

**REGISTERED COMPANY NUMBER: 02845852 (England and Wales)**  
**REGISTERED CHARITY NUMBER:1037084**

Trustees' Report and  
Audited Financial Statements for the Year Ended 30 March 2024  
for  
The Jericho Foundation

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for the Year Ended 30 March 2024

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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 2024. 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).

## **STRATEGIC REPORT**

### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

#### **Governing document**

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

### **REFERENCE AND ADMINISTRATIVE DETAILS**

#### **Registered Company number**

02845852 (England and Wales)

#### **Registered Charity number**

**1037084**

#### **Registered office**

196-198 Edward Road  
Balsall Heath  
Birmingham  
B12 9LX

#### **Trustees**

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

Graham Cook (resigned 18/05/23)  
Eleanor Searley (resigned 18/01/2024)  
Zac Dixon  
Colin Marsh  
David Wickens  
Uniqua Brown  
James Crystal  
Martin Robertson (appointed 18/05/23)

#### **Banker**

Unity Trust Bank  
9 Brindley Place  
Birmingham  
B1 2HB

#### **Auditors**

Tag Assurance Services Limited  
Chartered Accountants  
Statutory Auditors  
8 Pendeford Place  
Pendeford Business Park, Wobaston Road  
Wolverhampton  
WV9 5HD

## **PERFORMANCE FOR THE YEAR 2023/24**

The 23/24 financial year was Jericho's 30th year of trading since the charity was incorporated in August 2003. The highlight of the year was our 30th Birthday celebration event in October which was well attended by a range of funders, supporters, staff and beneficiaries. This was an amazing opportunity to celebrate all we have achieved together over the years, and we are particularly grateful to our keynote speakers, West Midlands Mayor Andy Street, Paul Fenton from Paul Hamlyn Foundation and Tina Swani from Sutton Coldfield Charitable Trust who all gave inspirational messages.

Our social impact in 23/24 increased significantly compared to the previous year. We supported 128 beneficiaries (compared with 136 in FY22/23), of whom 100 worked in our social enterprises, completing 4920 days of supported work experience. Around 84% of all completers progressed into a positive outcome and we evidenced a total social value of £1.725m compared with £1.31m in FY22/23.

Financially it was another reasonable year with fundraising performing very well and compensating for some challenges within the social enterprises. Overall, we achieved our challenging break-even budget.

The main challenges in the year related directly or indirectly to the ongoing 'Cost of Living Crisis'. We were adversely affected by further significant increases in staff and beneficiary wages, utilities and materials costs. We also experienced some delays in filling up some of our newly completed residential accommodation which impacted on budgeted property income. Wood Shack and Jericho Cleaning performed relatively poorly in the year and one of our key Jericho Cleaning customers went into administration leaving us with a significant unpaid debt. Meanwhile Birmingham City Council issued a section 114 notice, effectively declaring bankruptcy, which was probably connected in part to their request to increase our rent at ReUsers by 60%, an issue that thankfully has since been resolved. Overall there were times during the middle of the year where it felt like we were facing a tidal wave of adversity.

However, there were also some great encouragements in the year. Most importantly we secured three year extensions to funding for both our modern slavery and young people's programmes. These programmes are the foundation of Jericho's work, and we are hugely grateful to our funders for trusting us with another three years of support.

In addition, we were delighted to see the Change Kitchen team moved back into their newly completed kitchen and delivered a record year with income in excess of £300k, 75 tonnes of surplus food diverted from landfill and 8120 free meals provided for those in food poverty. We were also able to purchase two new vans for Wood Shack which will enable us to collect more waste wood in each collection going forward. We benefitted from several days of support from some of our amazing corporate partners who helped with garden makeovers and furniture assembly at our accommodation sites. We were also delighted to welcome two of our brilliant business managers back from maternity leave.

Our trustee board continues to function well, providing accountability, guidance and support to our executive team. This year we said goodbye to our Ellie Searley following 6 years of faithful service bringing both wisdom and legal expertise to the board. We plan to recruit a replacement in the coming year but meanwhile the remaining six trustees are well equipped to help take Jericho forward.

Towards the end of the year, we held an away day for trustees and members or the senior management team to consider the future strategic direction of Jericho. The detail plan is still in preparation but key objectives for the coming years will include diversification of our fundraising income streams, growth in our social enterprise contribution to circa £400k per year, increasing in our social impact through the addition of some higher volume, lower unit cost interventions, becoming a 'best in class' employer and reducing our carbon emissions through investing in our buildings.

