



Federation of Jewish Services  
(A Company limited by Guarantee)

Group Report & Financial Statements

Year Ending 31 March 2021

Charity Number 1117126

Company Number 5858766



*Caring for our  
Community*

**Federation of Jewish Services  
Trustee's Report and Financial Statements  
Reference and Administrative Information**

**Directors and Trustees':**

M I Adlestone OBE DL (resigned 27 January 2021)  
J V Besbrode  
R Davies  
D H Eventhall  
D R Hamburger

H D Joseph  
M E Sciama (also Company Secretary)  
B M Yaffe  
R Vallance (appointed 27 January 2021)

**Senior Management Team:**

**Chief Executive:**

Mark Cunningham

**Departmental Directors:**

**Director of Finance:**

Dominic Irving

**Director of Operations:**

Sheila Heywood-Holt

**Director of Fundraising/Marketing:**

Raphi Bloom

**Director of Community Services:**

Bernie Garner

**Director of Clinical Services:**

Karen Johnson

**Company Number: 5858766**

**Charity Number: 1117126**

**Principal Office:**

Heathlands Village  
Heathlands Drive  
Prestwich  
Manchester M25 9SB

**Auditors:**

Royce Peeling Green Limited  
The Copper Room  
Deva City Office Park  
Trinity Way  
Manchester M3 7BG

**Bankers:**

National Westminster Bank plc  
Manchester City Centre Branch  
19 Market Street  
Manchester M1 1WR

Virgin Money  
Jubilee House  
Gosforth  
Newcastle Upon Tyne, NE3 4PL

**Investment Managers/ Brokers:**

Close Brothers Asset Management  
5<sup>th</sup> Floor, 80 Mosley Street  
St Peter's Square, Manchester, M2 3FX



Caring for our  
Community

## Federation of Jewish Services

### CEO and Chairman's Report

The last 12 months were characterised by two main drivers - the need to adapt rapidly, and to prioritise working in partnership - both born out of a quest for survival in the face of Covid-19.

Almost every activity had to be rethought, reassessed for risk and, in some instances, totally reinvented.

Many staff were forced to work from home, requiring them to quickly adjust to working at a distance from team-mates and learn new software. The challenges to internal communications and IT were huge.

Colleagues in care and nursing needed to deliver the same loving care to residents of Heathlands Village despite the barrier of stifling PPE, putting aside their fears for themselves and their families. The Village's activity team had to find ways to continue to provide a stimulating, uplifting programme notwithstanding the lack of outside entertainers and volunteer helpers. At the same time, staff had to fill relatives' shoes and provide friendship and companionship to Villagers.

The usual social opportunities at our Drop In, Community Café and Coffee-stops for isolated community clients were suspended, but we addressed this with the launch of Walk 'n' Talk get-togethers in Heaton Park and by moving certain community groups to online platforms.

Our Project Smile Play & Learn sessions were put on hold, depriving parents and families of much-needed respite from caring for our young service users with special needs, service users who in turn missed out on being with their friends, having fun and learning life skills. As restrictions eased, we opened up play-pods in our Childrens' Centre limited to six youngsters, with strict safety measures in place. It wasn't ideal but it was something for families desperate for a break.

The list of challenges and changes goes on.

And yet, we got through it. Despite the heart-breaking loss of many treasured people that we cared for at Heathlands Village, as well as clients and volunteers in the community, The Fed, as an organisation, not only survived but even extended its reach.

What held us in good stead were firm yet flexible foundations which sustained our services, even when the pressure was greater than anything previously experienced in our history.

We responded and we modified. We made mistakes too, as we learnt on the hoof. At times we upset people, but we were doing our best.

As the storm raged, the need to work closely with other organisations became a dominant force - the mutual sharing of skills, knowledge and resources ensuring that those worst affected received appropriate support. These new alliances allowed us to enhance our offering and made money go further. A positive lesson for all.

In fact, we grew stronger in the last year through collaboration. We developed solid partnerships with sister charities, principally Jewish Care, Nightingale Hammerson and the Jewish Leadership Council, in launching the Emergency Jewish Homes Appeal; we ran a hugely successful campaign with the Hershel Weiss Centre and the Manchester Jewish Community Strategic Group (MJCSG) to supply winter school holiday food vouchers; we linked up with Salford City FC's Foundation 92 to deliver food and toy packages; with Maccabi and Manchester Jewish Community Care to successfully bid for funding to tackle loneliness; partnered Langdon, L'Chaim Foodbank, the Friendship Circle, GIFT and Bowdon shul in other fundraising initiatives and developed a new MJCSG communal guide. For all of this we earned praise from leaders within the Jewish and wider world.

As we came face to face with everything that Covid could throw at us The Fed stood firm as the community's safety net.

We reimagined our fundraising strategy, inspiring our supporters with online events, a new major donor magazine, inventive challenges, and straight-talking no-fuss appeals. These added up to a positive result during a 12-month period when we often thought things couldn't get much worse.

It has been a tragic year, but heart-warming too, as we witnessed courage and generosity beyond anything we could have imagined, from every quarter.

And so more than anything we just want to say thank you. Thank you for believing in us and helping us navigate the darkest waters.



