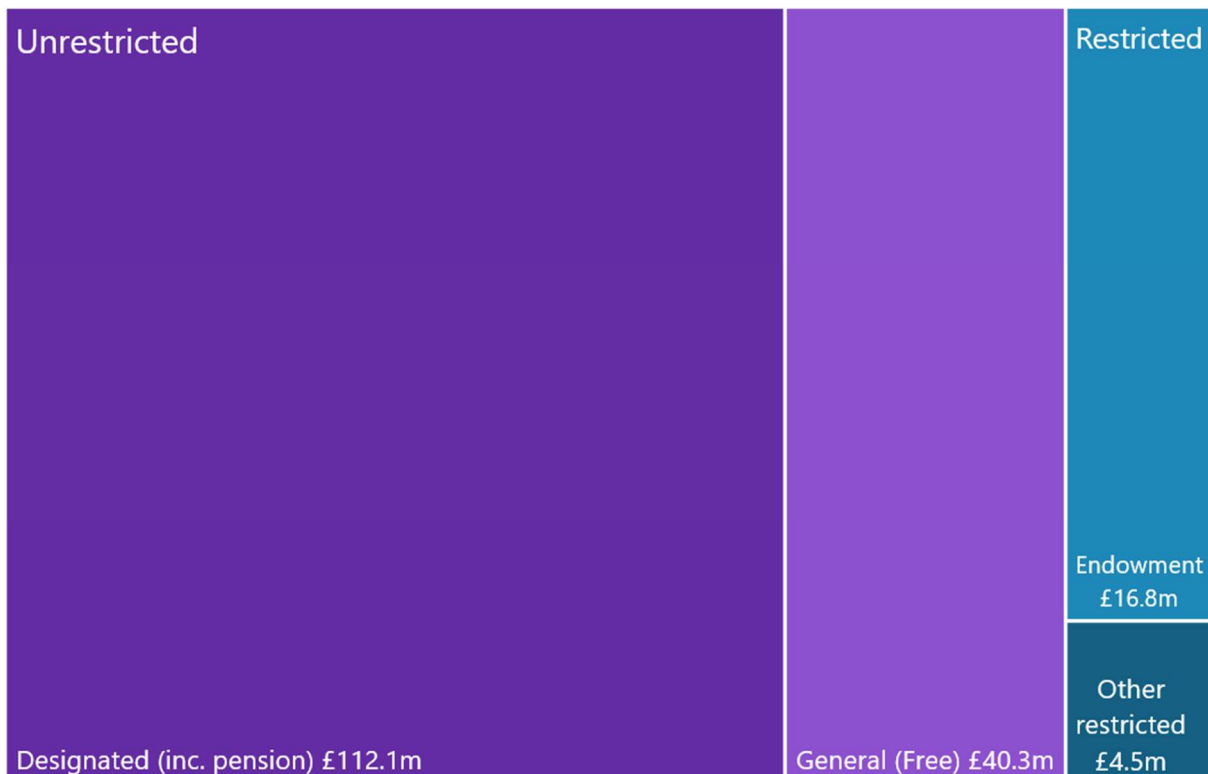


Figure 6 23% of our reserves at the end of March 2024 were freely available to use for charitable purposes.

### 3. Unrestricted Reserves

- **General Reserves:** These are funds that we can use at our discretion to support general operations and any unforeseen needs. They are not tied to any specific project or purpose and provide flexibility to respond to immediate financial demands.
- **Designated Reserves:** Although these are still part of the unrestricted reserves, we have earmarked certain balances for specific future projects or purposes. This designation can be changed if circumstances require. We have designated the followings balances:
  - Fixed assets and intangible assets that are not in the restricted and endowment reserves. They are designated because they are strategic, long-term assets essential to our operations.
  - The bank loan repayable to Barclays Bank.
  - £5 million of investments that will match a £5 million donor pledge, that will create a £10 million fund for the maintenance of our Sandringham campus over the coming decades.
- **Pension Reserve:** This reserve represents the defined benefit pension liability on the balances sheet that is calculated annually for accounting purposes under FRS102. The deficit was £8.2 million at 31 March 2024 (2023: £7.1 million).

### Our reserves policy

Jewish Care's reserves policy focuses on the level of its free (general) reserves, excluding restricted, designated and the pension 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 Committee deemed £25 million in free reserves appropriate to cover major risks in 2023–24 and 2024–25.

All values in £m	31 March 2024
Total reserves	173.6
Less: Restricted reserves	-21.2
Less: Designated reserves (including pension)	-112.1
<b>General reserves, aka Free reserves</b>	<b>40.3</b>
Target	25.0
Reserves available to use (above target)	15.3

Figure 7 As described below, our plans exceed the £15.3m of reserves available to use

We are fortunate to have material free reserves in excess of our policy. Consequently, management and trustees are developing plans that will deliver the long-term financial sustainability of the organisation. These plans will cost around £20 million. As the plans develop during 2024–25 and 2025–26, we will consider designating free reserves to deliver on them.

Our plans include: **£12.2 million** of free reserves will be utilised over the next few years to repair, maintain and refurbish our physical and digital infrastructure. In July 2024, we agreed a plan to refurbish Stella & Harry Freedman House at an estimated cost of £4.8 million. In addition, our comprehensive estates review is currently scoping our repair, maintenance and refurbishment programme for the next 3 to 5 years. We are also planning to enhance our digital platforms and associated processes. We intend to seek a buy-out the pension scheme deficit within a 5-year timescale at an estimated cost in the order of **£8 million**.

## Investment Objectives, Powers and Performance

Our investment powers are defined in our Memorandum of Association, which grants us 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”.

We have tasked our investment managers, Meridiem Investment Management and Quilter Cheviot, with the objective of achieving an absolute return of inflation plus 3 percentage points over the medium term (3 to 5 years) and their performance is shown in Figure 8. Each manager operates under a fully discretionary investment management mandate, adhering to a medium-risk profile with a focus on capital growth with income. Performance is overseen by the Finance, Audit and Investment Committee.

	Returns during years to 31 March 2024		
	1 year	3 years	5 years
<i>Objective:</i>			
<i>Inflation (UK CPI) + 3%</i>	6.2%	9.3% p.a.	6.9% p.a.
Meridiem	12.1%	7.3% p.a.	8.9% p.a.
Quilter Cheviot	8.0%	4.2% p.a.	7.1% p.a.

Figure 8 Investment manager performances

## 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 corporation tax where they have taxable profits. Jewish Care is unable to reclaim much of its input VAT, which is included as an expense in the appropriate expenditure headings.

## 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 a net margin surplus in 2024–25 but a cash deficit after capital expenditure (excluding construction of our care & community campus in Redbridge which is funded by capital fundraising). Brought-forward excess free reserves more than cover this deficit and longer-term financial plans project a breakeven position after capital expenditure. On this basis, the accounts have been prepared on a going concern basis.

In the 2024 Budget, the Government announced changes to employers’ National Insurance contributions, increasing the rate from 13.8% to 15% and lowering the threshold from £9,100 to £5,000, effective April 2025. Our calculations show this will cost Jewish Care about £1.1 million, which equate to nearly 3% of our staff costs on page 58. This will impact our financial planning for 2025-26, but it does not affect the Trustees’ going concern conclusion.

Jewish Care’s subsidiary, Jami, has not been prepared on a going concern basis for 2023–24 because it underwent a merger with Jewish Care in April 2024. The merger effectively means that Jami’s operations are now within Jewish Care, rendering the concept of a going concern for Jami itself no longer applicable. The name, Jami, will be retained as the brand for this important service, working alongside other brands in the Jewish Care portfolio like JC Connect and JC Explore.

### 3. 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:

- ✓ select suitable accounting policies and then apply them consistently;
- ✓ make judgements and estimates that are reasonable and prudent;
- ✓ observe the methods and principles of the Charities SORP;
- ✓ 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 organisation will continue on that basis.

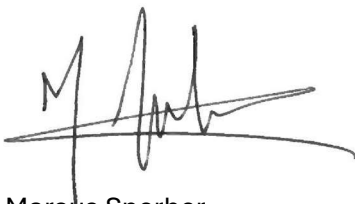
The Trustees are responsible for keeping proper group accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and group, and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible 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.

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.

In so far as we are aware:

- ✓ there is no relevant audit information of which the charitable company and group's auditor is unaware
- ✓ 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 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 18 November 2024 and signed on their behalf by:



Marcus Sperber  
Chair of Trustees

18 November 2024

## 4. INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF JEWISH CARE

### Opinion

We have audited the financial statements of Jewish Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024 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 2024 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 39, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

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

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

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

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 and 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 and revenue recognition as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing of revenue, 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.