## **Objectives and Activities**

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.

### **Mission Statement**

Jericho gives the people who need it most, the break they need to feel and be more employable.

### **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 the 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 £2,141,057 (2023: £2,312,264), whilst expenditure amounted to £2,140,756 (2023: £2,242,457). This gave rise to a surplus of £301 (2023: £69,807) and an increase in unrestricted funds for the year to £788,739 as shown on the Statement of Financial Activities.

Total funds carried forward at 30 March 2024 are £908,739 (2023: £908,438).

### **Reserves Policy**

The Trustees have agreed a policy to aim towards maintaining reserves at a minimum level of 3 months' essential expenditure and a maximum of 6 months' expenditure. This will allow the charity to be resilient, properly manage its finances and deal with future funding issues. This means the required level of reserves is between £551,000 and £1,102,000. The Trustees have also decided that the best measure of reserves for the Charity is the unrestricted funds which amounted to £788,739.

### **Principal Funding Sources**

During the year we received £859,993 (2023: £966,543) to provide focussed support for our clients. This funding used to be primarily from statutory sources, but is now mainly grant making trusts.

Social Enterprise / trading income amounted to £1,281,064 (2023: £1,345,721), which included Wood Recycling, ReUse, and Cleaning activities. These operations provide the supported work placements for clients.

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:

Baron Davenport's Charity  
Charles Brotherton Trust  
Communities and Housing Investment Consortium Limited  
Chiltern Railways  
Edgar E Lawley Foundation  
Edward and Dorothy Cadbury Trust  
Equans  
Equistone Partners Europe Ltd  
Esmee Fairbairn Foundation  
GJW Turner Trust  
Garfield Weston Foundation  
Glasspool Charity Trust  
Goldieslie Lodge Benevolent Fund  
Hodge Foundation  
Hortons Estates  
Landau  
Lord Barnaby's Foundation  
Miss Albright Grimley Charity  
National Grid  
National Lottery Community Fund - Awards for All  
National Lottery Community Fund - Reaching Communities  
Paul Hamlyn Foundation  
Resonance  
Richard Kilcuppe's Charity  
Rotary Club of Moseley & Sparkbrook Charity  
Skipton Charitable Foundation  
Solihull School  
Sutton Coldfield Baptist Church  
Sutton Coldfield Charitable Trust  
Sutton Coldfield Town Council  
Team ITG  
The Balcombe Charitable Trust  
The Charles Plater Trust  
The Eveson Charitable Trust  
The George Henry Collins Charity  
The Gosling Foundation  
The Grimmitt Trust  
The Hamead Trust  
The Henry Smith Charity  
The Hobson Charity  
The Joseph Hopkins & Henry James Sayer Charity  
The Lillie C Johnson Charitable Trust

The Jericho Foundation

Trustees' Report  
for the Year Ended 30 March 2024

The Michael Marsh Charitable Trust  
The Noel Sweeney Foundation  
The Rank Foundation  
The Roger & Douglas Turner Charitable Trust  
The Rowlands Trust  
The Saintbury Trust  
The Sparkhill Trust  
Westhill Endowment  
West Bromwich Building Society  
Westhill Endowment  
William A Cadbury Charitable Trust

## **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 Senior Management Team and the Trustees to satisfy themselves that adequate systems 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:-

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

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:

### **Cost of living' crisis**

Our biggest risk during the year was the cost-of-living crisis which put pressure on all of our costs including utility bills, wage costs and materials costs. We managed this through careful forecasting and tight financial management and were also able to access several cost-of-living related grant programmes.

### **Challenging Fundraising climate**

The fundraising climate became considerably tighter during the year with more charities applying for more money from the same funders with less to give away due to poorer investment returns. We managed this risk by expanding our fundraising team to include a fundraising assistant and by releasing one of our senior managers to focus more time on corporate partnerships and individual giving. By the end of the financial year we had managed to exceed our fundraising target by a reasonable margin

### **Health and Safety risks**

Health and Safety became a much bigger risk during the pandemic so in the last year we have continued to mitigate these risks by increased health and safety manager hours, intensive staff training and provision of 'best in class' Covid safety measures on all of our sites.

