

Charity number: 1037084  
Company number: 02845852  
(England and Wales)

The Jericho Foundation

Report of the Trustees and Audited Financial Statements

For the year ended 30 March 2021

The Jericho Foundation  
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For the year ended 30 March 2021

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The Jericho Foundation  
Report of the Trustees  
For the year ended 30 March 2021

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the financial statements for the charitable company for the year ended 30 March 2021. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) (effective 1 January 2019).

## OBJECTIVES AND ACTIVITIES

### Objectives and aims

The trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

## REFERENCE AND ADMINISTRATIVE INFORMATION

|                                    |   |
|------------------------------------|---|
| <b>Name of Charity</b>             | The Jericho Foundation  |
| <b>Charity registration number</b> | 1037084   |
| <b>Company registration number</b> | 02845852  |
| <b>Principal address</b>           | 196-198 Edward Road<br>Balsall Heath<br>Birmingham<br>B12 9LX |

### Trustees

The trustees and officers serving during the year and since the year end were as follows:

Graham Cook  
Michael Royal  
Martin Warner  
Eleanor Searley  
Zac Dixon

### Auditors

David Nugent & Co Limited  
The Counting House  
4A Moss Lane  
Swinton  
Manchester  
M27 9SA

### Bankers

Unity Trust Bank  
9 Brindley Place  
Birmingham  
B1 2HB

**The Jericho Foundation**  
**Report of the Trustees Continued**  
**For the year ended 30 March 2021**

The year to March 2021 has clearly been a year like no other due to the impact of the global Covid-19 Pandemic. Since last year's report we have navigated three lockdowns each of which has presented a unique and unprecedented set of challenges to our ability to trade and deliver meaningful social impact.

Despite this we worked with a total of 79 beneficiaries in our social enterprises in the year including 18 apprentices, 35 survivors of modern slavery, 17 volunteers and 6 supported staff. The majority remained with us throughout the year and benefitted from a programme of online and telephone support from our people support team whilst not in the workplace. 16 beneficiaries left during the year of which 12 (74%) progressed into employment or other positive outcomes. We delivered a total of 2773 days of supported employment which is a little less than half that of 19/20

Closures notwithstanding, we also estimate 200 people received support via our Ignition Programme. To future-proof the project we have spent a significant amount of time enhancing our training materials, developing additional resources around coaching techniques, and adapting existing resources for online delivery and to be fit for purpose in a post-pandemic world.

Some of our family of social enterprises like Jericho Cleaning and Jericho Construction (which is now a separate CIC) have experienced increased demand for their services. Others like The ReUsers, Wood Shack and Miracle laundry have had to suspend or reduce operations for some of the year in response to Covid 19 legislation and government guidance. Many of our staff and beneficiaries have experienced periods of furlough together with the associated social isolation and financial sacrifice. Others have been extra busy as we sought to meet the additional demands of our customers and our service users.

However, I'm delighted to report that at the time of writing in September 2021 we appeared to have weathered the Covid19 storm very successfully. This is a huge testament to the dedication and commitment of our supporters, funders, staff, volunteers, and directors. We remain extremely grateful to all who have supported us through this very unusual year.

Whilst this has not been a year for driving forward ambitious growth plans it has been a year where our focus has been on survival, consolidation, improving our infrastructure and preserving the health and wellbeing of our staff, our beneficiaries and our customers.

The Covid 19 pandemic has limited our ability to offer additional work placements in our social enterprises partly because our trading activity has been severely interrupted by successive lockdowns but also because many of our client groups are vulnerable and thus quite rightly extra cautious about the added risks presented by public transport and busy workplaces.

Some of our focus this year has been on improving our infrastructure including embedding our brand strategy, creating new web sites, social media channels and marketing materials, updating our social impact measurement tools and processes and completing a significant reorganisation and refurbishment of our ReUsers premises in Sutton Coldfield. We also reviewed and enhanced our organisational structure which has included creating new posts in Marketing, Social Impact Measurement, Fundraising and Human Resources.

We have made good progress with our fundraising activities and further developed some of our relationships with corporate partners. Finally, we were delighted to receive the highly sought-after Centre for Social Justice 2020 Welfare and Work Award

So overall despite the pandemic we are leaving the 20/21 financial year in better shape than we entered it. We are in good financial health, with a more resilient structure and an achievable growth plan in place and we are very much looking forward to playing our part in the post pandemic economic recovery.

## **Objectives and Activities**

### ***Objects of the Charity***

The objects and mission statement as set out in the Memorandum of Association are:-

1. To promote the relief of those in need, hardship, distress or other disadvantage due to youth, age, financial hardship, poverty, illness, disability or homelessness.
2. To promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society. For the purpose of this clause 'socially excluded' means being excluded from society, or parts of society, as a result of one or more of the following factors: unemployment; financial hardship; youth or old age; ill health (physical or mental); substance abuse or dependency including alcohol and drugs; poor educational or skills attainment; relationship and family breakdown; poor housing; crime (either as a victim of crime or as an offender rehabilitating into society).
3. The relief of unemployment for the benefit of the public in such ways as may be thought fit, including assistance to find employment.
4. To provide facilities in the interests of social welfare for recreation and leisure time occupation with the object of improving the conditions of life for the inhabitants of the said city.
5. To pursue any other charitable purpose which the charity thinks fit for pursuit in conjunction with any of the charitable purposes aforesaid which are pursued under a Christian ethos

The Jericho Foundation  
Report of the Trustees Continued  
For the year ended 30 March 2021

**Mission Statement**

Jericho seeks to help those most disadvantaged in our communities

The mission statement used on a day to day basis is "Jericho supports individuals to become fulfilled, skilled and employed".