*HCatchpool*

HANNAH CATCHPOOL (Senior Statutory Auditor)

For and on behalf of

RSM UK AUDIT LLP, Statutory Auditor

Chartered Accountants

25 Farringdon Street

London

EC4A 4AB

13th December 2024

## 5. FINANCIAL STATEMENTS 2023–24

### Consolidated Statement of Financial Activities (including the Income & Expenditure Accounts)

All values in £'000	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	2023–24 Total Funds	2022–23 Total Funds
Donations & legacies	4	19,113	1,692	-	<b>20,805</b>	18,072
Capital project donations	4	-	1,172	-	<b>1,172</b>	2,150
Charitable activities	5	42,119	-	-	<b>42,119</b>	39,037
Investment income	6	1,595	-	-	<b>1,595</b>	1,266
Other trading activities		354	-	-	<b>354</b>	170
Other income		159	-	-	<b>159</b>	4
Disposal of land & buildings	11	7,130	-	-	<b>7,130</b>	-
<b>Total income</b>		<b>70,470</b>	<b>2,864</b>	<b>-</b>	<b>73,334</b>	60,699
Fundraising costs	7	4,223	-	-	<b>4,223</b>	3,760
Charitable activities	7	61,358	1,748	165	<b>63,271</b>	61,730
Investment fees	7	218	-	-	<b>218</b>	219
Disposal costs	7, 11	125	-	-	<b>125</b>	29
<b>Total expenditure</b>		<b>65,924</b>	<b>1,748</b>	<b>165</b>	<b>67,837</b>	65,738
Net gain/(loss) on investments	12	2,358	-	275	<b>2,633</b>	(1,240)
<b>Net income/(expenditure)</b>		<b>6,904</b>	<b>1,116</b>	<b>110</b>	<b>8,130</b>	(6,279)
Remeasurement of defined benefit pension scheme	18	(1,480)	-	-	<b>(1,480)</b>	(185)
Transfer between funds	20-21	293	(293)	-	-	-
<b>Net movement in funds</b>		<b>5,717</b>	<b>823</b>	<b>110</b>	<b>6,650</b>	(6,464)
Total funds at start of period		146,692	3,567	16,705	166,964	173,428
Total funds at end of period	20-22	152,409	4,390	16,815	<b>173,614</b>	166,964

The notes on pages 47 to 82 form an integral part of these accounts.

Full comparative figures for 2022–23 are shown in note 26.

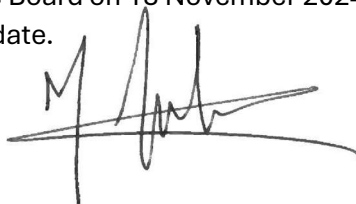
## Balance Sheets

All values in £'000	Notes	31 March 2024		31 March 2023	
		Charity	Group	Charity	Group
Tangible fixed assets	9	134,351	139,855	134,439	140,031
Intangible fixed assets	10	111	111	233	233
Investments	12	35,069	34,920	32,887	32,770
<b>Non-current assets</b>		<b>169,531</b>	<b>174,886</b>	<b>167,559</b>	<b>173,034</b>
Assets held for sale	11	-	-	770	770
Inventory	14	137	137	109	109
Receivables	15	9,998	9,549	10,364	10,783
Cash & cash equivalents	CFS	10,448	11,590	9,261	10,358
<b>Current assets</b>		<b>20,583</b>	<b>21,276</b>	<b>20,504</b>	<b>22,020</b>
Payables	16	(5,211)	(6,032)	(7,197)	(7,645)
Bank loan	17	(83)	(83)	(5,000)	(5,000)
<b>Current liabilities</b>		<b>(5,294)</b>	<b>(6,115)</b>	<b>(12,197)</b>	<b>(12,645)</b>
<b>Net current assets</b>		<b>15,289</b>	<b>15,161</b>	<b>8,307</b>	<b>9,375</b>
<b>Total assets less current liabilities</b>		<b>184,820</b>	<b>190,047</b>	<b>175,866</b>	<b>182,409</b>
Bank loan	17	(8,217)	(8,217)	(8,300)	(8,300)
Pension	18	(8,216)	(8,216)	(7,145)	(7,145)
<b>Non-current liabilities</b>		<b>(16,433)</b>	<b>(16,433)</b>	<b>(15,445)</b>	<b>(15,445)</b>
<b>Net assets</b>		<b>168,387</b>	<b>173,614</b>	<b>160,421</b>	<b>166,964</b>
Restricted funds		4,287	4,462	3,535	3,567
Restricted endowment funds		16,815	16,815	16,705	16,705
<b>Total Restricted</b>		<b>21,102</b>	<b>21,277</b>	<b>20,240</b>	<b>20,272</b>
Pension reserves		(8,216)	(8,216)	(7,145)	(7,145)
Unrestricted designated funds		114,733	120,267	106,616	112,209
Unrestricted general funds		40,768	40,286	40,710	41,628
<b>Total unrestricted</b>		<b>147,285</b>	<b>152,337</b>	<b>140,181</b>	<b>146,692</b>
<b>Total charity funds</b>	19-22	<b>168,387</b>	<b>173,614</b>	<b>160,421</b>	<b>166,964</b>

The notes on pages 47 to 82 form an integral part of these accounts.

Net income for the Charity only during 2023–24 was £7,047,000 and the net movement in funds was £7,966,000 (2022–23: £3,388,000 (net expenditure) and £4,813,000 respectively).

Approved and authorised for issue by the Board on 18 November 2024 and signed on its behalf by Marcus Sperber, Chair of Trustees, on the same date.



## Consolidated Cash Flow Statement

All values in £'000 <i>In flows / (out flows)</i>	Notes	2023–24 Group	2022–23 Group
<i>Cash flows from operating activities</i>			
Net income/(expenditure)	SOFA	8,130	(6,279)
Net (gain)/loss on investments		(2,633)	1,240
Depreciation & amortisation	3	3,991	3,635
Disposals		397	-
Profit on disposal of land & property	11	(7,005)	-
Pension contribution adjustment		(409)	(1,081)
Decrease in inventory	14	(28)	-
Decrease in receivables		1,196	3,544
Decrease in payables		(1,624)	(1,341)
Net dividends, interest & returns from investments		(1,377)	(1,047)
Interest on bank loans		802	585
<b>Net cash inflow / (outflow) from operating activities</b>		<b>1,440</b>	<b>(744)</b>
<i>Cash flows from investing activities</i>			
Fixed asset additions (tangible + intangible)		(4,090)	(2,589)
Investment additions		(6,055)	(5,759)
Proceeds from sale of investments	12	6,587	5,963
Proceeds from sale of properties (net)	11	7,775	-
Net dividends, interest & returns from investments		1,377	1,047
<b>Net cash inflow / (outflow) from investing activities</b>		<b>5,594</b>	<b>(1,338)</b>
<i>Cash flows from financing activities</i>			
Repayment of bank loans	17	(5,000)	(5,000)
Interest on bank loans		(802)	(585)
<b>Net cash outflow from financing activities</b>		<b>(5,802)</b>	<b>(5,585)</b>
<b>Net cash inflow / (outflow) for the year</b>		<b>1,232</b>	<b>(7,667)</b>
Cash & cash equivalents on 1 April		10,358	18,025
<b>Cash &amp; cash equivalents on 31 March</b>		<b>11,590</b>	<b>10,358</b>
of which:			
<i>Cash on deposit (less than 3 months)</i>		8,227	-
<i>Cash at bank</i>		1,760	8,660
<i>Cash in hand</i>		57	54
<i>Cash held on behalf of residents &amp; service users</i>		1,546	1,644

## Analysis of net debt

	At 1 April 2023	Cashflow	Transfer	At 31 March 2024
Cash & cash equivalents	10,358	1,232	-	11,590
Loan due within one year	(5,000)	5,000	(83)	(83)
Loan due after one year	(8,300)	-	83	(8,217)
<b>Net position</b>	<b>(2,942)</b>	<b>6,232</b>	<b>-</b>	<b>3,290</b>

The notes on pages 47 to 82 form an integral part of these accounts.

## Notes to the accounts

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.

The notes are structured as follows:

1-2	Company information and accounting policies
3-18	Notes supporting income, expenditure, assets and liabilities
19-22	Notes supporting fund accounting
23-25	Notes supporting group reporting
26-29	Notes supporting other disclosures

### 1. Status of the Charitable Company & Structure of the Group

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 group structure is as follows. The Jewish Care Pension Trustees Limited is not consolidated because it's financially dormant. More information about the group structure plus its activities can be found in the Trustees' Annual and Strategic Report on pages 4 to 38.

### 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, 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, rounded to the nearest thousand pounds, which is the functional currency of the Group and Charity.

#### 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 its financial plan to 2028 including projected free reserves and on reviewing significant organisational risks and deciding a free reserves policy. The Charity is projected to make a small surplus during 2024–25, but it'll make a deficit after capital expenditure. Brought forward excess free reserves and property disposals 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 three financially active subsidiaries and twenty linked charities during the period as listed in note 23 with further analysis of the material components in note 24. Subsidiaries are consolidated into the group accounts on a line by line basis, and linked charities are accounted for as branches in the accounts of the Charity.



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.

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.

## Income & 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 & 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 2,700 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 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, retirement living, social work, 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. Refer to note 7 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 7A.

The central costs which include governance costs are shown in note 7A and support the whole of the charitable activities. Central costs are allocated to the charitable activity headings based on headcount across the charitable activities. 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 & depreciation

Tangible fixed assets are stated at cost less depreciation and any impairment losses. All single items of equipment with a useful life of more than one year and a value of more than £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 useful lives, which are estimated to be:

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

## Intangible assets & 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.

## 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 paid on the SOFA.

### *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.

## 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 18 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 21).

### *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 22).

### *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. Further information can be found in the analysis of net assets (note 19).

### *Pension fund*

Pension fund represents the net value of the defined benefit pension scheme's assets and liabilities (note 18).

### *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 for the general running of the Charity's and group's operations, to repay borrowings and to fund working capital and capital investment (note 20).

## Significant areas of estimation & 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:

- **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 end of March 2024 a review of the legacy pipeline resulted in a legacy debtor (accrued income) of £6.5m (March 2023: £2.9m) where the conditions of entitlement, probability and measurement were met with prudent judgements of value used on more complicated estates. Legacy income represented cash received during 2023–24 less the increase in the legacy debtor.
- **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 18, 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 2023 has been used by the actuary in valuing the pensions liability at 31 March 2024. 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.