## **Future Plans**

During the year we have continued to implement the strategic plan that was developed previously and is based on the following principles:

Replicate where possible some of our existing social enterprises into nearby geographic locations.  
Broaden the offer of existing SE's to include new goods and services.

Focus on growing social impact - not turnover, headcount or outputs – use the Social Value Portal to measure success.

Invest in the right people in the right places to build a more resilient staffing structure and trustee board.

ESG focus – we will seek to maximise the benefit to Jericho of the increasing prioritisation of Environmental, Social and Governance issues in the corporate/business worlds through a targeted corporate engagement and fundraising programme.

Towards the end of the year, we held an away day for trustees and members or the senior management team to consider the future strategic direction of Jericho. As noted above the detailed plan is still in preparation but key objectives for the coming years will include diversification of our fundraising income streams, growth in our social enterprise contribution to circa £400k per year, increasing in our social impact through the addition of some higher volume, lower unit cost interventions, becoming a 'best in class' employer and reducing our carbon emissions through investing in our buildings.



## **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 £10 per member.

### **Method of appointment of Directors and members**

The Directors of the charity are the charity's trustees as defined by section 177 of the Charities Act 2011. The minimum numbers of directors is three. One third of the Directors come up for re-election every three years. The voting takes place at the AGM.

Any person wishing to become a member of the charity may apply to the charity in the form required by the Directors and must be approved by the Directors. The Directors may only refuse an application for membership if, acting reasonably and properly, they consider it to be in the best interests of the charity to refuse the application. If membership is granted to individuals or organisations which are not also Directors, an amendment to the Articles of Association of the charity will be required.

### **Induction and Training of Directors**

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

### **Organisational Structure & Decision Making**

The Directors manage the business of the charity and may exercise all the powers of the charity unless they are subject to any restrictions imposed by the Companies Act, or the articles, or any special resolution. The Directors meet a minimum of four times a year to consider major decisions of the charity. There are currently no sub-committees of the Board of Directors.

The Chief Executive is responsible for the day-to-day management of the charity and for implementing policies agreed by the Directors. The Chief Executive is assisted by a group of senior managers (the Senior Management Team).

### **TRUSTEES' RESPONSIBILITY STATEMENT**

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.

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;
- observe the methods and principles in the Charity SORP;
- 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 charitable company 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 charitable company 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 charitable company 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 charitable company's auditors are 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 auditors are aware of that information.

The Jericho Foundation

Trustees' Report  
for the Year Ended 30 March 2024

**AUDITORS**

The auditors, Tag Assurance Services Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Trustees' report, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 26 November 2024 and signed on the board's behalf by:

Colin Marsh

A handwritten signature in black ink, appearing to read 'Colin Marsh', is written over a light blue rectangular background.

.....  
Trustee

Report of the Independent Auditors to the Members of  
The Jericho Foundation

**Opinion**

We have audited the financial statements of The Jericho Foundation (the 'charitable company') for the year ended 30 March 2024 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

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 2024 and of its 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, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; 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 Auditors' 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, 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 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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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.

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 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' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the 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; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

### **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

### **Our 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 a Report of the Independent Auditors 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.

-We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

- We review financial statement disclosures and undertake testing to supporting documentation to assess compliance with applicable laws and regulations.

- We perform audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business.

- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- We enquire of management around actual and potential litigation and claims.

- We conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the union's ability to continue as a going concern.

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 Report of the Independent Auditors.

### **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 auditors' 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.

*S D Philpott*

Shaun Philpott FCA (Senior Statutory Auditor)  
for and on behalf of Tag Assurance Services Limited  
Chartered Accountants  
Statutory Auditors  
8 Pendeford Place  
Pendeford Business Park, Wobaston Road  
Wolverhampton  
WV9 5HD