**How our activities deliver public benefit**

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'. Our main activities and who we try to help are described above. Our charitable activities focus on helping disadvantaged people to find solution to the problems they face and are undertaken to further our charitable purposes for the public benefit.

**Strategies for achieving aims**

In order to achieve our aims Jericho offers voluntary and paid work experience placements and/or apprenticeships in our social enterprise businesses (and partner enterprises) in the following vocational areas:

Catering and Hospitality

Cleaning

Laundry Services

Construction (various trades)

Wood Recycling

Retail (in our ReUsers and Wood Shack social enterprises)

Business administration and reception

We also offer the following services both to clients working in our social enterprise businesses and to others who come to us through drop-in or outreach activities:

Advice and guidance

Individually tailored skills coaching

Mentoring

Personal development programmes (confidence building, motivation, self-esteem etc.)

Social skills development

Emotional and psychological support

Benefits advice

Specialist support (i.e. drugs, alcohol, debt, housing etc.)

Employability skills training

Job search advice

Vocational training

In addition we train and equip churches and other faith/community groups to run employability training courses and job clubs to help unemployed people in their local areas through Ignition Pathways Programme.

We also support start-up businesses, social enterprises and charities through our co-working and business incubation facility called Jericho Workspace.

**Financial Review**

Income for the year amounted to £1,833,095 (2020: £1,702,674) whilst expenditure amounted to £1,587,291 (2020: £1,657,095). This gave rise to a surplus of £245,804 (2020: £28,553) and increase in unrestricted funds for the year to £505,291, as shown on the Statement of Financial Activities.

Total funds carried forward at 30 March 2021 are £759,833 (2020: £514,029).

**Reserves Policy**

The Board have agreed a policy to aim towards maintaining reserves at a minimum level of 3 months essential expenditure and a maximum of 6 months essential expenditure. This will allow the charity to meet its obligations should it have to cease operations or reduce its activities in an orderly way in light of significant budget cuts. This means the required minimum level of reserves is £310,000 (maximum £620,000). At the year-end unrestricted reserves amounted to £505,294.

**Principal Funding Sources**

During the year we received £1,033,087 (2020: £615,360) to provide focussed support for our clients. This funding used to be primarily from statutory sources but is now mainly grant making trusts.

**The Jericho Foundation**  
**Report of the Trustees Continued**  
**For the year ended 30 March 2021**

Social Enterprise / trading income amounted to £800,007 (2020: £1,071,099) which included Wood Recycling, ReUse, and Cleaning activities. These operations provide the supported work placements for clients.

The balance of funding this year between grants and Social Enterprise income reflects the influence of the Covid 19 pandemic; with the closure of a number of our trading activities and the additional monies and flexibility from funders. These include; the Esmee Fairbairn Foundation, Paul Hamlyn Foundation, The National Lottery Community Fund, The Rank Foundation, Resonance and Birmingham City Council.

We would like to thank all of the many individuals, churches, companies and grant making trusts that funded our work during the course of the year. This includes the following:

Allchurches Trust  
Baron Davenports Charity  
BBC Children in Need  
Big Lottery Fund  
CB & HH Taylor 1984 Trust  
Charles Brotherton Trust  
Esmee Fairbairn Foundation  
G J W Turner Trust  
Goldieslie Lodge Benevolent Fund  
IM Properties  
Keith and Joan Mindelsohn Charitable Trust  
Marsh Ltd  
Miss Albright Grimley Charity  
Northchurch Baptist Church  
Paul Hamlyn Foundation  
Resonance  
Richard Kilcuppe's Charity  
Souter Charitable Trust  
Sutton Coldfield Baptist Church  
Sutton Coldfield Charities  
The 29<sup>th</sup> May 1961 Charity  
The Alfred Haines Charitable Trust  
The Balcombe Charitable Trust  
The Centre for Social Justice  
The Goodenough Charitable Trust  
The HJ Sayer and J Hopkins Charities  
The Hosking Charitable TrustThe Lillie C Johnson Charitable Trust  
The National Lottery Community Fund  
The Rank Foundation  
The Rowlands Trust  
The Sparkhill Trust  
West Midlands Urban Community Homes

**The Jericho Foundation**  
**Report of the Trustees Continued**  
**For the year ended 30 March 2021**

## **Risk Management**

All significant activities undertaken are subject to a risk review as part of initial project assessments and implementation. Major risks are identified and their potential impact and likelihood evaluated. These risks are kept under regular review by the Management Team and the Trustees to satisfy themselves that adequate system and procedures are in place to manage the identified risks. Where appropriate, the risks are covered by insurance.