Mark Cunningham

Chief Executive

23 November 2021



Bernard Yaffe

Chairman



## **Federation of Jewish Services Financial Review**

I am pleased to report on The Fed's financial accounts for the year ended 31 March 2021.

In a 12-month period dominated by the trauma of Covid, it is very difficult to explain or compare the figures by reference to previous years.

There have been numerous atypical cost items that need to be highlighted, and at the same time several exceptional income items, resulting from an extraordinary set of circumstances.

During the early months of the financial year, we relied heavily on the HMRC furloughing scheme, resulting in a successful claim of £208k which helped to offset salary costs.

In addition, we received a further £772k by way of Covid-19 grant funding. This helped to absorb the huge rise in the cost of procuring personal protective equipment and other pandemic-related expenses.

There was a significant reduction in refurbishment costs from £816k to £210k following the completion of Willow Tree House in the previous financial year.

Fortunately, due to firm relationships developed with sister charities within the Jewish Leadership Council, The Fed was apportioned a share of the funds raised by the Emergency Homes Appeal. This helped to alleviate the fall in voluntary income experienced due to the cancellation of fundraising events.

The occupancy rate in the residential care department of Heathlands Village dropped significantly during the year, and many practical issues relating to the pandemic made it extremely difficult to re-fill rooms and restore the rate to a healthy financial level.

By contrast, our nursing care department proved to be far more resilient, mainly due to the development of our Discharge to Assess Services provided to Bury and Trafford Local Authorities.

As in previous years, there has been a significant increase in wage costs. This was due to a further rise in the National Living Wage, a shortage of staff, high levels of sickness due to Covid and difficulties in recruitment. We were forced to become increasingly reliant on expensive recruitment agency staff fees. It is an issue we are seeking to tackle as we move towards implementing the Real Living Wage in the not-too-distant future.

In conclusion, the above factors led to a net financial surplus for the year of £864k which provides a much needed cushion as we look to return to growth, preserve our resilience and resources and cope with the increased demand for our services at Heathlands Village and in the community over the coming years.

Michael Sciamia  
Treasurer

23 November 2021



## **Federation of Jewish Services**

### **Report of the Trustees for the Year ending 31 March 2021**

#### **Structure, Governance and Management - Governing Document**

Federation of Jewish Services is a company limited by guarantee governed by its Memorandum and Articles of Association dated 1st December 2009. It is registered as a charity with the Charity Commission.

#### **Our Purposes and Activities/Objectives**

The Directors are pleased to present their annual Directors' report together with the consolidated financial statements of the charity and its subsidiaries for the year ending 31 March 2021 which are also prepared to meet the requirements for a Directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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 2015).

The purposes of the charity are:

To provide advice, support and care to Jewish people in need, of all ages. We provide support through the following services: children and families' services, residential care, nursing care, day care, supported living, adult social work, mental health support, volunteer support and carer's services.

#### **Future Aims**

Our purpose to provide outstanding advice, support, and care services to people living in the Jewish and local community remains unchanged. It has however been significantly challenged over the last 12 months and we anticipate these challenges will continue in 2021/22.

At the end of a financial year, we would have reasonable insight into the year ahead, and be able to make robust assumptions about potential occupancy and demand for services. The uncertainty created by the pandemic and the political changes affecting social care has made this an extremely difficult exercise.

Demand for residential and nursing care is changing, the pandemic has created a lack of confidence and a reticence when it comes to admissions.

Where previously people may have chosen to come into residential care, this has clearly been affected and admissions are increasingly being driven by need rather than choice.

Some areas of our service delivery in the community are already experiencing unprecedented demand and the focus and format of our services is having to rapidly evolve in response to the long-term impact of Covid-19.

We believe that our services must adapt and change in line with the needs of our community and beneficiaries and reflect the post pandemic environment in which we deliver help and support.

Our long term aims:

To be the social care provider of choice

- Focusing on delivering responsive, safe, high-quality care
- Providing outstanding caring and compassionate services

Ensuring our Services are sustainable, effective, essential, and financially strong

- Using our resources effectively and managing costs
- Maximising the benefit we offer to the community
- Developing new fundraising plans and strengthening the relationship with our donors

Ensuring people know who we are and how we can help

- Improving awareness and understanding of what we do
- Improving how we communicate with the people we support, our employees, volunteers and donors.

Working with the local community to develop services for the future.

- Developing existing and new services to meet the changing demands of social care.
- Working in partnership with other organisations and communities



Caring for our  
Community

## Federation of Jewish Services

### Key objectives

#### A financially strong and safe organisation

- Improve occupancy levels across our Village services.
- Develop our fundraising strategy and improve engagement with donors.
- Improve our income through new areas of service delivery and partnership.
- Reduce waste and seek cost savings and efficiencies.
- Develop our digital strategy
- Mitigate losses in income through maximising government grant opportunities
- Secure additional income through additional statutory contracts
- Review our financial processes and risk management procedures

#### Buildings

- Complete the refurbishment of key living areas.
- Sustain a high standard of maintenance of our facilities.
- Undertake essential health and safety work.
- Undertake the refurbishment of our first-floor residential accommodation.
- Improve our Wifi infrastructure and phone systems.