Date: 26 November 2024

The Jericho Foundation

Statement of Financial Activities  
for the Year Ended 30 March 2024

	Notes	Unrestricted funds £	Restricted funds £	30.3.24 Total funds £	30.3.23 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	46,914	813,079	859,993	966,543
Income from charitable activities	3	<u>1,281,064</u>	<u>-</u>	<u>1,281,064</u>	<u>1,345,721</u>
<b>Total</b>		<u>1,327,978</u>	<u>813,079</u>	<u>2,141,057</u>	<u>2,312,264</u>
<b>EXPENDITURE ON</b>					
<b>Raising funds</b>					
Raising donations and legacies	4	<u>102,813</u>	<u>-</u>	<u>102,813</u>	<u>87,074</u>
		102,813	-	102,813	87,074
<b>Charitable activities</b>	5/6	1,163,670	874,273	2,037,943	2,155,383
<b>Total</b>		<u>1,266,483</u>	<u>874,273</u>	<u>2,140,756</u>	<u>2,242,457</u>
<b>NET INCOME/(EXPENDITURE)</b>					
Transfers between funds	20	61,495 <u>10,000</u>	(61,194) <u>(10,000)</u>	301 <u>-</u>	69,807 <u>-</u>
<b>Net movement in funds</b>		71,495	(71,194)	301	69,807
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		717,244	191,194	908,438	838,631
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>788,739</u>	<u>120,000</u>	<u>908,739</u>	<u>908,438</u>

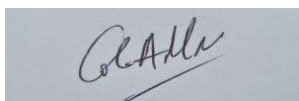
The notes form part of these financial statements

The Jericho Foundation

Statement of Financial Position  
30 March 2024

	Notes	30.3.24 £	30.3.23 £
<b>FIXED ASSETS</b>			
Tangible assets	11	655,904	653,358
Social investments	12	<u>740,000</u>	<u>750,000</u>
		1,395,904	1,403,358
<b>CURRENT ASSETS</b>			
Stocks	13	176,877	174,905
Debtors	14	176,438	165,709
Cash in hand		<u>145,975</u>	<u>231,846</u>
		499,290	572,460
<b>CREDITORS</b>			
Amounts falling due within one year	15	(257,555)	(285,627)
<b>NET CURRENT ASSETS</b>		<u>241,735</u>	<u>286,833</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		1,637,639	1,690,191
<b>CREDITORS</b>			
Amounts falling due after more than one year	16	(728,900)	(781,753)
<b>NET ASSETS</b>		<u>908,739</u>	<u>908,438</u>
<b>FUNDS</b>	20		
Unrestricted funds:			
General fund		674,926	599,612
Revaluation reserve		<u>113,813</u>	<u>117,632</u>
		<u>788,739</u>	<u>717,244</u>
Restricted funds		<u>120,000</u>	<u>191,194</u>
<b>TOTAL FUNDS</b>		<u>908,739</u>	<u>908,438</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 26 November 2024 and were signed on its behalf by:



.....  
Trustee

The Jericho Foundation

Statement of Cash Flows  
for the Year Ended 30 March 2024

	Notes	30.3.24 £	30.3.23 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	66,964	(151,886)
Interest paid		<u>(34,623)</u>	<u>(36,228)</u>
Net cash provided by/(used in) operating activities		<u>32,341</u>	<u>(115,658)</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(72,965)	(114,243)
Purchase of social investments		-	(197,915)
Sale of tangible fixed assets		<u>25,750</u>	<u>18,000</u>
Net cash used in investing activities		<u>(47,215)</u>	<u>(294,158)</u>
<b>Cash flows from financing activities</b>			
Loan repayments in year		(70,997)	(94,283)
Loan draw downs in year		<u>          </u>	<u>125,000</u>
Net cash (used in)/provided by financing activities		<u>(70,997)</u>	<u>(30,717)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		(85,871)	(147,783)
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>231,846</u>	<u>379,629</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>145,975</u>	<u>231,846</u>

The notes form part of these financial statements

Notes to the Statement of Cash Flows  
for the Year Ended 30 March 2024

**1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	30.3.24 £	30.3.23 £
<b>Net income for the reporting period (as per the Statement of Financial Activities)</b>	301	69,807
<b>Adjustments for:</b>		
Depreciation charges	49,648	38,608
Impairments	10,000	108,294
Profit on sale of tangible fixed asset	(4,979)	(6,793)
Interest paid	34,623	36,228
Increase in stocks	(1,972)	(12,122)
Increase in debtors	(10,729)	6,064
Decrease in creditors	<u>(9,928)</u>	<u>(88,200)</u>
<b>Net cash provided by/(used in) operations</b>	<u>66,964</u>	<u>151,886</u>

**2. ANALYSIS OF CHANGES IN NET DEBT**

	At 31.3.23 £	Cash flow £	At 30.3.24 £
<b>Net cash</b>			
Cash at bank and in hand	<u>231,846</u>	<u>(85,871)</u>	<u>145,975</u>
	<u>231,846</u>	<u>(85,871)</u>	<u>145,975</u>
<b>Debt</b>			
Debts falling due within 1 year	(70,996)	18,144	(52,852)
Debts falling due after 1 year	<u>(781,753)</u>	<u>52,853</u>	<u>(728,900)</u>
	<u>(852,749)</u>	<u>70,997</u>	<u>(781,752)</u>
<b>Total</b>	<u>(620,903)</u>	<u>(14,874)</u>	<u>(635,777)</u>



## 1. ACCOUNTING POLICIES

### Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared 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' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain assets.