The following framework is central to ensuring adequate risk assurance:-

- Regular monitoring of major risks and development of action plans
- Embedding risk identification and assessment within operating procedures
- A clear structure of delegated authority and control
- Review of key systems and procedures
- Regular summary reports on risk management to the Management Committee

In assessing risk, the Trustees recognise that some areas of our work require the acceptance and management of risk if our key objectives are to be achieved.

### ***Principal risks and uncertainties***

The 3 main risks identified last year and the mitigating actions taken are:

#### **Covid 19 related business risks**

Clearly the impacts of the pandemic have been our biggest single risk in the last year. We mitigated business risks by responding very rapidly to the crisis, and taking full advantage of the government's support through the Coronavirus Job Retention Scheme and the Retail, Hospitality, and Leisure Grant Fund via Birmingham City Council. We also undertook a focussed and successful fundraising campaign to improve our infrastructure and mitigate potential losses caused by poor trading conditions and successive lockdowns.

#### **Health and Safety**

Health and Safety became a much bigger risk during the pandemic which we mitigated by increasing our health and safety manager hours, intensive staff training and provision of 'best in class' Covid safety measures on all of our sites.

#### **Relatively poor balance sheet, low reserves, poor cash flow**

This remained a risk at the start of the year albeit much reduced over previous years. We have further mitigated this risk in the 20/21 financial year through careful stewardship of existing resources, excellent fundraising and the securing of £250k grant/loan funding packaged to further develop Stepping Stones House which will be drawn down during the 21/22 financial year. Reserves are now well above minimum levels and cash flow is good.

#### **Future Plans**

We postponed work on our strategic plan during the pandemic but will be revisiting the plan in the 21/22 financial year as we learn more about what the post Covid world will look like. The review will include assessing the viability of our pre pandemic plans which included a greater focus on the following areas:

**Expansion** – We continue with our plans in place to significantly grow our cleaning enterprise in the region partly in response to the increased recognition of the importance of cleaning and infection control due to the Covid 19 crisis. We are also seeking to expand The ReUsers and Wood Shack retail operations in the south of the city and/or surrounding areas and open a second Miracle Laundry as part of the redevelopment of Stepping Stones House in Small Heath.

**Replication** – We are seeking to replicate our current ReUsers Co-located model (ReUsers COLO) through either a partnership or franchise model, to grow the opportunity in other geographic regions with similar needs. Our Growth Plan also includes the replication of Jericho Cleaning and Miracle Laundry Social Enterprises into new geographic locations.

**Reach** – We are currently working with marginalized young people aged 16 to 24. However, our experience has taught us that their journey into exclusion and marginalization often starts in school, where their learning styles and aptitudes are not recognised, and where the measure of success is 'how intelligent you are', rather than 'how you are intelligent'.

Therefore, we want to develop new approaches to education, using a model which starts with the end in mind, and focuses on practical skills for work and life. In the coming year we will be expanding our offering to mainstream schools including offering supported work placements for year 10 and 11 pupils at risk of exclusion. We will also be piloting traineeships for 16-18 year olds and exploring opportunities for Jericho involvement in Preparing for Adulthood agenda for young people aged 16-25 with special educational needs and disabilities (SEND)



**The Jericho Foundation**  
**Report of the Trustees Continued**  
**For the year ended 30 March 2021**

**Knowledge Sharing** – as leaders at the cutting edge of Social Enterprise development, we are often approached by organisations at the start of their enterprise journey, who want to learn from our experiences. Freely sharing our learning is part of our culture at Jericho, but currently we offer this on an ad hoc or reactive basis. Our plan for the coming 3-5 years is to be more proactive in our approach, by organising specific Social Enterprise ‘Open Days’ and peer-learning events, where others can come and learn from our experiences and each other.

**Wider Impact** – we will continue to join with partners, locally, regionally and nationally to challenge, lobby and campaign for better outcomes for survivors of modern slavery and our wider beneficiary groups. We intend to maximise our input into current networks and create new ones to disrupt and challenge and secure systemic change for people with barriers to employment and social integration. We have significant expertise and insight that our partners in academia, non-governmental bodies and other third sector organisations seek out, this will continue to result in us being quoted in research and reports that affect policy, legislation and help shift public attitudes. We will continue to share our expertise by speaking at conferences and sitting on various Boards to create an impact beyond the lives of the individuals we support.

## **Structure, Governance and Management**

### ***Governing Document***

The organisation is a charitable company limited by guarantee, incorporated on 18 August 1993 and registered as a charity on 28 April 1994. The company was established under a Memorandum of Association that established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1 per member.

### ***Method of appointment of Management Committee Members***

The Management Committee comprises a minimum of three members. All of the members of the Management Committee also serve as Trustees and Directors.

One third of the Management Committee comes up for re-election every three years. The voting takes place at the AGM. Any person wishing to join the Management Committee may be invited to attend a meeting of the Committee where a vote may be taken on their co-option to the committee until the next AGM when they would be eligible for election to the Committee. Trustees and Directors are also appointed by voting at the AGM.

### ***Induction and Training of Management Committee***

New Management Committee members are briefed on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the Committee and decision making processes, future plans and recent financial performance. All members are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

### ***Decision Making***

The Management Committee meets a minimum of four times a year to consider major decisions of the charity. There are currently no sub-committees of the Management Committee.