#### Service delivery

- Continue to develop opportunities and activities that enrich and enhance Jewish life.
- Review the structure of our care services.
- Implement a new person-centred keyworker system across our care services
- Respond to changing demands for mental health services.
- Develop our community services to reflect changing needs and demands.
- Further develop our partnership work with local councils and the NHS

#### Standards

- Ensure we meet health and safety standards and highlight individual responsibility.
- Work towards a CQC rating of Outstanding for all registered services
- Maintain our OFSTED registration, quality rating and five-star food hygiene rating with Bury.
- Ensure people are aware of the Fed's policies and procedures and these are fit for purpose.
- Ensure all our services are COVID safe for service users, volunteers, and our workforce.

#### People & Workforce

- Improve employee recruitment, retention, and sickness levels.
- Develop a new workforce strategy in response to changing demands
- Review our commitment to deliver the Real Living wage for our workforce
- Support our people to achieve more.
- Involve the people we support in developing our services.
- Reduce isolation and loneliness and focus our resources on those who need them most.
- Improve and sustain the health and well-being of the people we support, our employees and volunteers.
- Introduce more effective digital solutions to manage and support our staff.

#### Community

- Raise our profile through robust marketing and communication strategies.
- Provide advice and support to help keep vulnerable adults and children safe.
- Explore opportunities in relation to changes affecting social care.
- Contribute where possible to the local, regional and national development of social care policy and strategy
- Develop our expertise as a dementia care specialist and place of learning.



*Caring for our  
Community*

## **Federation of Jewish Services**

### **Appointment of Trustees**

There shall be at least six and no more than twelve Directors. The first Directors shall be appointed under the Articles. Future Directors shall be appointed as provided in the Articles. The first Directors shall be those subscribers whose signatures, names and addresses appear on the first Memorandum and Articles of Association of the Company. The Board may at any time co-opt any person to be a Director to fill a vacancy in their number or as an additional Director (provided that the maximum number of Directors is not exceeded) but a co-opted Director shall hold office only until the next Annual General Meeting but he shall be eligible for re-election.

One third of the Directors shall retire at each Annual General Meeting of the Charity or, if their number is not divisible by three the number nearest to one third. The Directors to retire shall be those longest in office since their last appointment but as between those who were appointed on the same day those to retire shall be selected by agreement between them or in the absence of agreement then by lot. A Director who retires at an annual general meeting may be reappointed. No person other than a Director who retires by rotation may be appointed to be a Director unless he is proposed and seconded for appointment in writing by two Directors of the Charity and has signed a declaration that he is eligible and willing to serve as a Director.

### **Organisation**

The Board of trustees, who are also the Directors of the company administers the charity. The Board normally meets monthly and there are sub-committees covering development, buildings, finance and fundraising which meet regularly. A Chief Executive is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, employment and operations performance related activity.

### **Related Parties and Co-operation with other Organisations**

None of our trustees receive remuneration or other benefit including reimbursement of expenses from their work with the charity. Any connection between a Trustee or senior manager of the charity with a service user must be disclosed to the full board of Trustees in the same way as any other contractual relationship with a related party. In the current year the Charity received related party donations of £129,508 (2020: £478,846).

### **Pay Policy for Senior Staff**

The Trustee Directors of the company, designate the senior management team to run and operate the charity on a day to day basis.

The pay of senior staff is referred to the Remuneration Committee who meet annually. Key management salaries are reviewed by the Chairman, Chief Executive and Treasurer who make up the Remuneration Committee.

### **Investment Policy**

The Directors adopt a prudent and responsible approach to investments and look to invest in a broad portfolio of low to medium risk investments that will provide a reasonable annual yield. The Directors consider the overall return on investments for the year to be adequate.

### **Reserves Policy**

The Directors aim is to maintain unrestricted liquid reserves at a level to cover any future annual operating deficit. The reserves are needed to meet the working capital requirements of the charity. The Directors are confident that at this level they will be able to continue the current activities of the Charity.

The level of liquid reserves held at year end comprising of cash and investments totalled £1,797,077, of which, £189,956 were restricted for the purposes of future capital projects and other charitable activities (net unrestricted liquid reserves £1,607,121).

The forecast operating deficit (excluding voluntary income) for the current year is £1,485,816 which represents a surplus of £121,305 unrestricted liquid reserves (2021/22).

This policy will be actively reviewed on a regular basis to take account of changes to the future plans of the organisation and perceived risks.

### **Risk Management**

The Directors have a risk management strategy which comprises:

- a review of the principal risks and uncertainties that the charity and its subsidiaries face
- the establishment of policies, systems and procedures to mitigate those risks identified in the review; and
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

In the current financial climate the charity has identified the following financial risks:

- Economic uncertainty brought about by COVID-19 and the associated loss of income from reduced occupancy rates.
- The spiralling costs of supplies, staffing and delivery of care needed to combat Covid-19.
- Pressure placed upon on voluntary income to balance an increasing operational deficit.
- The long-term decline in local authority funding and the shortfall in fees in contrast to cost of care provision.
- Due to the unpredictable nature of legacy income it cannot be relied on nor budgeted for.