### Going concern

The financial statements have been prepared on a going concern basis as the trustee believe that no material uncertainties exist. The trustee have considered the level of fund held and the expected level of income and expenditure for 12 month from authorizing these financial statement. The budgeted income and expenditure is sufficient with the level of reserve for the charity to be able to continue as a going concern.

### 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 followings basis:

Freehold Property	2.5% Straight line
Equipment	25% Straight line

### Taxation

The charity is exempt from corporation tax on its charitable activities.

## 2. DONATIONS AND LEGACIES

	Unrestricted funds	Restricted funds	2024	2023
	£	£	£	£
Donations received	11,914	7,500	19,414	13,458
Grants received	35,000	805,579	840,579	953,085
	<b>46,914</b>	<b>813,079</b>	<b>859,993</b>	<b>966,543</b>

## 3. Income from charitable activities

	2024	2023
	£	£
Unrestricted funds		
Social Enterprise activities		
Income from charitable activities	1,158,818	1,267,186
Other		
Income from charitable activities	122,246	78,535
	<b>1,281,064</b>	<b>1,345,721</b>

Notes to the Financial Statements - continued  
for the Year Ended 30 March 2024

4. RAISING DONATIONS AND LEGACIES

	2024 £	2023 £
<b>Unrestricted funds</b>		
Donations	102,813	87,074
	<b>102,813</b>	<b>87,074</b>

5. COSTS OF CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds £	Restricted Funds £	2024 £	2023 £
Grants and contracts	-	340,003	340,003	310,204
Social enterprise activities	707,876	359,415	1,067,291	1,148,592
Support costs	455,794	174,855	630,649	696,587
	<b>1,163,671</b>	<b>874,273</b>	<b>2,037,943</b>	<b>2,155,383</b>

Costs of charitable activities by activity type

	Activities undertaken directly £	Support costs £	2024 £	2023 £
Grants and contracts	340,003	152,365	492,368	458,329
Social enterprise activities	1,067,291	478,284	1,545,575	1,697,054
	<b>1,407,294</b>	<b>630,649</b>	<b>2,037,943</b>	<b>2,155,383</b>

6. SUPPORT COSTS

	Grants and contracts £	Social enterprise activities £	2024 £	2023 £
Finance	8,905	27,953	36,858	38,475
Staff salaries & Related	77,704	243,918	321,623	260,182
Communication costs	1,226	3,849	5,075	4,967
Office costs	7,976	25,038	33,014	23,908
Premises costs	13,330	41,844	55,174	61,955
Deprecation	14,411	45,237	59,648	146,362
Legal and professional	15,281	47,968	63,248	73,511
Governance costs	13,532	42,477	56,009	87,227
	<b>152,365</b>	<b>478,284</b>	<b>630,649</b>	<b>696,587</b>

7. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	30.3.24 £	30.3.23 £
Depreciation - owned assets	<u>49,648</u>	<u>38,068</u>

Auditors' remuneration £9,000 (£8,000 in 2023).

Notes to the Financial Statements - continued  
for the Year Ended 30 March 2024

**8. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 30 March 2024 nor for the year ended 30 March 2023.

**Trustees' expenses**

During the year no transactions 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.

**9. STAFF COSTS AND EMOLUMENTS**

Totals staff costs for the period ended 30 March 2024 were:

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Salaries and wages	1,423,194	1,396,846
Social security costs	99,324	98,867
Pension costs	37,081	50,039
	<u>1,559,599</u>	<u>1,545,852</u>

The average number of employees for the year were 97 (98 in 2023).

There was one member of staff with the salary in the band range £70,001 to £80,000.