### ***Organisational Structure***

The Management Committee have overall responsibility for the direction and management of the organisation. The Chief Executive is responsible for the day to day management of the charity and for implementing policies agreed by the Management Committee. The Chief Executive is assisted by a group of senior managers.

### ***Remuneration policy for key management personnel***

The management committee agrees the salaries of the Chief Executive and the Senior Management Team.

### ***Trustees’ Responsibilities***

The Trustees are responsible for preparing the Trustees’ Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.



The Jericho Foundation  
Report of the Trustees Continued  
For the year ended 30 March 2021

Charity Law and Company Law require 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 United Kingdom Generally Accepted Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required to give a true and fair view of the state of affairs of the charitable company and group as at the end of the financial year and of its incoming resources and application of resources, including the net income or expenditure for that year. In preparing these financial statements, the Trustees are required to:-

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

In so far as the Trustees are aware:-

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

This report has been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities and in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

On behalf of the board of trustees



Graham Cook

24 DECEMBER 2021

The Jericho Foundation  
Independent Auditors Report to the Members  
For the period ended 30 March 2021

Independent auditor's report to the members of The Jericho Foundation for the period ended 30 March 2021

**Opinion on financial statements**

We have audited the financial statements of The Jericho Foundation for the period ended 30 March 2021 which comprise the Statement of Financial Activities, the Statement of Financial Position and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 charitable company's affairs as at 30 March 2021 and of its incoming resources and application of resources 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 Charities Act 2011.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under these 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 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. 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**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**Other information**

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement, the Trustees, who are also directors 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.

The Jericho Foundation  
Independent Auditors Report to the Members Continued  
For the period ended 30 March 2021

**Auditors responsibilities for the audit of the financial statements**


We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

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

**Use of report**

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



David Nugent

(Senior Statutory Auditor)

David Nugent & Co Limited

The Counting House  
4A Moss Lane  
Swinton  
Manchester  
M27 9SA

The Jericho Foundation  
Statement of Financial Activities (including Income and Expenditure Account)  
For the period ended 30 March 2021

|                                    | Notes | Unrestricted funds | Restricted funds | 2021               | 2020               |
|------------------------------------|-------|--------------------|------------------|--------------------|--------------------|
|                                    |       | £                  | £                | £                  | £                  |
| <b>Income and endowments from:</b> |       |                    |                  |                    |                    |
| Donations and legacies             | 2     | 467,392            | 565,696          | 1,033,088          | 631,575            |
| Charitable activities              | 3     | 800,007            | -                | 800,007            | 1,071,099          |
| <b>Total</b>                       |       | <b>1,267,399</b>   | <b>565,696</b>   | <b>1,833,095</b>   | <b>1,702,674</b>   |
| <b>Expenditure on:</b>             |       |                    |                  |                    |                    |
| Raising funds                      | 4     | (59,868)           | -                | (59,868)           | (65,600)           |
| Charitable activities              | 5/6   | (985,172)          | (542,251)        | (1,527,423)        | (1,592,305)        |
| <b>Total</b>                       |       | <b>(1,045,040)</b> | <b>(542,251)</b> | <b>(1,587,291)</b> | <b>(1,657,905)</b> |
| <b>Transfers between funds</b>     |       | 10,000             | (10,000)         | -                  | (16,216)           |
| <b>Net movement in funds</b>       |       | <b>232,359</b>     | <b>13,445</b>    | <b>245,804</b>     | <b>28,553</b>      |
| <b>Reconciliation of funds</b>     |       |                    |                  |                    |                    |
| Total funds brought forward        |       | 272,935            | 241,094          | 514,029            | 485,476            |
| <b>Total funds carried forward</b> |       | <b>505,294</b>     | <b>254,539</b>   | <b>759,833</b>     | <b>514,029</b>     |

The Jericho Foundation  
Statement of Financial Position  
As at 30 March 2021

Registered Number : 02845852


|  | Notes | 2021<br>£        | 2020<br>£        |
|--|-------|------------------|------------------|
| <b>Fixed assets</b>  |       |                  |                  |
| Tangible assets  | 11    | 550,377          | 557,352          |
| Investments  | 12    | 600,000          | 610,000          |
|  |       | <b>1,150,377</b> | <b>1,167,352</b> |
| <b>Current assets</b>  |       |                  |                  |
| Stocks   | 13    | 99,707           | 163,684          |
| Debtors  | 14    | 203,884          | 227,066          |
| Cash at bank and in hand                                       |       | 359,830          | 99,736           |
|  |       | <b>663,421</b>   | <b>490,486</b>   |
| <b>Creditors: amounts falling due within one year</b>          | 16    | (206,123)        | (261,109)        |
| <b>Net current assets</b>                                      |       | <b>457,298</b>   | <b>229,377</b>   |
| <b>Total assets less current liabilities</b>                   |       | <b>1,607,675</b> | <b>1,396,729</b> |
| <b>Creditors: amounts falling due after more than one year</b> | 17    | (847,842)        | (882,700)        |
| <b>Net assets</b>  |       | <b>759,833</b>   | <b>514,029</b>   |
| <b>The funds of the charity</b>                                |       |                  |                  |
| Restricted income funds  | 18    | 254,539          | 241,094          |
| Unrestricted income funds                                      | 18    | 275,826          | 43,467           |
| Revaluation reserve  |       | 229,468          | 229,468          |
| <b>Total funds</b>   |       | <b>759,833</b>   | <b>514,029</b>   |