### 3. Net income

Net income is stated after (crediting)/charging:

	2023–24	2022–23
Depreciation & amortisation	3,991	3,635
Net interest on defined pension liability	332	208
Operating leases – buildings	303	227
Operating leases – plant & machinery	134	123
Operating leases – rental	(17)	-
Internal audit fees (exc. VAT)	27	33
External audit fees (exc. VAT)		
- 2023–24 audit fees including £75k in respect of the Charity	114	-
- 2022–23 audit fees including £83k in respect of the Charity	19	108
- 2021–22 audit fees uplift, which all relates to the Charity	-	49
- Non audit services including £26k in respect of the Charity	54	3

Jewish Care's external auditor, RSM UK Audit LLP, also provided tax services to the Charity and Community Trading Limited during 2023–24 relating to the VAT arrangements on construction projects.

### 4. Donations & legacies

All values in £'000			2023–24	2022–23
	Unrestricted	Restricted	Total	Total
Donations	10,923	1,692	<b>12,615</b>	13,476
Legacies	8,190	-	<b>8,190</b>	4,596
Donations & legacies	19,113	1,692	<b>20,805</b>	18,072
Capital project donations	-	1,172	<b>1,172</b>	2,150
	19,113	2,864	<b>21,977</b>	20,222

## 5. Charitable activity income

Group All values in £'000	2023–24	2022–23
Care homes	35,510	32,712
Retirement living	5,671	4,988
Day centres	635	953
Mental health	207	166
Social work	-	66
Other	96	152
	42,119	39,037

All charitable activity income is unrestricted in 2023–24, whilst £57,000 was restricted in 2022–23.

Most of the income received for care homes is derived from self-funder fees and local & health authorities. Changes from year to year reflect annual fee increases for self-funder and local authority places, and the ratio of self-funded and local authority-funded residents. Income from self-funder fees increased by 2%, rising from £18.4m in 2022–23 to £18.8m in 2023–24, which was driven by a price rise offset by decreasing numbers of self-funding residents. Additionally, income from local & health authorities saw a significant increase of 15%, growing from £13.0m to £15.0m. This increase was due to a combination of increasing numbers of local authority-funded residents and inflation-driven price increases.

Retirement living increased due to £0.4m more rental income and £0.2m more support charges.

Day centres received 33% more income reflecting the return to activities in person following the pandemic.

## 6. Investment income

Group All values in £'000	2023–24	2022–23
Rental income from investment properties	742	665
Dividends & interest	652	581
Short term deposits & sundry income	201	20
	1,595	1,266

In response to increased interest rates, Jewish Care strategically invested its cash reserves in fixed-term and overnight deposits. This approach led to a notable increase in income from short-term deposits.

## 7. Expenditure

Group						2023–24
All values in £'000	Personnel	Fundraising	Property	Client	Central	Total
Care homes	25,741	-	10,016	3,511	4,802	<b>44,070</b>
Day centres	3,589	-	1,672	1,850	603	<b>7,714</b>
Retirement living	2,531	-	2,165	457	428	<b>5,581</b>
Mental health	2,174	203	379	146	-	<b>2,902</b>
Social work	1,811	2	115	27	349	<b>2,304</b>
Community services	883	-	(264)	16	65	<b>700</b>
<b>Charitable activities total</b>	<b>36,729</b>	<b>205</b>	<b>14,083</b>	<b>6,007</b>	<b>6,247</b>	<b>63,271</b>
Fundraising	1,875	1,395	345	365	243	<b>4,223</b>
Investment fees	-	-	-	-	218	<b>218</b>
Disposals	-	-	125	-	-	<b>125</b>
<b>Total expenditure</b>	<b>38,604</b>	<b>1,600</b>	<b>14,553</b>	<b>6,372</b>	<b>6,708</b>	<b>67,837</b>

Personnel	Salaried and agency staff <i>providing charitable services</i> , national insurance and pension contributions, staff benefits, professional development and training costs.
Fundraising	Cost of events, marketing and local fundraising committees.
Property	Cost of maintenance, insurance, security, depreciation, utilities, cleaning, waste & recycling.
Client	Cost of catering, medical supplies, therapists and GPs.
Central	See note 7A. This includes costs for staff in <i>non-charitable</i> administrative roles.

Group						2022–23
All values in £'000	Personnel	Fundraising	Property	Client	Central	Total
Care homes	26,375	-	8,779	3,662	4,555	43,371
Day centres	3,198	-	1,402	1,659	551	6,810
Retirement living	2,384	-	1,776	824	441	5,425
Mental health	1,897	313	380	167	-	2,757
Social work	1,785	-	77	23	362	2,247
Community services	871	-	38	12	62	983
Project costs	76	57	1	3	-	137
<b>Charitable activities 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>
Fundraising	1,792	1,180	210	333	245	3,760
Investment fees	-	-	-	-	219	219
Disposals	-	-	29	-	-	29
<b>Total expenditure</b>	<b>38,378</b>	<b>1,550</b>	<b>12,692</b>	<b>6,683</b>	<b>6,435</b>	<b>65,738</b>

Overall, costs have risen in accordance with inflation, but some year-on-year changes are more pronounced:

- **Personnel costs for Care homes:** These decreased in 2023–24 due to improved rostering and absence management, and the closure of Hyman Fine House in December 2022.
- **Personnel costs for Mental health:** Most of the increase in 2023–24 is due to redundancies and settlements in the period leading up to the merger of Jami and Jewish Care in April 2024.
- **Day centre costs:** There was an increase in 2023–24 as more services return to pre-pandemic levels.
- **Property costs for Care homes and Retirement living:** These rose significantly in 2023–24 due to sharp increases in utilities, security, repairs and maintenance.
- **Community services costs:** These decreased in 2023–24 due to the reversal of a bad debt provision.



## 7A. Central service costs

Group						2023–24
All values in £'000	Facilities	HR	Finance	IT	Governance	Total
Care homes	998	1,217	1,258	883	446	<b>4,802</b>
Day centres	125	153	158	111	56	<b>603</b>
Retirement living	89	108	112	79	40	<b>428</b>
Social work	74	88	91	64	32	<b>349</b>
Community services	13	17	17	12	6	<b>65</b>
Charitable activities total	1,299	1,583	1,636	1,149	580	<b>6,247</b>
Fundraising	51	62	63	45	22	<b>243</b>
Investment fees	-	-	218	-	-	<b>218</b>
Total expenditure	1,350	1,645	1,917	1,194	602	<b>6,708</b>

Facilities	Central property department supporting all maintenance and capital projects across the whole estate, all facilities maintenance and supporting capital projects.
HR	Central human resources including recruitment, payroll, employee relations and learning & development.
Finance	Central finance department for billing & debt collection, paying suppliers, cash management, planning & budgeting, financial and management reporting and analysis.
IT	Central IT team supporting day to day requirements.
Governance	Company secretary and legal services, and CEO's office.

Group						2022–23
All values in £'000	Facilities	HR	Finance	IT	Governance	Total
Care homes	1,382	1,110	895	792	376	4,555
Day centres	167	134	108	96	46	551
Retirement living	134	108	86	77	36	441
Social work	110	88	71	63	30	362
Community services	19	15	13	10	5	62
Charitable activities total	1,812	1,455	1,173	1,038	493	5,971
Fundraising	75	59	48	43	20	245
Investment fees	-	-	219	-	-	219
Total expenditure	1,887	1,514	1,440	1,081	513	6,435

## 8. Staff costs

All values in £'000	2023–24		2022–23	
	Charity	Group	Charity	Group
Wages & salaries	31,830	34,625	30,663	33,302
National insurance	2,893	3,156	2,934	3,166
Pension costs – defined contribution	1,108	1,194	1,052	1,125
Pension costs – defined benefit	585	585	598	598
Agency staff	2,924	2,932	3,532	3,541
Redundancies & terminations	124	353	577	577
	39,464	42,845	39,356	42,309

Wages and salaries, along with defined contribution pension costs, increased in line with the annual salary uplift. National Insurance expenses decreased slightly as the rates were reduced from 15.05% to 13.8% in November 2022.

Agency staff costs decreased due to improved rostering and annual leave arrangements.

Redundancies were higher for the Charity in 2022–23 due to the closure of our care home in Brighton. In 2023–24, redundancies arose in Jami ahead of the merger with Jewish Care in April 2024.

Employees received £113,000 of benefits in kind, which are not included above (2022–23: £114k). Volunteers do not receive any remuneration for their time; however, they may claim expenses.

### Staff numbers

	2023–24		2022–23	
	Charity	Group	Charity	Group
Average headcount	1,136	1,227	1,127	1,221

### Staff by pay band

This table shows the number of employees in the Charity that earned more than £60,000 per annum on a full-time basis, including benefits in kind but excluding national insurance and pension costs.

	2023–24		2022–23	
	Charity	Group	Charity	Group
£60,001–£70,000	12	13	9	9
£70,001–£80,000	8	9	3	4
£80,001–£90,000	6	6	4	4
£90,001–£100,000	2	3	3	3
£100,001–£110,000	6	6	5	5
£110,001–£120,000	1	1	1	1
£120,001–£130,000	2	2	-	-
£130,001–£140,000	-	-	-	1
£160,001–£170,000	-	1	-	-
£200,001–£210,000 CEO	-	-	1	1
£210,001–£220,000 CEO	1	1	-	-
	38	42	26	28

### Leadership remuneration

Key management personnel comprise the executive leadership team and Trustees at Jewish Care & Jami.

All values in £'000	2023–24		2022–23	
	Charity	Group	Charity	Group
Executive leadership	1,324	2,023	1,339	1,678
Trustees	-	-	-	-

## 9. Tangible fixed assets

All tangible assets are used for charitable purposes primarily.

Barclays Bank PLC holds a legal charge on the charity's freehold properties at Sandringham and Wohl Court as security for the bank loans shown in note 17.