**10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Income and endowments from</b>			
Donations and legacies	104,506	862,037	966,543
Charitable activities	<u>1,345,721</u>	<u>-</u>	<u>1,345,721</u>
<b>Total</b>	<u>1,450,227</u>	<u>862,037</u>	<u>2,312,264</u>
<b>Expenditure on:</b>			
Raising funds	(87,074)	-	(87,074)
Charitable Activities	<u>(1,273,089)</u>	<u>(882,294)</u>	<u>(2,155,383)</u>
<b>Total</b>	<u>1,360,163</u>	<u>(882,294)</u>	<u>(2,242,457)</u>
<b>Transfer between funds</b>	<u>10,000</u>	<u>(10,000)</u>	<u>--</u>
<b>Net Movement in funds</b>	<u>100,064</u>	<u>(30,257)</u>	<u>69,807</u>
<b>Reconciliation of fund</b>			
Total Funds brought forward	<u>617,180</u>	<u>221,451</u>	<u>838,631</u>
<b>Total fund carried forward</b>	<u>717,244</u>	<u>191,194</u>	<u>908,438</u>

Notes to the Financial Statements - continued  
for the Year Ended 30 March 2024

**11. TANGIBLE FIXED ASSETS**

	Freehold Property £	Equipment £	Total £
<b>Cost or Valuation</b>			
At 31st March 2023	651,389	421,628	1,073,017
Additions	-	72,965	72,965
Disposals	-	(49,000)	(49,000)
<b>At 30th March 2024</b>	<b>651,389</b>	<b>445,593</b>	<b>1,096,982</b>
<b>Depreciation</b>			
At 31st March 2023	55,000	364,659	419,659
Charge for year	16,284	33,364	49,648
Eliminated on disposal	-	(28,229)	(28,229)
<b>At 30th March 2024</b>	<b>71,284</b>	<b>369,794</b>	<b>441,078</b>
<b>Net Book Value</b>			
<b>At 30 March 2024</b>	<b>580,105</b>	<b>75,799</b>	<b>655,904</b>
At 30 March 2023	596,389	56,969	653,358

The Freehold Property was professionally revalued by Chivers Chartered Surveyors on 24 September 2019 on an open market basis £550,000. The trustees regard the current carrying value of the property at £580,105 reflects the additional value added by the investment.

In respect of freehold property stated at valuation, the comparable historic cost and depreciation values were as follows:

	2024 £	2023 £
Historic cost	681,129	681,129
Accumulated depreciation	(286,087)	(269,060)
<b>Net Book Value</b>	<b>395,042</b>	<b>412,069</b>

**12. SOCIAL INVESTMENTS**

	Programme Related Investment £	Mixed Motive Investments £	Totals £
<b>MARKET VALUE</b>			
At 31 March 2023	130,000	620,000	750,000
Impairments	(10,000)	-	(10,000)
At 30 March 2024	120,000	620,000	740,000
<b>NET BOOK VALUE</b>			
At 30 March 2024	120,000	620,000	740,000
At 30 March 2023	130,000	620,000	750,000

The mixed motive investment was professionally valued by Chivers Chartered Surveyors on 4th June 2021 on an open market basis at £620,000.

Notes to the Financial Statements - continued  
for the Year Ended 30 March 2024

**13. STOCKS**

	30.3.24	30.3.23
	£	£
Donated goods for resale	<u>176,877</u>	<u>174,905</u>

**14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	30.3.24	30.3.23
	£	£
Trade debtors	102,181	93,998
Other debtors	17,486	1,341
Prepayments and accrued income	<u>56,771</u>	<u>70,370</u>
	<u>176,438</u>	<u>165,709</u>

**15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	30.3.24	30.3.23
	£	£
Bank loans and overdrafts (see note 17)	52,852	70,996
Trade creditors	42,800	28,338
Social security and other taxes	37,837	32,098
Other creditors	18,888	21,204
Accruals and deferred income	<u>105,178</u>	<u>132,991</u>
	<u>257,555</u>	<u>285,627</u>

**16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	30.3.24	30.3.23
	£	£
Bank loans (see note 17)	<u>728,900</u>	<u>781,753</u>

**17. LOANS**

An analysis of the maturity of loans is given below:

	30.3.24	30.3.23
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>52,852</u>	<u>70,996</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	<u>145,764</u>	<u>175,795</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	583,136	605,958

**18. SECURED DEBTS**

The following secured debts are included within creditors:

	30.3.24	30.3.23
	£	£
Secured Loan	<u>739,295</u>	<u>774,096</u>

The bank loan is secured on the fixed assets of the charity.