For the period ended 30 March 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,

The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statement were approved and authorised for issue by the Board and signed on its behalf by:

 24 DECEMBER 2021  
Graham Cook

Cashflow Statement For the year  
ended 30 March 2021

**Cash Flows from operating activities**

|   |                |
|---|----------------|
| <b>Net cash from operating activities</b> | <b>346,310</b> |
|---|----------------|

**Cash flows from investing activities**

|                                  |          |
|----------------------------------|----------|
| Payments to acquire Fixed Assets | (18,795) |
|----------------------------------|----------|

|  |  |
|--|--|
| Additions to social investment at cost |  |
|--|--|

|  |                 |
|--|-----------------|
| <b>Cash flows used in investing activities</b> | <b>(18,795)</b> |
|--|-----------------|

**Cash flows from financing activities**

|                                    |          |
|------------------------------------|----------|
| Repayments of Lend Us A Hand loans | (10,000) |
|------------------------------------|----------|

|                               |          |
|-------------------------------|----------|
| Repayments of long-term loans | (29,909) |
|-------------------------------|----------|

|               |          |
|---------------|----------|
| Interest paid | (27,514) |
|---------------|----------|

|  |                 |
|--|-----------------|
| <b>Cash used in financing activities</b> | <b>(67,422)</b> |
|--|-----------------|

|                                       |         |
|---------------------------------------|---------|
| Increase in cash and cash equivalents | 260,093 |
|---------------------------------------|---------|

|  |        |
|--|--------|
| Cash and cash equivalents at the beginning | 99,737 |
|--|--------|

|   |                |
|---|----------------|
| <b>Cash and cash equivalents at the end</b> | <b>359,830</b> |
|---|----------------|

Cash and cash equivalents consist of:

|                          |         |
|--------------------------|---------|
| Cash at bank and in hand | 359,830 |
|--------------------------|---------|

|  |                |
|--|----------------|
|  | <b>359,830</b> |
|--|----------------|

The Jericho Foundation  
Notes to the Financial Statements  
For the period ended 30 March 2021

## 1. Accounting Policies

### Basis of accounting

The financial statements have been prepared under the historical cost convention, except for investments which are included at market value and the revaluation of certain fixed assets and in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Charities Act 2011.

The Jericho Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

### Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

### Statement of cash flows

The Trustees have taken advantage of the exemption in SORP FRS 102 from including a cash flow statement in the financial statements on the grounds that the charitable company is small.

### Tangible fixed assets

Tangible fixed assets, other than freehold land, are stated at cost or valuation less depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

|                                |                        |
|--------------------------------|------------------------|
| Freehold Property              | 2.5% Straight line     |
| Freehold Property Improvements | 10% Straight line      |
| Computer equipment             | 25 years Straight line |
| Leasehold Property             | 25% Straight line      |

## 2. Income from donations and legacies

|                    | Unrestricted funds | Restricted funds | 2021             | 2020           |
|--------------------|--------------------|------------------|------------------|----------------|
|                    | £                  | £                | £                | £              |
| Donations received | 467,392            | 13,625           | 481,017          | 112,823        |
| Grants received    | -                  | 552,071          | 552,071          | 518,752        |
|                    | <b>467,392</b>     | <b>565,696</b>   | <b>1,033,088</b> | <b>631,575</b> |



The Jericho Foundation  
Notes to the Financial Statements Continued  
For the period ended 30 March 2021

3. Income from charitable activities

|                                     | 2021<br>£      | 2020<br>£        |
|-------------------------------------|----------------|------------------|
| <b>Unrestricted funds</b>           |                |                  |
| <i>Social enterprise activities</i> |                |                  |
| Income from charitable activities   | 717,409        | 987,086          |
| <i>Activity 3</i>                   |                |                  |
| Income from charitable activities   | 82,598         | 84,013           |
|                                     | <b>800,007</b> | <b>1,071,099</b> |

4. Expenditure on generating donations and legacies

|                           | 2021<br>£     | 2020<br>£     |
|---------------------------|---------------|---------------|
| <b>Unrestricted funds</b> |               |               |
| Donations                 | 59,868        | 65,600        |
|                           | <b>59,868</b> | <b>65,600</b> |

5. Costs of charitable activities by fund type

|                              | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | 2021<br>£        | 2020<br>£        |
|------------------------------|----------------------------|--------------------------|------------------|------------------|
| Grants and contracts         | -                          | 253,615                  | 253,615          | 228,284          |
| Social enterprise activities | 520,958                    | 288,636                  | 809,594          | 860,835          |
| Support costs                | 464,214                    | -                        | 464,214          | 503,186          |
|                              | <b>985,172</b>             | <b>542,251</b>           | <b>1,527,423</b> | <b>1,592,305</b> |

6. Costs of charitable activities by activity type

|                              | Activities<br>undertaken<br>directly<br>£ | Support costs<br>£ | 2021<br>£        | 2020<br>£        |
|------------------------------|---|--------------------|------------------|------------------|
| <b>Support costs</b>         |   |                    |                  |                  |
| Grants and contracts         | 253,615                                   | 110,733            | 364,348          | 333,755          |
| Social enterprise activities | 809,594                                   | 353,481            | 1,163,075        | 1,258,550        |
|                              | <b>1,063,209</b>                          | <b>464,214</b>     | <b>1,527,423</b> | <b>1,592,305</b> |