Attention has also been focussed on non-financial risks arising from fire, health and safety of service users and staff. These risks are managed by a dedicated Health and Safety manager and champions who ensure accreditation is up to date, having robust policies and procedures in place, and regular awareness training for staff working in these operational areas. The Heathlands Village site is regulated by CQC.



## Federation of Jewish Services Review of Financial Performance

See the financial review on Page 3.

### Directors/Trustees' Responsibilities in relation to the Financial Statements

The charity trustees (who are also the Directors of the Federation of Jewish Services for the purposes of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing the financial statements, the trustees are required to:

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

The Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and that 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 the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

### Statement as to Disclosure to our Auditors

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- the Trustees, having made enquiries, have each taken all steps that he/she is obliged to take as a Trustee in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

### Auditors

The Auditors, Royce Peeling Green Limited, Chartered Accountants, have expressed their willingness to continue in office and a resolution regarding their appointment and remuneration will be submitted to the Annual General Meeting.

A handwritten signature in black ink, appearing to read 'Bm Yaffe'.

By order of the board of trustees  
Bernard Yaffe  
Chairman

23 November 2021



# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF FEDERATION OF JEWISH SERVICES

---

## Opinion

We have audited the financial statements of Federation of Jewish Services (the 'charitable company') and its subsidiaries ('the group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Company Balance Sheets, the Consolidated 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, 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 group and charitable company's affairs as at 31 March 2021 and of the group's 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 requirements of the Companies Act 2006 and 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 those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

## Other information

The other information comprises the information included in the 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 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 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.

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF FEDERATION OF JEWISH SERVICES

---

## 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, which includes the directors' report, and the Financial Review prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Financial Review and the directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate and proper 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.

## Responsibilities of trustees

As explained more fully in the trustees responsibilities statement set out on page 6, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and 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 company or to cease operations, or have no realistic alternative but to do so.

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

We have been appointed as auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with the Acts 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud, are detailed below:

At the planning stage of the audit we gain an understanding of the laws and regulations which apply to the Group and how management seek to comply with them. This helps us to make appropriate risk assessments.

During the audit we focus on relevant risk areas and review compliance with laws and regulations through making relevant enquiries and corroboration by, for example, reviewing Trustee Minutes and other documentation.

We assess the risk of material misstatement in the financial statements including as a result of fraud and undertake procedures including:

- I. Review of controls set in place by management
- II. Enquiry of management as to whether they consider fraud or other irregularities may have occurred or where such opportunity might exist
- III. Challenge of management assumptions with regard to accounting estimates
- IV. Identification and testing of journal entries, particularly those which may appear to be unusual by size or nature.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF FEDERATION OF JEWISH SERVICES

---

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements, or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we are less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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 our report

This report is made solely for the charitable company's members, as a body, and in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members and 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 charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report or the opinions we have formed.

*Royce Peeling Green Limited*

**Martin Chatten (Senior Statutory Auditor)**

for and on behalf of Royce Peeling Green Limited,  
Chartered Accountants and Statutory Auditor

*23 NOVEMBER 2021*

The Copper Room  
Deva City Office Park  
Trinity Way  
Manchester  
M3 7BG

Royce Peeling Green Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.



Caring for our  
Community

# FEDERATION OF JEWISH SERVICES

## Consolidated Statement of Financial Activities (Including consolidated income and expenditure account) for year ending 31 March 2021

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
<b>Income:</b>					
Voluntary income	4	1,949,680	296,742	2,246,422	2,000,920
<b>Income from charitable activities:</b>	5				
Community care		87,458	-	87,458	150,067
Residential and nursing services		6,224,295	-	6,224,295	6,428,466
Independent living and supporting people		559,435	-	559,435	658,180
Exceptional income- Covid-19 grant funding		772,477	-	772,477	-
Exceptional income- HMRC CJRS		208,489	-	208,489	-
<b>Income from other trading activities:</b>					
Commercial trading operations		127,000	-	127,000	296,501
Investment income	6	21,235	-	21,235	25,070
<b>Total income</b>		<u>9,950,069</u>	<u>296,742</u>	<u>10,246,811</u>	<u>9,559,204</u>
<b>Expenditure:</b>					
<b>Cost of raising funds:</b>					
Fundraising team		(370,421)	-	(370,421)	(384,297)
Commercial trading operations		(67,396)	-	(67,396)	(71,273)
		<u>(437,817)</u>	<u>-</u>	<u>(437,817)</u>	<u>(455,570)</u>
<b>Expenditure on charitable activities:</b>	7				
Community care		(299,030)	(225,960)	(524,990)	(567,342)
Residential and nursing services		(7,817,046)	-	(7,817,046)	(7,436,674)
Independent living and supporting people		(394,868)	-	(394,868)	(397,001)
		<u>(8,510,944)</u>	<u>(225,960)</u>	<u>(8,736,904)</u>	<u>(8,401,017)</u>
<b>Other expenditure</b>					
Refurbishments		(41,845)	(168,625)	(210,470)	(816,001)
Depreciation		(96,885)	-	(96,885)	(113,899)
<b>Total expenditure</b>		<u>(9,087,491)</u>	<u>(394,585)</u>	<u>(9,482,076)</u>	<u>(9,786,487)</u>
<b>Other recognised gains and losses</b>					
Revaluation of investments		82,119	-	82,119	(83,586)
Profit/(loss) on disposal of investments		17,446	-	17,446	(3,754)
		<u>99,565</u>	<u>-</u>	<u>99,565</u>	<u>(87,340)</u>
<b>Net income/(expenditure) and net movement in funds for the year</b>		<u>962,143</u>	<u>(97,843)</u>	<u>864,300</u>	<u>(314,623)</u>
<b>Reconciliation of funds</b>					
Total funds brought forward		11,245,426	287,798	11,533,224	11,847,847
<b>Total funds carried forward</b>		<u>12,207,569</u>	<u>189,955</u>	<u>12,397,524</u>	<u>11,533,224</u>