**19. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted funds £	Restricted funds £	30.3.24 Total funds £	30.3.23 Total funds £
Fixed assets	655,904	-	655,904	653,358
Investments	620,000	120,000	740,000	750,000
Current assets	499,290	-	499,290	572,460
Current liabilities	(257,555)	-	(257,555)	(285,627)
Long term liabilities	<u>(728,900)</u>	<u>-</u>	<u>(728,900)</u>	<u>(781,753)</u>
	<u>788,739</u>	<u>120,000</u>	<u>908,739</u>	<u>908,438</u>

**19. ANALYSIS OF NET ASSETS BETWEEN FUNDS - continued**

**Movement on Funds**

	At 31st March 2023	Income	Expenditure	Transfer	At 30th March 2024
Revaluation Reserve	117,632			(3,819)	113,813
General Fund	599,612	1,327,978	(1,266,483)	(13,819)	674,926
<b>Total Unrestricted Funds</b>	<b>717,244</b>	<b>1,327,978</b>	<b>(1,266,483)</b>	<b>(10,000)</b>	<b>788,739</b>
<b>Restricted Funds</b>					
Salisbury Road	130,000	-	-	(10,000)	120,000
Baron Davenport's Charity	-	2,000	(2,000)	-	-
Charles Brotherton Trust	-	250	(250)	-	-
Chiltern Railways	-	7,990	(7,990)	-	-
Edgar E Lawley Foundation	-	2,000	(2,000)	-	-
Edward and Dorothy Cadbury Trust	-	5,000	(5,000)	-	-
Esmee Fairbairn Foundation	51,194	5,575	(56,769)	-	-
GJW Turner Trust	-	2,000	(2,000)	-	-
Garfield Weston Foundation	-	50,000	(50,000)	-	-
Glasspool Charity Trust	-	200	(200)	-	-
Goldieslie Lodge Benevolent Fund	-	1,000	(1,000)	-	-
Hodge Foundation	-	5,000	(5,000)	-	-
Hortons Estates	-	5,000	(5,000)	-	-
Landau	-	19,901	(19,901)	-	-
Lord Barnaby's Foundation	-	5,000	(5,000)	-	-
Miss Albright Grimley Charity	-	1,000	(1,000)	-	-
National Grid	-	9,997	(9,997)	-	-
National Lottery Community Fund - Awards for All	-	9,999	(9,999)	-	-
National Lottery Community Fund - Reaching Communities	-	159,967	(159,967)	-	-
Paul Hamlyn Foundation	-	140,000	(140,000)	-	-
Resonance	-	39,163	(39,163)	-	-
Richard Kilcuppe's Charity	-	2,000	(2,000)	-	-
Skipton Charitable Foundation	-	3,000	(3,000)	-	-
Sutton Coldfield Baptist Church	-	7,500	(7,500)	-	-
Sutton Coldfield Charitable Trust	-	84,909	(84,909)	-	-
Sutton Coldfield Town Council	-	15,883	(15,883)	-	-
The Balcombe Charitable Trust	10,000	-	(10,000)	-	-
The Charles Plater Trust	-	24,500	(24,500)	-	-
The Eveson Charitable Trust	-	15,000	(15,000)	-	-
The George Henry Collins Charity	-	3,000	(3,000)	-	-
The Gosling Foundation	-	20,000	(20,000)	-	-
The Grimmitt Trust	-	2,000	(2,000)	-	-
The Haramead Trust	-	10,000	(10,000)	-	-
The Henry Smith Charity	-	60,000	(60,000)	-	-
The Hobson Charity	-	7,837	(7,837)	-	-
The Joseph Hopkins & Henry James Sayer Charity	-	750	(750)	-	-
The Lillie C Johnson Charitable Trust	-	500	(500)	-	-
The Michael Marsh Charitable Trust	-	2,000	(2,000)	-	-

Notes to the Financial Statements - continued  
for the Year Ended 30 March 2024

**19. ANALYSIS OF NET ASSETS BETWEEN FUNDS - continued**

The Noel Sweeney Foundation	5,000	(5,000)	-	-
The Rank Foundation	44,664	(44,664)	-	-
The Roger & Douglas Turner Charitable Trust	3,000	(3,000)	-	-
The Rowlands Trust	5,000	(5,000)	-	-
The Saintbury Trust	2,000	(2,000)	-	-
The Sparkhill Trust	1,100	(1,100)	-	-
Westhill Endowment	2,394	(2,394)	-	-
William A. Cadbury Charitable Trust	20,000	(20,000)	-	-
<b>Total Restricted Funds</b>	<b>191,194</b>	<b>813,079</b>	<b>(874,273)</b>	<b>(10,000) 120,000</b>
<b>Total Funds</b>	<b>908,439</b>	<b>2,141,057</b>	<b>(2,140,756)</b>	<b>- 908,739</b>