The Jewish Care Pension Trustees Ltd hold a legal charge over the Maurice & Vivienne Wohl Campus, 221 Golders Green Road, NW11 9DQ.

Land & property assets are freeholds except for a £215,000 long leasehold owned by the Charity.

<b>Group</b>					<b>2023–24</b>
All values in £'000	Land & property	Equipment	Vehicles	Assets under construction	<b>Total</b>
<b>Cost</b>					
At 1 April 2023	164,043	8,940	60	4,078	<b>177,121</b>
Additions	1,638	881	-	1,571	<b>4,090</b>
Disposals	(519)	(2,929)	(13)	-	<b>(3,461)</b>
Transfers	1,597	1,876	-	(3,473)	<b>-</b>
At 31 March 2024	166,759	8,768	47	2,176	<b>177,750</b>
<b>Accumulated depreciation</b>					
At 1 April 2023	30,938	6,127	25	-	<b>37,090</b>
Depreciation charge	3,358	502	9	-	<b>3,869</b>
Disposals	(2,175)	(876)	(13)	-	<b>(3,064)</b>
At 31 March 2024	32,121	5,753	21	-	<b>37,895</b>
<b>Net Book Values</b>					
At 31 March 2023	133,105	2,813	35	4,078	<b>140,031</b>
At 31 March 2024	134,638	3,015	26	2,176	<b>139,855</b>

<b>Charity</b>					<b>2023–24</b>
All values in £'000	Land & property	Equipment	Vehicles	Assets under construction	<b>Total</b>
<b>Cost</b>					
At 1 April 2023	157,025	8,454	27	5,445	<b>170,951</b>
Additions	1,608	878	-	1,602	<b>4,088</b>
Disposals	(375)	(2,509)	-	-	<b>(2,884)</b>
Transfers	2,965	1,876	-	(4,841)	<b>-</b>
At 31 March 2024	161,223	8,699	27	2,206	<b>172,155</b>
<b>Accumulated depreciation</b>					
At 1 April 2023	30,799	5,711	2	-	<b>36,512</b>
Depreciation charge	3,288	485	4	-	<b>3,777</b>
Disposals	(2,020)	(465)	-	-	<b>(2,485)</b>
At 31 March 2024	32,067	5,731	6	-	<b>37,804</b>
<b>Net Book Values</b>					
At 31 March 2023	126,226	2,743	25	5,445	<b>134,439</b>
At 31 March 2024	129,156	2,968	21	2,206	<b>134,351</b>

## 10. Intangible assets

The intangible assets originated from the design and testing of software products unique to Jewish Care. Consequently, these assets are primarily used for charitable purposes. Amortisation is charged to Charitable Activities in the Statement of Financial Activities.

Group & Charity	2023–24
All values in £'000	
<b>Cost</b>	
At 1 April 2023	2,490
Additions	-
At 31 March 2024	2,490
<b>Accumulated amortisation</b>	
At 1 April 2023	2,257
Amortisation charge	122
At 31 March 2024	2,379
<b>Net Book Values</b>	
At 31 March 2023	233
At 31 March 2024	111

## 11. Assets held for sale

The properties held for sale are reported at cost, being the lower of cost and net realisable value.

None of the properties were pledged to secure banking facilities.

Group & Charity, all values in £'000		31 March 2024	31 March 2023
Alvaston & Boulton Cricket Ground, Derby	Sold in April 2023 for £2.0m	-	129
Former Holocaust Survivor Centre, Hendon	Sold in July 2023 for £1.1m	-	398
Property in Stepney Green	Sold in February 2024 for £4.8m	-	243
		-	770

Group & Charity, all values in £'000	2023–24
Consideration	7,900
Value of assets	(770)
Disposal of land & buildings	7,130
Legal costs	(125)
Profit on disposals	7,005

## 12. Investments

Group			2023–24	2022–23
All values in £'000	Investment properties	Financial investments	Total	Total
Market value at 1 April	1,560	31,210	<b>32,770</b>	34,343
Additions at cost	-	5,662	<b>5,662</b>	5,913
Disposal proceeds	-	(6,587)	<b>(6,587)</b>	(5,963)
Cash movements	-	442	<b>442</b>	(154)
Realised loss	-	(61)	<b>(61)</b>	(90)
Unrealised gain/(loss)	59	2,635	<b>2,694</b>	(1,150)
Transfers to properties held for sale	-	-	-	(129)
Market value at 31 March	1,619	33,301	<b>34,920</b>	32,770

Charity			2023–24	2022–23
All values in £'000	Investment properties	Financial investments	Total	Total
Market value at 1 April	1,420	31,467	<b>32,887</b>	34,600
Additions at cost	-	5,682	<b>5,682</b>	5,773
Disposal proceeds	-	(6,575)	<b>(6,575)</b>	(5,963)
Cash movements	-	442	<b>442</b>	(154)
Realised loss	-	(61)	<b>(61)</b>	(90)
Unrealised gain/(loss)	59	2,635	<b>2,694</b>	(1,150)
Transfers to properties held for sale	-	-	-	(129)
Market value at 31 March	1,479	33,590	<b>35,069</b>	32,887

### Investment properties

Jewish Care was given a property portfolio worth £1,334,000 in 2018, per valuation by Strettons. A desktop review by Herschell Consulting Ltd valued the portfolio at **£1,424,250** as at 31 March 2024 (2023: £1,365,300).

Jewish Care owns a one-third interest in a residential care home for adults with learning difficulties, which was valued at **£55,000** by Knight Frank in 2016. A desktop review by Herschell Consulting Ltd indicated no change to this valuation as at 31 March 2024.

Jewish Association for Mental Illness was given a property with a probate value of **£140,000** during 2022–23. A desktop review by Winkworths indicated no change to this valuation as at 31 March 2024.

### Analysis of investments on 31 March 2024

All values in £'000	Charity		Group	
	Market value	Cost	Market value	Cost
Equities & convertibles	24,962	15,322	24,683	15,063
Sterling & foreign currency bonds	7,067	7,162	7,067	7,162
Deposits	1,561	1,554	1,551	1,544
Financial investments	33,590	24,038	33,301	23,769
Investment properties	1,479	1,174	1,619	1,314
	<b>35,069</b>	25,212	<b>34,920</b>	25,083

## 13. Financial instruments

All values in £'000	31 March 2024		31 March 2023	
	Charity	Group	Charity	Group
Financial assets measured at fair value (listed investments: equities & convertibles and bonds)	32,029	31,750	30,392	30,133

## 14. Inventory

Group & Charity, all values in £'000	31 March 2024	31 March 2023
Food & cleaning	115	109
Personal protective equipment (PPE)	22	-
	137	109

In the past PPE was disclosed in the receivables note (March 2023: £47,000).

## 15. Receivables

All values in £'000	31 March 2024		31 March 2023	
	Charity	Group	Charity	Group
Trade receivables	2,159	2,182	3,408	3,570
Amounts owed by subsidiaries	706	-	2,205	-
Other receivables	81	89	73	215
Staff Benevolent Association	27	27	450	450
HMRC (VAT & Gift Aid)	84	63	144	1,229
Accrued income	6,550	6,722	3,556	4,694
Prepayments	391	466	528	625
	9,998	9,549	10,364	10,783

Trade receivables reduced significantly during 2023–24 as we placed increased emphasis on the collection of debts from local authorities and integrated care boards who pay for the services received by some of our service users.

Details on Jewish Care's relationship the Jewish Care Staff Benevolent Association can be found on page 80.

The amount recoverable from HMRC relates to VAT and Gift Aid. Community Trading Limited resolved several historic accounting and tax matters during 2023–24 resulting in significant sums being recovered from HMRC or capitalised.

Almost all the accrued income balance originates from legacies, which are donations or bequests made to the charity through a will or estate plan. The balance increased significantly in early 2024 when Jewish Care was informed of a small number of particularly generous bequests.

## 16. Payables

All values in £'000	31 March 2024		31 March 2023	
	Charity	Group	Charity	Group
Trade payables	1,665	2,291	2,237	2,516
Other payables	15	16	379	389
Defined benefit pension	292	302	328	340
HMRC (PAYE & National Insurance)	722	850	668	740
Accruals	882	931	1,702	1,770
Deferred income	89	96	238	245
Funds held on behalf of residents	1,546	1,546	1,645	1,645
	5,211	6,032	7,197	7,645

Suppliers provided invoices promptly in March 2024, which reduced the value of accruals by £840,000 compared with March 2023. In addition, Jewish Care improved its prompt payment performance with suppliers, which reduced the balance of trade payables by £224,000.

The decrease in other payables is due primarily to the resolution of issues relating to the merger with Sunridge Housing Association in 2021.

During the pandemic, the Jewish Care Pension Trustees allowed Jewish Care to reduce the contributions to the defined benefit scheme. Following the pandemic, contributions to the scheme are increasing.

Funds held on behalf of residents includes deposits, personal allowances and NHS contributions.

### Deferred income

All values in £'000	Charity	Group
Deferred income at 1 April 2023	238	245
Earned income (released to SOFA)	(715)	(715)
Unearned income received	566	566
Deferred income at 31 March 2024	89	96

## 17. Bank borrowings

Group & Charity, all values in £'000	31 March 2024	31 March 2023
Amounts repayable by instalments falling due:		
More than 5 years	-	7,229
In the second to fifth years, inclusive	8,217	1,071
Non current (more than 1 year)	8,217	8,300
Current (less than 1 year)	83	5,000
Total	8,300	13,300

The remaining balance of £8.3m relates to the development of the Wohl Court Retirement Living facility in Hendon. The loan 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.

The loan incurred interest of SONIA +1.85 percentage points until the start of May 2024, when it increased to SONIA +2.10 percentage points. Barclays Bank PLC holds a legal charge on the Jewish Care freehold properties at Sandringham and Wohl Court as security for this loan.