The Jericho Foundation  
Notes to the Financial Statements Continued  
For the period ended 30 March 2021

**7. Analysis of support costs**

|                                | Grants and<br>contracts | Social<br>enterprise<br>activities | 2021           | 2020           |
|--------------------------------|-------------------------|------------------------------------|----------------|----------------|
|                                | £                       | £                                  | £              | £              |
| Finance                        | 6,942                   | 22,162                             | 29,104         | 51,534         |
| Staff salaries & related costs | 51,125                  | 163,201                            | 214,326        | 157,545        |
| Communication costs            | 1,349                   | 4,305                              | 5,654          | 6,492          |
| Office costs                   | 5,575                   | 17,798                             | 23,373         | 38,215         |
| Premises Costs                 | 8,490                   | 27,103                             | 35,593         | 66,845         |
| Depreciation                   | 8,533                   | 27,236                             | 35,769         | 36,150         |
| Legal and professional         | 14,670                  | 46,829                             | 61,499         | 73,365         |
| Governance costs               | 14,049                  | 44,847                             | 58,896         | 73,040         |
|                                | -                       | -                                  | -              | -              |
|                                | <b>110,733</b>          | <b>353,481</b>                     | <b>464,214</b> | <b>503,185</b> |

**8. Staff costs and emoluments**

Total staff costs for the period ended 30 March 2021 were:

|                       | 2021           | 2020           |
|-----------------------|----------------|----------------|
|                       | £              | £              |
| Salaries and wages    | 888,531        | 844,633        |
| Social security costs | 59,926         | 56,230         |
| Pension costs         | 28,904         | 24,474         |
|                       | <b>977,361</b> | <b>925,337</b> |

**9. Trustee remuneration and related party transactions**

During the year no transaction have taken place between the charity and the trustees and senior management team. The trustees consider that in certain circumstances, it is in the interests of the charity for the trustees to use the services of the charity's social enterprises rather than alternative suppliers.

The Jericho Foundation  
Notes to the Financial Statements Continued  
For the period ended 30 March 2021

**10. Comparative for the Statement of Financial Activities**

|                                    | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | 2020<br>£          |
|------------------------------------|----------------------------|--------------------------|--------------------|
| <b>Income and endowments from:</b> |                            |                          |                    |
| Donations and legacies             | 315,798                    | 315,777                  | 631,575            |
| Charitable activities              | 1,071,099                  | -                        | 1,071,099          |
| <b>Total</b>                       | <b>1,386,897</b>           | <b>315,777</b>           | <b>1,702,674</b>   |
| <b>Expenditure on:</b>             |                            |                          |                    |
| Raising funds                      | (65,600)                   | -                        | (65,600)           |
| Charitable activities              | (1,223,263)                | (369,042)                | (1,592,305)        |
| <b>Total</b>                       | <b>(1,288,863)</b>         | <b>(369,042)</b>         | <b>(1,657,905)</b> |
| <b>Transfers between funds</b>     | 10,000                     | (10,000)                 | -                  |
| <b>Net movement in funds</b>       | <b>108,034</b>             | <b>(63,265)</b>          | <b>44,769</b>      |
| <b>Reconciliation of funds</b>     |                            |                          |                    |
| Total funds brought forward        | 34,530                     | 304,359                  | 338,889            |
| <b>Total funds carried forward</b> | <b>142,564</b>             | <b>241,094</b>           | <b>383,658</b>     |

**11. Tangible fixed assets**

| Cost or valuation      | Freehold<br>Property<br>£ | Equipment<br>£ | Total<br>£     |
|------------------------|---------------------------|----------------|----------------|
| At 01 April 2020       | 550,000                   | 336,572        | 886,572        |
| Additions              | -                         | 18,795         | 18,795         |
| At 30 March 2021       | <b>550,000</b>            | <b>355,367</b> | <b>905,367</b> |
| <b>Depreciation</b>    |                           |                |                |
| At 01 April 2020       | 13,750                    | 315,470        | 329,220        |
| Charge for period      | 13,750                    | 12,020         | 25,770         |
| At 30 March 2021       | <b>27,500</b>             | <b>327,490</b> | <b>354,990</b> |
| <b>Net book values</b> |                           |                |                |
| At 30 March 2021       | <b>522,500</b>            | <b>27,877</b>  | <b>550,377</b> |
| At 31 March 2020       | <b>536,250</b>            | <b>21,102</b>  | <b>557,352</b> |

The Jericho Foundation  
Notes to the Financial Statements Continued  
For the period ended 30 March 2021

**Investments**

**12. Analysis of movement of social investments**

|                               | Programme<br>related<br>investments | Mixed motive<br>investments | Total<br>investments |
|-------------------------------|-------------------------------------|-----------------------------|----------------------|
|                               | £                                   | £                           | £                    |
| Market value at 01 April 2020 | 160,000                             | 450,000                     | 610,000              |
| Impairment charges            | (10,000)                            | -                           | (10,000)             |
| Market value at 30 March 2021 | <u>150,000</u>                      | <u>450,000</u>              | <u>600,000</u>       |