Caring for our  
Community

FEDERATION OF JEWISH SERVICES

**BALANCE SHEETS**  
**AS AT 31 MARCH 2021**

	Note	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
<b>Fixed Assets</b>					
Tangible Assets	15/16	10,602,752	10,696,009	9,152,752	9,246,009
Investments	17/18	703,961	587,151	703,961	587,151
<b>Total Fixed Assets</b>		<b>11,306,713</b>	<b>11,283,160</b>	<b>9,856,713</b>	<b>9,833,160</b>
<b>Current Assets</b>					
Stock	19	33,603	29,121	33,603	29,121
Debtors	20	582,812	657,487	577,649	659,592
Cash at bank and in hand		1,093,116	231,317	1,039,724	227,835
<b>Total Current Assets</b>		<b>1,709,531</b>	<b>917,925</b>	<b>1,650,976</b>	<b>916,548</b>
<b>Liabilities</b>					
Creditors falling due within one year	21	(607,042)	(649,508)	(601,824)	(711,176)
<b>Net Current Assets</b>		<b>1,102,489</b>	<b>268,417</b>	<b>1,049,152</b>	<b>205,372</b>
<b>Total Assets Less Current Liabilities</b>		<b>12,409,202</b>	<b>11,551,577</b>	<b>10,905,865</b>	<b>10,038,532</b>
Creditors falling due after more than one year	22	(11,678)	(18,353)	(11,678)	(18,353)
<b>Net Assets</b>		<b>12,397,524</b>	<b>11,533,224</b>	<b>10,894,187</b>	<b>10,020,179</b>
<b>The Funds Of The Charity</b>					
Unrestricted income funds		11,550,392	10,588,249	10,704,232	9,732,381
Restricted income funds		189,955	287,798	189,955	287,798
Revaluation reserve		657,177	657,177	-	-
<b>Total Charity Funds</b>		<b>12,397,524</b>	<b>11,533,224</b>	<b>10,894,187</b>	<b>10,020,179</b>

Approved by the Trustees and signed on their behalf on 23 November 2021 by:

David Eventhall  
Director

Company registration number 5858766 (England and Wales)

As permitted by section 408 Companies Act 2006 these financial statements do not include a separate profit and loss account for the parent company. The parent company's surplus for the year was £874,008 (2020: £343,659 deficit).



Caring for our  
Community

# **FEDERATION OF JEWISH SERVICES**

## **Consolidated Statement of Cash Flows for year ending 31 March 2021**

	Note	2021 £	2020 £
<b>Net cash flow from operating activities</b>	24	1,071,906	430,105
<b>Cash flow from Investing activities:</b>			
Interest received		-	-
Dividends received		21,235	25,070
Purchase of tangible fixed assets	16	(3,627)	(20,112)
Other CAPEX expensed		(210,470)	(816,001)
Purchase of investments	17	(265,612)	(79,158)
Sale of Investments	17	248,367	32,836
<b>Net cash used by investing activities</b>		<u>(210,107)</u>	<u>(857,365)</u>
<b>Change in cash and cash equivalent in the year</b>		861,799	(427,260)
<b>Cash and cash equivalents at start of year</b>		231,317	658,577
<b>Cash and cash equivalents at end of year</b>		<u><u>1,093,116</u></u>	<u><u>231,317</u></u>

## Federation of Jewish Services

### Notes to the accounts

#### 1 Accounting Policies

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

##### a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006. Federation of Jewish Services 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).

##### b) Preparation of the accounts on a going concern basis

The Charity reported a cash inflow of £861,799 on a group basis in the year. Our cash and realisable investments totalled £1,797,077 at 31 March 2021. In addition to our income from charitable and trading activities, we rely on income from donors and the work of our fundraising team. Dividend income arises from investments managed by Close Brothers.

As a consequence of the wide ranging impact of COVID-19 the trustees and directors have had to review and adapt plans for the Fed to deal with the ongoing crisis facing us all. This has included reviewing financial forecasts in light of reduced occupancy levels, some additional costs and the funding which has been received from various sources to support our operations. Our current financial position is satisfactory and better than had been forecast, hence the accounts have been prepared on a going concern basis in the expectation that the charity will continue to generate sufficient income to support its many charitable activities.

##### c) Group financial statements

The financial statements consolidate the results of the charity and its wholly owned subsidiary Heathlands Housing Association on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. A summary SOFA is set in Note 3.