## 18. Pensions

### Defined contribution scheme

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 £2.4m during 2023–24 (2022–23: £2.3m). The liability with the Group Personal Pension plan on 31 March 2024 is £302,000 (31 March 2023: £340,000, which were contributions unpaid at the year end and included in creditors).

### Defined benefit scheme

The second scheme is the Jewish Care Pension Scheme, a defined benefit scheme for the benefit of the employees. This scheme was closed to new entrants on 1 February 2006 and closed to future benefit accrual on 31 March 2011. The assets of the scheme are managed separately from the Charity by the Jewish Care Pension Scheme Trustees.

The latest full actuarial valuation of the scheme was conducted on 1 April 2022 by Barnett Waddingham. The next valuation is scheduled for 1 April 2025.

### Amounts recognised on the Balance Sheet

The Scheme had a deficit of £8,216,000 on 31 March 2024, which is £1,071,000 more than the deficit on 31 March 2023. The main reasons for the increased deficit are:

- **Investment Performance:** The assets did not increase as much as expected due to a rise in gilt yields.
- **Inflation:** Higher than expected inflation over the year contributed to an actuarial loss on the liabilities.

Group & Charity, all values in £'000	31 March 2024	31 March 2023
Fair value of assets	40,420	41,876
Present value of funded obligations	(48,636)	(49,021)
<b>Pension deficit</b>	<b>(8,216)</b>	<b>(7,145)</b>

### Reconciliation of pension deficit

Group & Charity, all values in £'000	2023–24	2022–23
Deficit at 1 April	(7,145)	(8,041)
Net interest	(332)	(208)
Employer contributions	1,058	1,618
Administration costs	(317)	(329)
Experience gain/(loss) on defined benefit obligation	(451)	(2,293)
Return on plan assets less interest	(1,405)	(15,258)
Changes to actuarial assumptions	376	17,366
<b>Deficit at 31 March</b>	<b>(8,216)</b>	<b>(7,145)</b>

### Analysis of scheme assets

Group & charity, all values in £'000	31 March 2024	31 March 2023
Liability driven investments	12,669	15,910
Equities	12,197	11,171
Credit funds	9,849	13,819
Liquidity	4,775	-
Cash	753	787
Insured assets	177	189
	<b>40,420</b>	<b>41,876</b>



*Reconciliation of assets*

Group & Charity, all values in £'000	2023–24	2022–23
Fair value of assets at 1 April	41,876	56,873
Interest on assets	2,002	1,574
Employer contributions	1,058	1,618
Benefits paid	(2,794)	(2,602)
Administration costs	(317)	(329)
Return on plan assets less interest	(1,405)	(15,258)
Fair value of assets at 31 March	40,420	41,876

*Reconciliation of defined benefit obligation*

Group & Charity, all values in £'000	2023–24	2022–23
Obligation at the beginning of the year	49,021	64,914
Interest cost	2,334	1,782
Benefits paid	(2,794)	(2,602)
Experience (gain)/loss on defined benefit obligation	451	2,293
Changes to demographic assumptions loss	(138)	82
Changes to financial assumptions (gain)/loss	(238)	(17,448)
Obligation at the end of the year	48,636	49,021

*Remeasurements*

Group & Charity, all values in £'000	2023–24	2022–23
Loss on scheme assets in excess of interest	1,405	15,258
Experience loss on liabilities	451	2,293
(Gain)/Loss from changes to demographic assumptions	(138)	82
(Gain) from changes to financial assumptions	(238)	(17,448)
Total re-measurements loss	1,480	185

*Amounts recognised on the SOFA*

Group & Charity, all values in £'000	2023–24	2022–23
Administration costs	317	329
Interest on liabilities	2,334	1,782
Interest on assets	(2,002)	(1,574)
	649	537

*Deficit reduction plan*

To address the deficit in the defined benefit pension scheme, Jewish Care and the Jewish Community Housing Association (a non-related entity) have an agreement with the Jewish Care Pension Trustees. This agreement covers actuarial assumptions, a recovery plan with specific contribution arrangements, and a collateral security arrangement, including a fixed security on the Maurice & Vivienne Wohl Campus.

In agreement with the Pension Trustees, Jewish Care's contributions to the scheme will be:

- ✓ £986,000 per annum between 1 April 2024 and 31 March 2025
- ✓ £1,667,000 per annum between 1 April 2025 and 31 March 2031

During 2023–24, the employers contributed £1,058,000 to the scheme (2022–23: £1,618,000). The charge to the accounts was £649,000 (2022–23: £537,000). The contribution rate made by the Charity as a percentage of pensionable salary was 4% (2022–23: 4%).

*Principal actuarial assumptions*

	31 March 2024	31 March 2023
Discount rate	4.95% p.a.	4.90% p.a.
Retail price index (RPI) inflation	3.45% p.a.	3.50% p.a.
Consumer price index (CPI) inflation	3.00% p.a.	3.05% p.a.
Pension increases		
RPI max 5%	3.35% p.a.	3.35% p.a.
RPI max 2.5%	2.20% p.a.	2.20% p.a.
CPI max 3%	2.35% p.a.	2.35% p.a.
Pre and Post retirement mortality assumption (see table below for more detail)	S3NA tables with CMI 2022 projections using a long-term improvement rate of 1.25% p.a., initial addition of 0.25% p.a. and 2020/2021/2022 weight parameters of 0%/0%/25%	S3NA tables with CMI 2021 projections using a long-term improvement rate of 1.25% p.a., initial addition of 0.25% p.a. and 2020/2021 weight parameters of 15%/15%
Tax free cash	Members are assumed to commute 20% of their pension as tax free cash	Members are assumed to commute 20% of their pension as tax free cash

*Mortality assumptions*

Life expectancy at age 65 for:	31 March 2024	31 March 2023
Male currently aged 45	23.3	23.2
Male currently aged 65	22.0	22.0
Female currently aged 45	25.9	26.0
Female currently aged 65	24.6	24.6

*Sensitivity to changes in assumptions*

All values in £'000	Approximate effect on liability
Discount rate -0.5%	2,805
Inflation +0.5%	1,524
Remove allowance for commutation at retirement	230
Increase long-term mortality rate to 1.5% p.a.	267

## 19. Analysis of Net Assets between Funds

Group						31 March 2024
All values in £'000	Endowment	Restricted	Designated	General	Pension	Total
Fixed assets	13,623	2,776	123,567	-	-	139,966
Investments	3,066	-	5,000	26,854	-	34,920
Cash & cash equivalents	126	3,232	-	8,232	-	11,590
Inventory	-	-	-	137	-	137
Receivables	-	-	-	9,549	-	9,549
Payables	-	(1,546)	(83)	(4,486)	-	(6,115)
Bank loan	-	-	(8,217)	-	-	(8,217)
Pension	-	-	-	-	(8,216)	(8,216)
<b>Net Assets</b>	<b>16,815</b>	<b>4,462</b>	<b>120,267</b>	<b>40,286</b>	<b>(8,216)</b>	<b>173,614</b>

Restricted fixed assets include assets under construction for our care & community campus in Redbridge (£2.2m). These will be transferred to designated reserves when the campus become operational in 2026.

The designated funds consist of unrestricted fixed assets, £8.3m of borrowings and £5m of investments. The Board has earmarked £5m of investments to match a £5m pledge from a major donor that will create an endowment fund to support certain capital expenditure over many decades.

The next table shows what each value in the table above represents.  
(JET = Joel Emanuel Trust, MJT = Maitland Joseph Trust)

All values in £m	Endowment Note 22	Restricted Note 21	Designated	General	Pension
Fixed assets	JET & MJT contributions towards Wohl Court & Sandringham respectively (9.0 + 4.6)	Redbridge campus + Hyman Fine House (2.2 + 0.6)	All other fixed & intangible assets (123.5)	-	-
Investments	JET + MJT + Other (2.0 + 0.5 + 0.6)	-	Investments for Sandringham match funding (5.0)	All other investments (26.9)	-
Cash	Specific Trusts bank account (0.1)	Cash held on behalf of residents + Redbridge + Sunridge + Jami (1.5 + 1.3 + 0.2 + 0.2)	-	All other cash (8.2)	-
Inventory & Receivables	-	-	-	All (0.1 + 9.5)	-
Current liabilities	-	Funds held on behalf of residents (1.5)	Bank loan (0.1)	All other current liabilities (4.4)	-
Non-current liabilities	-	-	Bank loan (8.2)	-	DB Pension (8.2)

Charity All values in £'000	Endowment	Restricted	Designated	General	Pension	31 March 2024 Total
Fixed assets	13,623	2,806	118,033	-	-	134,462
Investments	3,066	-	5,000	27,003	-	35,069
Cash & cash equivalents	126	3,027	-	7,295	-	10,448
Inventory	-	-	-	137	-	137
Receivables	-	-	-	9,998	-	9,998
Payables	-	(1,546)	(83)	(3,665)	-	(5,294)
Bank loan	-	-	(8,217)	-	-	(8,217)
Pension	-	-	-	-	(8,216)	(8,216)
<b>Net Assets</b>	<b>16,815</b>	<b>4,287</b>	<b>114,733</b>	<b>40,768</b>	<b>(8,216)</b>	<b>168,387</b>

Group All values in £'000	Endowment	Restricted	Designated	General	Pension	31 March 2023 Total
Fixed assets	13,787	968	125,509	-	-	140,264
Investments	2,791	-	-	29,979	-	32,770
Cash & cash equivalents	127	2,599	-	8,402	-	11,128
Inventory	-	-	-	109	-	109
Receivables	-	-	-	10,783	-	10,783
Payables	-	-	(5,000)	(7,645)	-	(12,645)
Bank loan	-	-	(8,300)	-	-	(8,300)
Pension	-	-	-	-	(7,145)	(7,145)
<b>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>