**20. MOVEMENT IN FUNDS**

**Unrestricted Funds**

	Balance at 31/03/2023	Incoming resources	Outgoing resources	Transfer	Balance at 30/03/2024
General					
General	599,612	1,327,978	(1,266,483)	13,819	674,926
	<b>599,612</b>	<b>1,327,978</b>	<b>(1,266,483)</b>	<b>13,819</b>	<b>674,926</b>

**Unrestricted Funds- Previous year**

	Balance at 31/03/2023	Incoming resources	Outgoing resources	Transfer	Balance at 30/03/2024
General					
General	599,612	1,327,978	(1,266,483)	13,819	674,926
	<b>599,612</b>	<b>1,327,978</b>	<b>(1,266,483)</b>	<b>13,819</b>	<b>674,926</b>

**Restricted Funds**

	Balance at 31/03/2023	Incoming resources	Outgoing resources	Transfer	Balance at 30/03/2024
General					
General	191,194	813,079	(874,273)	(10,000)	120,000
	<b>221,451</b>	<b>813,079</b>	<b>(874,273)</b>	<b>(10,000)</b>	<b>120,000</b>

**Restricted Funds- Previous year**

	Balance at 31/03/2022	Incoming resources	Outgoing resources	Transfer	Balance at 30/03/2023
General					
General	221,451	862,037	(882,294)	(10,000)	191,194
	<b>221,451</b>	<b>862,037</b>	<b>(882,294)</b>	<b>(10,000)</b>	<b>191,194</b>



**21. RELATED PARTY DISCLOSURES**

Mr Zac Dixon, a trustee, is a Director in Jericho Enterprises CIC, a company which was paid £9,868 for maintenance works etc.

Mr Nick Wallace and Richard Beard are members of the senior management team and are Directors of Jericho Enterprises CIC.

Detailed Statement of Financial Activities  
for the Year Ended 30 March 2024

	30.3.24 £	30.3.23 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Donations	19,414	13,459
Grants	<u>840,579</u>	<u>953,084</u>
	859,993	966,543
<b>Income from charitable activities</b>		
Social Enterprise activities	1,158,818	1,267,186
Other	<u>122,246</u>	<u>78,535</u>
	<u>1,281,064</u>	<u>1,345,721</u>
<b>Total incoming resources</b>	2,141,057	2,312,264
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
Donations	102,813	87,074
<b>Other</b>		
Social Enterprise activities	1,067,291	1,148,592
Grants and contracts	<u>340,003</u>	<u>310,204</u>
	1,407,294	1,458,796
<b>Support costs</b>		
<b>Management</b>		
Wages (Grants and contracts)	77,704	55,326
Wages (Social enterprises activities)	243,918	204,856
<b>Finance</b>		
Bank charges and loan interest (Grants and contracts)	8,905	8,181
Bank charges and loan interest (Social enterprises activities)	27,953	30,294
<b>Communication costs</b>		
Telephone (Grants and contracts)	1,226	1,056
Telephone (Social enterprises activities)	3,849	3,911
<b>Office costs</b>		
Office costs (Grants and contracts)	7,976	5,084
Office costs (Social enterprises activities)	25,038	18,824
<b>Premises costs</b>		
Premises costs (Grants and contracts)	13,330	13,175
Premises costs (Social enterprises activities)	41,844	48,780
<b>Legal and professional</b>		
Legal and professional (Grants and contracts)	15,281	15,632
Legal and professional (Social enterprises activities)	47,968	57,879
<b>Other costs</b>		
Governance costs (Grants and contracts)	13,532	18,548
Governance costs (Social enterprises activities)	42,477	68,679
Depreciation of tangible fixed assets	49,648	38,068
Impairment of investment	<u>10,000</u>	<u>108,294</u>
	<u>115,657</u>	<u>233,589</u>
<b>Total resources expended</b>	<u>2,140,756</u>	<u>2,242,457</u>
<b>Net income</b>	301	69,807



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#### Parties involved with this document

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