##### d) Donations and grants

Income from donations and grants, including capital grants, is included in incoming resources when these are receivable, except as follows:

- When donors specify that donations and grants given to the charity must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the preconditions for use have been met.
- When donors specify that donations and grants, including capital grants, are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised in these accounts.

##### e) Investment assets and income

Investments are stated at market value at the balance sheet date. The SOFA includes the net gains and losses arising on revaluations and disposals throughout the year. Dividends receivable are included in income and expenditure when they are declared. Interest on long term deposits is apportioned to the period in which the interest accrued. Donated investments are valued at mid market values unless there are restrictions on those shares. Under such conditions, shares are reviewed and valued by the Trustees and discounted to reflect a fair value for those shares.

##### f) Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

**Federation of Jewish Services**  
**Notes to the accounts**  
**1 Accounting Policies Continued**

**g) Legacies**

Legacies are recognised in the year in which receipt becomes certain. The legacy will be credited to the general fund unless the will or bequest contains a specific restriction in which case the legacy will be dealt with as a restricted fund or endowment.

**h) Shop trading Income**

Turnover comprises revenue recognised by the group in respect of goods and services supplied, exclusive of Value Added Tax and trade discounts.

**i) Income from residents**

Lump sum contributions received from individual residents to provide for their maintenance are credited to Income so as to match the costs of providing care.

**j) Local authority social work contracts**

The group carries out social work under specific local authority contracts and as such the application of income from these contracts is ring fenced to support the social work activity detailed in the contract.

**k) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of running the fundraising department
- Expenditure on charitable activities includes the costs of community projects undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred

**l) Pension contributions**

The group operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the group. The annual contributions payable are charged to the Statement of Financial Activities as incurred.

**m) Tangible fixed assets and depreciation**

Tangible fixed assets held for the group's use are included in the balance sheet at cost except for land and buildings which are at market value, and are reviewed for any impairment annually. Depreciation is calculated to allocate the cost, less estimated residual value, of other tangible fixed assets over their expected useful lives.

Rates applicable are:

Equipment and Computers	20% & 33.3% straight line
Fixtures and Fittings	20% straight line
Motor Vehicles	20% straight line

**n) Stocks**

Stocks are stated at the lower of cost and net realisable value.

**o) Taxation**

No corporation tax is due on profits arising from charitable activities.





Caring for our  
Community

## **Federation of Jewish Services**

### **Notes to the accounts**

#### **1 Accounting Policies Continued**

##### **p) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for particular projects being undertaken by the charity.

##### **q) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

##### **r) Cash at bank and in hand**

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

##### **s) Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

##### **t) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.



Caring for our  
Community

## Federation of Jewish Services Notes to the accounts

### 2 Legal Status of the charity

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

### 3 Financial Performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary which operates as a supported living provider.

The Summary financial performance of the charity alone is:

	2021 £	2020 £
<b>Income</b>	<b>10,035,199</b>	<b>9,313,057</b>
Expenditure on charitable activities	(8,515,584)	(8,183,906)
Cost of raising funds	(370,421)	(384,297)
Commercial trading operations	(67,396)	(71,273)
Refurbishments	(210,470)	(816,001)
	<b>(9,163,871)</b>	<b>(9,455,477)</b>
Revaluation of investments	82,119	(83,586)
Impairment depreciation	-	-
Depreciation	(96,885)	(113,899)
Provisions	-	-
Profit/(loss) on disposal of assets	17,446	(3,754)
Profit/(loss) on disposal of investments	-	-
	<b>2,680</b>	<b>(201,239)</b>
<b>Net Income/(expenditure)</b>	<b>874,008</b>	<b>(343,659)</b>
Total funds brought forward	10,020,179	10,363,838
<b>Total funds carried forward</b>	<b>10,894,187</b>	<b>10,020,179</b>
Represented by:		
Restricted income funds	189,955	287,798
Unrestricted income funds	10,704,232	9,732,381
Revaluation reserve	-	-
	<b>10,894,187</b>	<b>10,020,179</b>



Caring for our  
Community

## Federation of Jewish Services Notes to the accounts

### 4 Voluntary income

	2021	2020
	£	£
Donations gifts & events	1,409,724	1,275,098
Legacies	49,064	139,512
Income from capital appeal	92,715	586,310
Emergency appeal fund	694,919	-
	<u>2,246,422</u>	<u>2,000,920</u>

The Group benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

### 5 Income from charitable activities

	Restricted	Unrestricted	2021	2020
	Funds	Funds	Total	Total
	£	£	£	£
Residential and nursing services	-	6,224,295	6,224,295	6,428,466
Independent living and supporting people	-	559,435	559,435	658,180
Exceptional income- Covid-19 grant funding	-	772,477	772,477	-
Exceptional income- HMRC CJRS	-	208,489	208,489	-
<b>Community care:</b>				
Childrens centre	-	46,690	46,690	53,729
Volunteers project	-	19,300	19,300	37,580
CAST	-	734	734	30,489
Play schemes	-	20,734	20,734	25,114
Mental health and other projects	-	-	-	3,155
	<u>-</u>	<u>7,852,154</u>	<u>7,852,154</u>	<u>7,236,713</u>

### 6 Investment income

The Group's investment income of £21,235 (2020 £25,070) arises from dividends and similar income from investments held with Close Brothers and monies on deposit.