**13. Stocks and work in progress**

|   | 2021<br>£     | 2020<br>£      |
|---|---------------|----------------|
| Finished goods for re-sale                      | -             | 6,948          |
| Donated goods for distribution to beneficiaries | 99,707        | 156,736        |
|   | <u>99,707</u> | <u>163,684</u> |

**14. Debtors**

|                                     | 2021<br>£      | 2020<br>£      |
|-------------------------------------|----------------|----------------|
| <b>Amounts due within one year:</b> |                |                |
| Trade debtors                       | 127,413        | 128,485        |
| Prepayments and accrued income      | 75,248         | 96,531         |
| Other debtors                       | 1,223          | 2,050          |
|                                     | <u>203,884</u> | <u>227,066</u> |

**15. Creditors: amounts falling due within one year**

|   | 2021<br>£      | 2020<br>£      |
|---|----------------|----------------|
| Loans and overdrafts                                  | 24,613         | 5,914          |
| Trade creditors                                       | 38,988         | 62,411         |
| Amounts due to subsidiary and associated undertakings | -              | 79,341         |
| Other creditors                                       |                |                |
| PAYE & social security                                | 37,434         | 26,525         |
| Other creditors                                       | 19,752         | 16,241         |
| Accruals and deferred income                          | 85,336         | 70,677         |
|   | <u>206,123</u> | <u>261,109</u> |

The Jericho Foundation  
Notes to the Financial Statements Continued  
For the period ended 30 March 2021

16. Creditors: amounts falling due after more than one year

|                      | 2021<br>£      | 2020<br>£      |
|----------------------|----------------|----------------|
| Loans and overdrafts | 847,842        | 882,700        |
|                      | <u>847,842</u> | <u>882,700</u> |

The following liabilities disclosed under creditors falling due after more than one year are secured by the charity:

|                           |                |                |
|---------------------------|----------------|----------------|
| Bank loans and overdrafts | 677,552        | 696,950        |
|                           | <u>677,552</u> | <u>696,950</u> |

17. Movement in funds

Unrestricted Funds

|                | Balance at<br>01/04/2020<br>£ | Incoming<br>resources<br>£ | Outgoing<br>resources<br>£ | Transfers<br>£ | Balance at<br>30/03/2021<br>£ |
|----------------|-------------------------------|----------------------------|----------------------------|----------------|-------------------------------|
| <i>General</i> |                               |                            |                            |                |                               |
| General        | 43,467                        | 1,267,399                  | (1,045,040)                | 10,000         | 275,826                       |
|                | <u>43,467</u>                 | <u>1,267,399</u>           | <u>(1,045,040)</u>         | <u>10,000</u>  | <u>275,826</u>                |

Unrestricted Funds - Previous year

|                | Balance at<br>01/04/2019<br>£ | Incoming<br>resources<br>£ | Outgoing<br>resources<br>£ | Transfers<br>/ Gains/Losses<br>£ | Balance at<br>31/03/2020<br>£ |
|----------------|-------------------------------|----------------------------|----------------------------|----------------------------------|-------------------------------|
| <i>General</i> |                               |                            |                            |                                  |                               |
| General        | (48,351)                      | 1,386,897                  | (1,288,863)                | ( 6,216)                         | 43,467                        |
|                | <u>(48,351)</u>               | <u>1,386,897</u>           | <u>(1,288,863)</u>         | <u>(6,216)</u>                   | <u>43,467</u>                 |

Restricted Funds

|         | Balance at<br>01/04/2020<br>£ | Incoming<br>resources<br>£ | Outgoing<br>resources<br>£ | Transfers<br>£  | Balance at<br>30/03/2021<br>£ |
|---------|-------------------------------|----------------------------|----------------------------|-----------------|-------------------------------|
| General | 241,094                       | 565,696                    | (542,251)                  | (10,000)        | 254,539                       |
|         | <u>241,094</u>                | <u>565,696</u>             | <u>(542,251)</u>           | <u>(10,000)</u> | <u>254,539</u>                |

The Jericho Foundation  
Notes to the Financial Statements Continued  
For the period ended 30 March 2021

**Restricted Funds - Previous year**

|         | Balance at<br>01/04/2019 | Incoming<br>resources | Outgoing<br>resources | Transfers       | Balance at<br>31/03/2020 |
|---------|--------------------------|-----------------------|-----------------------|-----------------|--------------------------|
|         | £                        | £                     | £                     | £               | £                        |
| General | 304,359                  | 315,777               | (369,042)             | (10,000)        | 241,094                  |
|         | <b>304,359</b>           | <b>315,777</b>        | <b>(369,042)</b>      | <b>(10,000)</b> | <b>241,094</b>           |

**18. Analysis of net assets between funds**

|                           | Tangible<br>fixed assets | Investments    | Net current<br>assets /<br>(liabilities) | Creditors ><br>one year | Net Assets     |
|---------------------------|--------------------------|----------------|--|-------------------------|----------------|
|                           | £                        | £              | £  | £                       | £              |
| <b>Unrestricted funds</b> |                          |                |  |                         |                |
| General                   |                          |                |  |                         |                |
| General                   | 550,377                  | 600,000        | 457,298                                  | (847,841)               | 759,834        |
|                           | <b>550,377</b>           | <b>600,000</b> | <b>457,298</b>                           | <b>(847,841)</b>        | <b>759,834</b> |