Charity All values in £'000	Endowment	Restricted	Designated	General	Pension	31 March 2023 Total
Fixed assets	13,788	968	119,916	-	-	134,672
Investments	2,791	-	-	30,096	-	32,887
Cash & cash equivalents	126	2,567	-	7,338	-	10,031
Inventory	-	-	-	109	-	109
Receivables	-	-	-	10,364	-	10,364
Payables	-	-	(5,000)	(7,197)	-	(12,197)
Bank loan	-	-	(8,300)	-	-	(8,300)
Pension	-	-	-	-	(7,145)	(7,145)
<b>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>

## 20. Summary of Funds

Group							
All values in £'000	Note	1 April 2023	Income	Expenditure	Gain/Loss	Transfers	31 March 2024
General funds		41,828	58,169	(61,802)	2,358	(267)	40,286
Designated funds		112,009	11,689	(3,991)	-	560	120,267
Pension fund	18	(7,145)	409	-	(1,480)	-	(8,216)
Restricted funds	21	3,567	2,942	(1,754)	-	(293)	4,462
Endowment funds	22	16,705	-	(165)	275	-	16,815
<b>Total Funds</b>		<b>166,964</b>	<b>73,209</b>	<b>(67,712)</b>	<b>1,153</b>	<b>-</b>	<b>173,614</b>

Group							
All values in £'000	Note	1 April 2022	Income	Expenditure	Gain/Loss	Transfers	31 March 2023
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	18	(8,041)	-	1,081	(185)	-	(7,145)
Restricted funds	21	3,567	3,887	(1,737)	-	(2,150)	3,567
Endowment funds	22	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>

Charity							
All values in £'000	Note	1 April 2023	Income	Expenditure	Gain/Loss	Transfers	31 March 2024
General funds		40,910	55,722	(57,838)	2,124	(150)	40,768
Designated funds		106,416	11,490	(3,733)	-	560	114,733
Pension fund	18	(7,145)	409	-	(1,480)	-	(8,216)
Restricted funds	21	3,535	2,688	(1,526)	-	(410)	4,287
Endowment funds	22	16,705	-	(165)	275	-	16,815
<b>Total Funds</b>		<b>160,421</b>	<b>70,309</b>	<b>(63,262)</b>	<b>919</b>	<b>-</b>	<b>168,387</b>

Charity							
All values in £'000	Note	1 April 2022	Income	Expenditure	Gain/Loss	Transfers	31 March 2023
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	18	(8,041)	-	1,081	(185)	-	(7,145)
Restricted funds	21	3,535	3,887	(1,737)	-	(2,150)	3,535
Endowment funds	22	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>

## 21. Restricted Funds

Group & Charity, all values in £'000	1 April 2023	Income	Expenditure	Gain/Loss/ Transfer	31 March 2024
<b>Care Homes &amp; Retirement Living</b> <sup>1</sup>					
Hyman Fine	658	-	(58)	-	600
Sunridge	-	1	(1)	150	150
Stella & Harry Freedman House	-	70	(70)	-	-
Otto Schiff	-	24	(24)	-	-
Anita Dorfman	-	21	(21)	-	-
Vi & John Rubens	-	15	(15)	-	-
Rosetrees	-	5	(5)	-	-
Kun Mor & George Kiss	-	2	(2)	-	-
Sidney Corob	-	2	(2)	-	-
Pears Court	-	1	(1)	-	-
<b>Day &amp; Community Centres</b> <sup>1</sup>					
Michael Sobell Community Centre	-	380	(380)	-	-
Disability Arts & Dementia	-	214	(214)	-	-
JC Direct & Community Support	-	160	(160)	-	-
East London & Essex Hub	-	75	(75)	-	-
North London (BALC) Hub	-	167	(122)	-	45
<b>Capital projects</b>					
The Redbridge Campus <sup>2</sup>	2,877	615	-	-	3,492
Sandringham Campus <sup>3</sup>	-	560	-	(560)	-
<b>Other</b>					
Others <sup>4</sup>	-	220	(220)	-	-
Government subsidies	-	156	(156)	-	-
<b>Total – Charity</b>	<b>3,535</b>	<b>2,688</b>	<b>(1,526)</b>	<b>(410)</b>	<b>4,287</b>
Jami <sup>5</sup>	32	254	(228)	117	175
<b>Total – Group</b>	<b>3,567</b>	<b>2,942</b>	<b>(1,754)</b>	<b>(293)</b>	<b>4,462</b>

1. We receive restricted donations for specific care homes and day & community centres to support our current residents and members.
2. We have received donations over the years to partially fund our care & community campus in Redbridge. These funds are paying for the assets under construction which being capitalised. Once the campus becomes operational in 2026, thereby fulfilling the conditions of the restricted donations, the asset will be transferred to designated funds, in line with the treatment of previous developments.
3. We continue to receive donations to partially fund the Sandringham Campus that became fully operational in 2021. Now that the Campus is operational, thereby fulfilling the conditions of the donations, the funds related to the asset have been transferred to designated funds, in line with the treatment of previous developments.
4. The "Other" category generally pertains to funds allocated for entertainment and therapeutic services for residents in our homes and users of our centres.
5. Jami received restricted donations for various initiatives including support worker training, early intervention and support for children, and suicide prevention. Most of the year-end balance relates to a counselling and talking therapy service for people in emotional distress, and funding for the Head Room café where those impacted by mental illness can access support groups and join the community in a safe space. For further details, please refer to Jami's accounts.

Group & Charity, all values in £'000	1 April 2022	Income	Expenditure	Gain/Loss	31 March 2023
<b>Care Homes &amp; Retirement Living</b> <sup>1</sup>					
Hyman Fine	658	-	-	-	658
Vi & John Rubens	-	297	(297)	-	-
Stella & Harry Freedman House	-	129	(129)	-	-
Anita Dorfman	-	100	(100)	-	-
Pears Court	-	53	(53)	-	-
Otto Schiff	-	47	(47)	-	-
Rosetrees	-	15	(15)	-	-
Sunridge	-	5	(5)	-	-
Kun Mor & George Kiss	-	2	(2)	-	-
Selig Court	-	1	(1)	-	-
<b>Day &amp; Community Centres</b> <sup>1</sup>					
Michael Sobell Community Centre	-	258	(258)	-	-
JC Direct & Community Support	-	243	(243)	-	-
Stepney Community Centre	-	162	(162)	-	-
Disability Arts & Dementia	-	45	(45)	-	-
<b>Capital projects</b>					
The Redbridge Campus <sup>2</sup>	2,877	-	-	-	2,877
Sandringham Campus <sup>3</sup>	-	2,150	-	(2,150)	-
<b>Other</b>					
Others <sup>4</sup>	-	323	(323)	-	-
Government subsidies	-	57	(57)	-	-
<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. We receive restricted donations for specific care homes and day & community centres to support our current residents and members.
2. We have received donations over the years to partially fund our care & community campus in Redbridge. These funds are being capitalised during the planning and construction phases. Once the campus becomes operational in 2026, thereby fulfilling the conditions of the restricted donations, the asset will be transferred to designated funds, in line with the treatment of previous developments.
3. We continue to receive donations to partially fund the Sandringham Campus that became fully operational in 2021. Now that the Campus is operational, thereby fulfilling the conditions of the donations, the funds related to the asset have been transferred to designated funds, in line with the treatment of previous developments.
4. The "Other" category generally pertains to funds allocated for entertainment and therapeutic services for residents in our homes and users of our centres.
5. Jami received restricted donations for various initiatives including support worker training, suicide prevention, early intervention and support for children, and a project aimed at supporting individuals to re-engage in education, voluntary or paid employment. For further details, please refer to Jami's accounts.

## 22. Endowment Funds

Group & Charity, all values in £'000	1 April 2023	Income	Expenditure	Gain/(Loss)	31 March 2024
Maitland Joseph Trust <sup>1</sup>	9,766	-	-	39	9,805
Joel Emanuel Trust <sup>2</sup>	5,923	-	(139)	203	5,987
Maurice and Samuel Lyon Home	549	-	(26)	-	523
Other trusts	467	-	-	33	500
	16,705	-	(165)	275	16,815

Group & Charity, all values in £'000	1 April 2022	Income	Expenditure	Gain/(Loss)	31 March 2023
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
	17,025	-	(238)	(82)	16,705

Note 23 outlines the purpose and history of these Trusts.

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.



## 23. Subsidiary undertakings & linked charities

Below is a list of the Jewish Care's subsidiaries and linked charities, most of which are registered with the Charity Commission for England and Wales and all operate within the United Kingdom. The Jewish Care Pension Trustees Limited is the only subsidiary not included in the consolidated group accounts. All other listed subsidiaries and linked charities provide social services to the Jewish community. Their operations are managed by Jewish Care from its principal place of business and registered office.

Jami, which shared its registered office with its subsidiary (Jami Sales and Services Limited), was located at Leila's House, 55 Christchurch Avenue, London, N12 0DG until April 2024.

Detailed financial results for Community Trading Limited, the Joel Emanuel Trust, and the Jewish Association for Mental Illness (Jami) are presented in note 24.