Caring for our  
Community

## Federation of Jewish Services Notes to the accounts

### 7 Analysis of expenditure on charitable activities

	2021	2020
	Total	Total
	Funds	Funds
	£	£
Residential and nursing services	7,817,046	7,436,674
Independent living and supporting people	394,868	397,001
<b>Community care:</b>		
Childrens centre	13,175	22,734
Volunteers project	180,113	185,941
CAST	314,931	309,464
Play schemes	15,800	27,853
Mental health and other projects	971	21,350
	<u>8,736,904</u>	<u>8,401,017</u>

### 8 Summary analysis of expenditure and related income for charitable activities

This table shows the cost of the three main charitable activities and the source of income directly to support those activities

	Residential & nursing services	Independent living & supporting people	Community care	Total
	£	£	£	£
Costs	7,817,046	394,868	524,990	8,736,904
Grants, fees and voluntary income	6,224,295	559,435	87,458	6,871,188
Exceptional income	980,966			980,966
Net cost funded from other income	<u>611,785</u>	<u>(164,567)</u>	<u>437,532</u>	<u>884,750</u>

### 9 Net Income/(expenditure) for the year

	2021	2020
<b>This is stated after charging</b>	£	£
Operating leases - property	21,643	24,833
Operating leases - equipment	13,148	8,269
Impairment	-	-
Depreciation	96,885	113,899
Auditor's remuneration:		
Audit fees	20,824	20,500
Accountancy services	<u>2,000</u>	<u>2,000</u>



*Caring for our  
Community*

## **Federation of Jewish Services**

### **Notes to the accounts**

#### **10 Analysis of staff costs, Trustee remuneration and expenses, and the cost of key management personnel**

	2021	2020
	£	£
Salaries and wages	6,146,347	5,868,374
Social security costs	429,722	391,306
Pension costs	182,542	167,276
	<u>6,758,611</u>	<u>6,426,956</u>

Five employees had employee benefits in excess of £60,000 (2020: four), none between £70,001 and £80,000 (2020: none), none between £80,001 and £90,000 (2020: none), one between £90,001 and £100,000 (2020: one).

Pension costs are allocated to activities in proportion to the related staffing costs incurred and are wholly charged to unrestricted funds.

The charity trustees were not paid nor received any other benefits from employment with the the group or its subsidiaries in the year (2020: £nil) neither were they reimbursed expenses during the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

The key management personnel of the group, comprise of the Trustees, the Chief Executive Officer, Community Services Director, Finance Director, Operations Director, Clinical Services Director and Fundraising/Marketing Director of the Federation of Jewish Services. The total employee benefits of the key management personnel of the Charity were £424,829 (2020: £409,470).

#### **11 Analysis of governance costs**

The Charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. As stated above the charity trustees receive no remuneration or fees. The Trustees consider that governance costs have been incurred in respect of audit, accountancy and professional fees.

	2021	2020
	£	£
Professional fees	7,732	19,976
Audit fees	20,824	20,500
Accountancy fees	2,000	2,000
	<u>30,556</u>	<u>42,476</u>



Caring for our  
Community

## Federation of Jewish Services Notes to the accounts

### 12 Staff numbers

The average monthly head count was 380 staff (2020: 383 staff) and the average monthly number of employees (including casual and part time staff) during the year were as follows:

	2021 Number	2020 Number
Nursing and Caring Services	208	203
Catering Services	47	50
Laundry Services	7	7
Maintenance, FMS & Housekeeping	45	49
Customer Services	9	11
Community Projects	31	30
Religious Amenities	3	3
Management & Administration	30	30
	<u>380</u>	<u>383</u>

### 13 Related party transactions

During the year the Charity received donations from the Trustees and connected parties amounting to £129,508 including the following individually significant amounts:

	2021 £
D H Eventhall	50,475
M E Sciama	47,540
	<u>98,015</u>

### 14 Corporation tax

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objectives.



Caring for our  
Community

## Federation of Jewish Services Notes to the accounts

### 15 Tangible fixed assets

Company	Property	Equipment	Fixtures & Fittings	Motor Vehicles	Total
Cost or valuation	£	£	£	£	£
At 31 March 2020	9,050,000	1,417,687	1,105,293	66,184	11,639,164
Additions	-	207	3,420	-	3,627
Disposals	-	-	-	-	-
At 31 March 2021	9,050,000	1,417,894	1,108,713	66,184	11,642,791
<b>Accumulated depreciation</b>					
At 31 March 2020	-	1,298,700	1,044,269	50,186	2,393,155
Impairment	-	-	-	-	-
Charge for the period	-	59,467	29,738	7,679	96,884
Disposals	-	-	-	-	-
At 31 March 2021	-	1,358,167	1,074,007	57,865	2,490,039
<b>Net book value</b>					
At 31 March 2021	9,050,000	59,727	34,706	8,319	9,152,752
At 31 March 2020	9,050,000	118,987	61,024	15,998	9,246,009