**Previous year**

|                           | Tangible<br>fixed assets | Investments    | Net current<br>assets /<br>(liabilities) | Creditors ><br>one year | Net Assets     |
|---------------------------|--------------------------|----------------|--|-------------------------|----------------|
|                           | £                        | £              | £  | £                       | £              |
| <b>Unrestricted funds</b> |                          |                |  |                         |                |
| General                   |                          |                |  |                         |                |
| General                   | 557,352                  | 610,000        | 229,377                                  | (882,700)               | 514,029        |
|                           | <b>557,352</b>           | <b>610,000</b> | <b>229,377</b>                           | <b>(882,700)</b>        | <b>514,029</b> |

The Jericho Foundation  
Detailed Statement of Financial Activities  
For the period ended 30 March 2021

|   | 2021<br>£          | 2020<br>£          |
|---|--------------------|--------------------|
| <b>INCOME AND ENDOWMENT</b>                                       |                    |                    |
| <b>Donations and legacies</b>                                     |                    |                    |
| Donations   | 481,017            | 112,823            |
| Grants receivable   | 552,071            | 518,752            |
|   | <b>1,033,088</b>   | <b>631,575</b>     |
| <b>Charitable activities</b>                                      |                    |                    |
| Income from charitable activities (Social enterprise activities)  | 717,409            | 987,086            |
| Income from charitable activities (Activity 3)                    | 82,598             | 84,013             |
|   | <b>800,007</b>     | <b>1,071,099</b>   |
| <b>Total incoming resources</b>                                   | <b>1,833,095</b>   | <b>1,702,674</b>   |
| <b>EXPENDITURE</b>  |                    |                    |
| <b>Raising donations and legacies</b>                             |                    |                    |
| Donations   | (59,868)           | (65,600)           |
|   | <b>(59,868)</b>    | <b>(65,600)</b>    |
| <b>Charitable activities</b>                                      |                    |                    |
| Cost of direct charitable activity (Grants and contracts)         | (253,615)          | (228,284)          |
| Cost of direct charitable activity (Social enterprise activities) | (809,594)          | (860,835)          |
|   | <b>(1,063,209)</b> | <b>(1,089,119)</b> |
| <b>SUPPORT COSTS</b>  |                    |                    |
| <b>Finance</b>  |                    |                    |
| Finance (Grants and contracts)                                    | (6,942)            | (10,802)           |
| Finance (Social enterprise activities)                            | (22,162)           | (40,732)           |
|   | <b>(29,104)</b>    | <b>(51,534)</b>    |
| <b>Staff salaries &amp; related costs</b>                         |                    |                    |
| Staff salaries & related costs (Grants and contracts)             | (51,125)           | (33,022)           |
| Staff salaries & related costs (Social enterprise activities)     | (163,201)          | (124,523)          |
|   | <b>(214,326)</b>   | <b>(157,545)</b>   |
| <b>Communication costs</b>  |                    |                    |
| Communication costs (Grants and contracts)                        | (1,349)            | (1,361)            |
| Communication costs (Social enterprise activities)                | (4,305)            | (5,131)            |
|   | <b>(5,654)</b>     | <b>(6,492)</b>     |
| <b>Office costs</b>   |                    |                    |
| Office costs (Grants and contracts)                               | (5,575)            | (8,010)            |
| Office costs (Social enterprise activities)                       | (17,798)           | (30,205)           |
|   | <b>(23,373)</b>    | <b>(38,215)</b>    |
| <b>Premises Costs</b>   |                    |                    |
| Premises Costs (Grants and contracts)                             | (8,490)            | (14,011)           |
| Premises Costs (Social enterprise activities)                     | (27,103)           | (52,834)           |



The Jericho Foundation  
Detailed Statement of Financial Activities Continued  
For the period ended 30 March 2021

|   |                    |                    |
|---|--------------------|--------------------|
|   | (35,593)           | (66,845)           |
| <b>Depreciation</b>                                   |                    |                    |
| Depreciation (Grants and contracts)                   | (8,533)            | (12,400)           |
| Depreciation (Social enterprise activities)           | (27,236)           | (23,750)           |
|   | <b>(35,769)</b>    | <b>(36,150)</b>    |
| <b>Legal and professional</b>                         |                    |                    |
| Legal and professional (Grants and contracts)         | (14,670)           | (15,378)           |
| Legal and professional (Social enterprise activities) | (46,829)           | (57,987)           |
|   | <b>(61,499)</b>    | <b>(73,365)</b>    |
| <b>Governance costs</b>                               |                    |                    |
| Governance costs (Grants and contracts)               | (14,049)           | (10,487)           |
| Governance costs (Social enterprise activities)       | (44,847)           | (62,553)           |
|   | <b>(58,896)</b>    | <b>(73,040)</b>    |
| <b>Total resources expended</b>                       | <b>(1,587,291)</b> | <b>(1,657,905)</b> |
| <b>Net Income</b>                                     | <b>245,804</b>     | <b>44,769</b>      |