Name of subsidiary /linked charity	Basis of Control – Direct except where stated as indirect
<b>Subsidiary</b>	
Community Trading Limited	CRN 02449362 100% subsidiary
Jewish Association for Mental Illness (Jami)	CRN 02618170 Charity No. 1003345 100% subsidiary
Jami Sales & Service Limited (JSAS)	CRN 02771102 100% subsidiary of Jami – indirect
<b>Linked charities</b>	
A E Franklin Fund	Linked charity – 802559-16
Alexander Jacob Memorial Fund	Linked charity – 802559-17
Board of Guardians & Trustees for the Relief of the Jewish Poor (Jewish Welfare Board)	Linked charity – 802559-8
Brighton & Hove Jewish Home	Linked charity – 802559-4
George Julian Egerton Fund	Linked charity – 802559-1
H E David Fund	Linked charity – 802559-10
Jewish Blind Society	Linked charity – 802559-9
Jewish Convalescent Home (Brighton Branch)	Linked charity – 802559-18
Jewish Home & Hospital at Tottenham	Linked charity – 802559-7
Joel Emanuel Trust	Linked charity – 802559-12
Levy Charitable Trust	Linked charity – 802559-3
Maurice & Samuel Lyon Home	Linked charity – 802559-2
Nathan Simpson Trust	Linked charity – 802559-20
R A Schlesinger Fund	Linked charity – 802559-19
Redbridge Jewish Youth & Community Centre	Linked charity – 802559-6
Sophia Gardner Fund	Linked charity – 802559-15
Stepney Jewish (B'nai B'rith) Clubs & Settlement	Linked charity – 802559-5
<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 & Annie Muller Seaside Convalescent Home	Linked charity – 802559-13
<b>Dormant subsidiaries</b>	
Friends of the London Jewish Hospital Limited	CRN 00267419 Common Management control
Jewish Care Community Foundation Limited	CRN 03071151 Common Management control
Jewish Family Services Limited	CRN 03196138 100% subsidiary
Jewish Care Pension Trustees Limited	CRN 02493041 100% subsidiary
Sunridge Housing Association Limited	FCA IP18002R 100% subsidiary
Raphael – The Jewish Counselling Service	CRN 1166313 100% subsidiary of the Jami - indirect

Jewish Care Pension Trustees Limited is a dormant subsidiary by virtue of the absence of financial transactions, but it is active in its role as Trustee to the pension schemes operated by Jewish Care.

Raphael, the legal entity, was formally closed in September 2024, however the services it provided continues to exist as part of Jami.

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

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

### *Linked charities*

Jewish Care administers 20 linked charities, all of which are predecessor organizations providing care and support to the community since the 1850s. Details of governing documents, charitable objects, areas of benefit, and registration history are as follows. The activities and achievements of Jewish Care and its linked charities, outlined throughout this report, demonstrate the Charity's provision of public benefit.

#### *A E Franklin Fund*

- Objective: Income for non-medical extras for convalescent children at the Muller home.
- Established by a letter dated 1926.
- Funds applied to Jewish Care's general purposes by a resolution passed in 2004.
- Registered as a linked charity in 2009.

#### *Alexander Jacob Memorial Fund*

- Objective: Income for widows.
- Established by a Board minute in 1904.
- Funds applied to Jewish Care's general purposes by a resolution passed in 2004.
- Registered as a linked charity in 2009.

#### *Board of Guardians & Trustees for the Relief of the Jewish Poor (Jewish Welfare Board)*

- Objective: To relieve poverty and ameliorate the condition of the Jewish poor in the metropolis.
- Established by laws adopted in 1967.
- Registered as a linked charity in 2008.
- One of the main predecessor organisations of Jewish Care.

#### *Brighton & Hove Jewish Home*

- Objective: To provide residence for aged, poor, and ailing respectable persons of the Jewish faith aged 60 or over who have resided in Sussex for at least 3 years prior to application. Co-owns Hyman Fine House.
- Established by a declaration of trust in 1952.
- Registered as a linked charity in 2008.

#### *George Julian Egerton Fund*

- Objective: To assist Jewish ladies and gentlemen of good family who, after living comfortably earlier in life, find themselves in reduced circumstances in middle or old age.
- Established by the will of George Julian Egerton in 1961.

- Registered as a linked charity in 2008.
- Funds applied to Jewish Care's general purposes as agreed with the Charity Commission in 2009.

#### *H E David Fund*

- Objective: Income preferably for international work.
- Established by a legacy in 1935.
- Funds applied to Jewish Care's general purposes by a resolution passed in 2004.
- Registered as a linked charity in 2009.

#### *Jewish Blind Society*

- Objective: To assist needy members of the Jewish faith who are blind or partially sighted and their dependants.
- Established by laws and regulations adopted in 1965.
- Registered as a linked charity in 2008.
- One of the main predecessor organisations of Jewish Care.

#### *Jewish Convalescent Home (Brighton Branch)*

- Objective: To provide convalescent treatment for poor Jewish patients.
- Established by schemes in 1931 and 1950.
- Funds applied to Jewish Care's general purposes by a resolution passed in 2004.
- Registered as a linked charity in 2009.

#### *Jewish Home & Hospital at Tottenham*

- Objective: To provide care for Jewish persons aged 16 and over who are permanently disabled by chronic disease, accident, or deformity.
- Established by laws amended in 1963 and 1992.
- Registered as a linked charity in 2008.
- Funds applied to Jewish Care's general purposes as agreed with the Charity Commission in 2009.

#### *Joel Emanuel Trust*

- Objective: For the relief of financial hardship of persons of the Jewish faith, particularly those in housing need.
- Established by a scheme of the Charity Commissioners in 1976.
- Registered as a linked charity in 2009.
- Refer to the separate financial statements for the Joel Emanuel Trust and note 24 for more information.

#### *Levy Charitable Trust*

- Objective: To relieve persons of the Jewish faith in need, suffering sickness, hardship, or distress, including those with disabilities.
- Established by a scheme sealed in 1996.
- Registered as a linked charity in 2008.
- Funds applied to Jewish Care's general purposes as agreed with the Charity Commission in 2009.

#### *Maurice & Samuel Lyon Home*

- Objective: To provide a home for convalescent persons of the Jewish faith.
- Established by a will proved in 1931 and schemes in 1932 and 1990.
- Registered as a linked charity in 2008.

#### *Nathan Simpson Trust*

- Objective: Income for the benefit of deserving poor young kindred or other deserving poor young persons.
- Established by an order of the High Court, Chancery Division in 1885.
- Funds applied to Jewish Care's general purposes by a resolution passed in 2004.
- Registered as a linked charity in 2009.

#### *R A Schlesinger Fund*

- Objective: Income for the benefit of convalescent children.
- Established by a letter dated 1963.
- Funds applied to Jewish Care's general purposes by a resolution passed in 2004.
- Registered as a linked charity in 2009.

#### *Redbridge Jewish Youth & Community Centre*

- Objective: To provide a youth centre for Jewish young persons in or near the London Borough of Redbridge, offering educational and recreational activities.
- Established by a constitution adopted in 1967.
- Merged with Jewish Care pursuant to a transfer in 1997.
- Registered as a linked charity in 2008.

#### *Sophia Gardner Fund*

- Objective: Income for gifts for orphan boys.
- Established by a letter dated 1960.
- Funds applied to Jewish Care's general purposes by a resolution passed in 2004.
- Registered as a linked charity in 2009.

#### *Stepney Jewish (B'nai B'rith) Clubs & Settlement*

- Objective: To establish clubs and welfare centres for poor girls and promote welfare and relief of distress through social, educational, and religious agencies.
- Established by a memorandum and articles of association incorporated in 1937.
- Registered as a linked charity in 2008.
- This entity is dormant; refer to the financial statements filed at Companies House under CRN 00329785.

#### *Clara Baroness De Hirsch Convalescent Fund*

- Objective: To defray costs of maintenance in convalescent homes for the sick or infirm poor.
- Established by schemes of in 1898, 1930 and 1934.
- Registered as a linked charity in 2009.
- Funds applied to Jewish Care's general purposes by a resolution passed in 2004.

#### *Maitland Joseph Trust*

- Objective: For the relief of the elderly in need, particularly by providing specially designed or adapted housing.
- Established by a will in 1962.
- Registered as a linked charity in 2009.

#### *The Anthony & Annie Muller Seaside Convalescent Home*

- Objective: To establish a seaside convalescent home for children and pay for convalescent treatment for children and adults.
- Established by a chancery scheme in 1924.
- Funds applied to Jewish Care's general purposes by a resolution passed in 2004.
- Registered as a linked charity in 2009.

## 24. Summarised accounts of subsidiaries and linked charities

### *Community Trading Limited (CTL)*

CTL is a subsidiary of Jewish Care. It's 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 2024.

#### Statement of Income and Retained Earnings

Turnover and cost of sales increased in 2023–24 as demolition of Sinclair House and construction of our new care & community campus in Redbridge in Redbridge began in November 2023.

All values in £'000	2023–24	2022–23
Turnover	2,038	1,038
Cost of sales	(1,753)	(604)
Gross profit	285	434
Administrative expenses	(175)	(152)
Operating profit	110	282
Interest receivable	-	-
Profit before taxation	110	282
Taxation expense	-	-
Profit after taxation	110	282
Qualifying payment to Jewish Care	(110)	(282)
Total shareholders' funds at the start of the year	13	13
Total shareholders' funds at the end of the year	13	13

#### Statement of Financial Position

All values in £'000	31 March 2024	31 March 2023
Current assets	933	2,278
Current liabilities	(920)	(2,265)
Total shareholders' funds	13	13

*The Joel Emanuel Trust (JET)*

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 2024.

## Statement of Comprehensive Income

All values in £'000	2023–24	2022–23
Turnover	1,686	1,842
Operating expenditure	(2,010)	(2,148)
Operating deficit for the year	(324)	(306)
Dividend & interest receivable	-	35
Gains/(Losses) on investments	199	(54)
Net interest payable	(99)	(85)
Deficit for the year	(224)	(410)
Reserves at the start of the year	5,733	6,143
Reserves at the end of the year	5,509	5,733

## Statement of Financial Position

All values in £'000	31 March 2024	31 March 2023
Fixed assets	6,178	6,118
Current assets	79	96
Liabilities	(748)	(481)
Net Assets	5,509	5,733

## Reserves

All values in £'000	31 March 2024	31 March 2023
Income and expenditure account	(769)	(485)
Revaluation reserve	182	186
Designated reserve	9	9
Endowment reserve	6,087	6,023
Total Reserves	5,509	5,733

*The Jewish Association for Mental Illness (Jami)*

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 2024.

## Statement of Financial Activities

All values in £'000	2023–24	2022–23
Income – donations and legacies (revenue)	1,843	1,670
Income – charitable activities (inc. grant from Jewish Care)	1,011	980
Charitable expenditure	(4,216)	(4,068)
Net loss	(1,362)	(1,418)
Total funds at the start of the year	3,287	4,705
Total funds at the end of the year	1,925	3,287

## Statement of Financial Position

All values in £'000	31 March 2024	31 March 2023
Fixed assets	1,741	1,470
Current assets	791	2,097
Current liabilities	(607)	(280)
Net Assets	1,925	3,287

## Charity Funds

All values in £'000	31 March 2024	31 March 2023
Designated*	1,196	1,213
Restricted	174	116
Unrestricted	555	1,958
Total Reserves	1,925	3,287

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

*Jami Sales and Services Limited (JSAS)*

JSAS, a 100% subsidiary of Jami, reported a loss of £54,372 for the year (compared to £125,924 in 2022–23) and had net liabilities of £397,744 as of 31 March 2023 (up from £343,372 on 31 March 2023).

## 25. Related party transactions

Jewish Care is a parent of the subsidiaries and linked charities listed in note 24. These organisations are regarded as related parties with which Jewish Care has had various material transactions during the year. These transactions and any balances outstanding at year-end are listed below:

### *Community Trading Limited (CTL) (Subsidiary)*

- Transfer of trading profits to Jewish Care: £109,679 (2022–23: £282,745)
- Capital funding from Jewish Care to CTL for construction activities: £792,789 (2023: £360,030)
- Capitalised value of construction work transferred to Jewish Care: £2,648,679 (2022–23: £290,030)
- Amount owed by CTL to Jewish Care as of 31 March 2024: £341,111 (2023: £2,093,557)

### *Joel Emanuel Trust (JET) (Linked charity)*

- Jewish Care operates Sidney Corob House and the Wohl Court Retirement Living scheme on behalf of JET
- Operational charges incurred by Jewish Care on behalf of JET: £2,009,482 (2022–23: £1,917,500)
- Operational income received by Jewish Care on behalf of JET: £1,730,663 (2022–23: £1,871,620)
- Interest charges relating to Wohl Court paid by JET to Jewish Care: £143,464 (2022–23: £85,751)
- Amount owed by JET to Jewish Care as of 31 March 2024: £625,289 (2023: £314,680)

### *Jewish Association for Mental Illness (Jami) (Subsidiary)*

- Jewish Care paid grants to Jami: £805,257 (2022–23: £805,257)
- Jami paid Jewish Care for property and IT costs: £57,889 (2022–23: £77,205)
- Amount owed by Jami to Jewish Care as of 31 March 2024: £386,323 (including a £260,000 loan written off following the merger) (2023: £75,300)

### *Jewish Care Staff Benevolent Association (SBA) (Related Party)*

- The SBA is a separate charity that provides relief and assistance to Jewish Care staff. Loans are issued to beneficiaries by an independent loans committee, via Jewish Care, and repaid via salary deductions.
- Reimbursement to Jewish Care during 2023–24: £450,094
- Amount owed to Jewish Care as of 31 March 2024: £27,046 (2023: £450,094)

### *JC Switzerland Foundation (Common Trustee)*

JC Switzerland is an independent foundation that Jewish Care deposited 50,000 CHF in, which amounted to £43,908 on 31 March 2024 (2023: £36,483). There were no transactions, interest or dividends during 2022–23 and 2023–24.

### *Trustees*

Jonathan Zenios, Chairman and Trustee until September 2024, was also a Trustee of the Jewish Leadership Council, an independent membership organisation to which Jewish Care paid an annual membership fee of £32,500 for 2024 (£30,336 for 2023) and attended training and development courses costing £750 in 2023–24 (£2,172 in 2022–23).

Michael Brodman, Trustee, is also a Director of the trading subsidiary Community Trading Limited. Details of the intra-group transactions between Jewish Care and CTL are outlined above.

Adam Dawson, Trustee, was also a Trustee and the Chair of the Jewish Association for Mental Illness, Jami (subsidiary). Details of the intra-group transactions between Jewish Care and Jami are outlined above.

None of the Trustees received any remuneration from their work associated with the Charity.

1 Trustee has been reimbursed £400 for travel to attend charitable meetings and events (2022–23: £1,286 for 1 Trustee).

12 Trustees have made donations without restrictions totalling £104,000 (2022–23: £66,000 from 10 Trustees).



## 26. Consolidated Statement of Financial Activities for 2022–23

All values in £'000	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
Donations & legacies	16,392	1,680	-	18,072
Capital project donations	-	2,150	-	2,150
Charitable activities	38,980	57	-	39,037
Other income	4	-	-	4
Other trading activities	170	-	-	170
Investment income	1,266	-	-	1,266
Profit on disposals	-	-	-	-
<b>Total income</b>	<b>56,812</b>	<b>3,887</b>	<b>-</b>	<b>60,699</b>
Fundraising costs	3,760	-	-	3,760
Investment fees	219	-	-	219
Charitable activities	59,755	1,737	238	61,730
Disposal costs	29	-	-	29
<b>Total expenditure</b>	<b>63,763</b>	<b>1,737</b>	<b>238</b>	<b>65,738</b>
Net loss on investments	(1,158)	-	(82)	(1,240)
<b>Net (loss)/income</b>	<b>(8,109)</b>	<b>2,150</b>	<b>(320)</b>	<b>(6,279)</b>
Transfer between funds	2,150	(2,150)	-	-
Pension scheme revaluation	(185)	-	-	(185)
<b>Net movement in funds</b>	<b>(6,144)</b>	<b>-</b>	<b>(320)</b>	<b>(6,464)</b>
Total funds at start of the year	152,836	3,567	17,025	173,428
Total funds at end of the year	146,692	3,567	16,705	166,964

The Charity only net expenditure for the year ended 31 March 2023 is £3,388,000 and the net movement in funds is £4,813,000.

## 27. Operating lease commitments

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

Group	Within one	Between one	More than	31 March
All values in £'000	year	and five years	five years	2024
Land & property	207	827	2,501	3,535
Equipment	55	64	-	119
	262	891	2,501	3,654

Charity	Within one	Between one	More than	31 March
All values in £'000	year	and five years	five years	2024
Equipment	55	64	-	119
	55	64	-	119

Group	Within one	Between one	More than	31 March
All values in £'000	year	and five years	five years	2023
Land & property	228	911	2,831	3,970
Equipment	55	119	-	174
	283	1,030	2,831	4,144

Charity	Within one	Between one	More than	31 March
All values in £'000	year	and five years	five years	2023
Equipment	55	119	-	174
	55	119	-	174

## 28. Capital commitments

During 2023-24, the Jewish Care group, specifically CTL, approved and signed contracts with suppliers to build our care & community campus in Redbridge. The remaining value of future payments under these contracts was £16,203,000 on 31 March 2024 (2023: £nil). As noted on page 26, this project should be completed in June 2026.

## 29. Contingent assets

At 31 March 2024, 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.

## 30. Post balance sheet events

In November 2023, the Boards of Jewish Care and its subsidiary Jami announced a proposal for Jami to fully integrate into its parent charity, Jewish Care. On 18 March 2024, Jami and Jewish Care executed a Merger Framework Agreement, with the integration date set for midnight on 19 March 2024. At this point, the old Jami Board resigned and new Jewish Care nominees were appointed. Subsequently, an Asset Transfer Agreement was executed, finalising the transfer of all Jami's assets and liabilities to Jewish Care on 1 April 2024. This merger also transferred 82 Jami employees to Jewish Care under the Transfer of Undertakings (Protection of Employment) regulations. Further financial information about Jami can be found on pages 73, 79 and 80.

## 6. CHARITY INFORMATION

<b>Principal Office &amp; Registered Address</b>	Amélie House Maurice and Vivienne Wohl Campus 221 Golders Green Road London NW11 9DQ
<b>Website</b>	<a href="http://www.jewishcare.org">www.jewishcare.org</a>
<b>General information &amp; requests</b>	<a href="mailto:info@jcare.org">info@jcare.org</a>
<b>Charity Registration Number</b>	802 559
<b>Company Registration Number</b>	0244 7900
<b>Bankers</b>	Barclays Commercial Bank Level 28, 1 Churchill Place London E14 5HP
<b>Investment Advisors</b>	Quilter Cheviot Limited 1 Kingsway London WC2B 6AN  Meridiam Investment Management Ltd (known as Veritas until February 2024) Riverside House 2A Southwark Bridge Road London SE1 9HA
<b>Pension Advisors</b>	Barnett Waddingham LLP Decimal Place Chiltern Avenue Amersham HP6 5FG
<b>Solicitors</b>	BDB Pitmans LLP 1 Bartholomew Close London EC1A 7BL  Bates Wells 10 Queen Street Place London EC4R 1BE
<b>Auditor (external)</b>	RSM UK Audit LLP 25 Farringdon Street London EC4A 4AB
<b>Auditor (internal)</b>	haysmacintyre LLP 10 Queen Street Place London EC4R 1AG