### 16 Tangible fixed assets

Group	Property	Equipment	Fixtures & Fittings	Motor Vehicles	Total
Cost or valuation	£	£	£	£	£
At 31 March 2020	10,500,000	1,422,927	1,177,882	66,184	13,166,993
Additions	-	207	3,420	-	3,627
Disposals	-	-	-	-	-
At 31 March 2021	10,500,000	1,423,134	1,181,302	66,184	13,170,620
<b>Accumulated depreciation</b>					
At 31 March 2020	-	1,303,940	1,116,858	50,186	2,470,984
Impairment	-	-	-	-	-
Charge for the period	-	59,467	29,738	7,679	96,884
Disposals	-	-	-	-	-
At 31 March 2021	-	1,363,407	1,146,596	57,865	2,567,868
<b>Net book value</b>					
At 31 March 2021	10,500,000	59,727	34,706	8,319	10,602,752
At 31 March 2020	10,500,000	118,987	61,024	15,998	10,696,009

Included above are assets held under finance leases with carrying amount of £10,013 (2020: £23,358) on which depreciation was charged during the year of £13,345 (2020: £13,345).



Caring for our  
Community

## Federation of Jewish Services Notes to the accounts

### 16 Tangible fixed assets continued

The Group's property assets were valued in July 2015 by Thomson Associates, Chartered Surveyors on an Existing Use Basis (in accordance with the RICS Appraisal and Valuation Manual-Appendix A) at £10,500,000 (company £9,050,000). The Directors consider this valuation to be appropriate at this balance sheet date. As a consequence all subsequent expenditure on land and buildings has been categorised as refurbishments and no depreciation charged in the year. Consequently the historic costs associated with revalued buildings have not been disclosed as this information is not considered to be meaningful.

### 17 Investments

Group and Company	Quoted Investments £	Cash Deposits £	Total £
Market Value at 1 April 2020	554,315	32,836	587,151
Additions/Deposits	265,612	-	265,612
Disposal Proceeds/Withdrawals	(243,145)	(5,222)	(248,367)
Unrealised Investment Gains/(Losses)	82,119	-	82,119
Realised Investment Gains/(Losses)	17,446	-	17,446
Market Value at 31 March 2021	676,347	27,614	703,961
Historical Cost at 31 March 2021	619,706	27,614	647,320

Quoted Investments comprise the following:

	£
Fixed Interest Investments	191,872
UK & Overseas Equities	457,350
Other Investments	54,739
Market Value at 31 March 2021	703,961

The investments below Individually make up more than 5%, by value, of the investment portfolio at 31 March 2021

	Units	£
Royal London Short Duration GBL High Yield BD Z Inc.	75,000	61,365
Schroder US Equity Income Maximiser Q	100,000	60,990
JP Morgan US Equity Income C	15,000	56,325
ASI Europe EX UK Income Equity	50,000	51,450
ES R&M UK Equity Income B	8,500	43,749



## Federation of Jewish Services Notes to the accounts

### 18 Fixed asset investments

The company also holds 100% of the ordinary share capital of the following companies, all of which are registered and incorporated in England and Wales, of which the aggregate of capital and reserves at 31 March 2021 and the results for the last relevant financial year were as follows:

Subsidiary undertakings	Principal activity	Capital and reserves £	Surplus/ (Deficit) for the year £
Heathlands Housing Association Ltd	Supported living provider	1,504,116	(14,770)

### 19 Stock

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Consumables stores	33,603	29,121	33,603	29,121

### 20 Debtors

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Other debtors	10,696	4,477	6,708	4,476
Prepayments and accrued income	572,116	653,010	570,941	655,116
	582,812	657,487	577,649	659,592

### 21 Creditors: amounts falling due within one year

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Trade creditors	250,940	146,103	250,940	146,103
Other creditors	101,538	96,653	101,538	162,653
Accruals	254,564	406,752	249,346	402,420
	607,042	649,508	601,824	711,176

### 22 Creditors: amounts falling due after more than one year

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Accruals	-	-	-	-
Other creditors	11,678	18,353	11,678	18,353
	11,678	18,353	11,678	18,353



Caring for our  
Community

## Federation of Jewish Services Notes to the accounts

### 23 Analysis of net assets between funds

Group	Tangible	Investments	Cash and other	Total
	Fixed Assets		Net assets	
	£	£	£	£
Unrestricted Funds	9,945,575	703,961	900,856	11,550,392
Restricted Funds	-	-	189,955	189,955
Revaluation Reserve	657,177	-	-	657,177
Total Funds 31 March 2021	<u>10,602,752</u>	<u>703,961</u>	<u>1,090,811</u>	<u>12,397,524</u>
Total Funds 31 March 2020	<u>10,696,009</u>	<u>587,151</u>	<u>250,064</u>	<u>11,533,224</u>

Restricted funds arise from the provision of funding or donations for specific projects. Transfers between funds either represent the fulfilment of restrictions or contributions to certain projects from the Charity's unrestricted funds. There were in excess of 45 such projects during the year. Whilst all donations and projects are significant to the Charity the only project with a material value of unspent funds at the year end was My Voice project with £49,673 (2020: £63,571) and the capital appeal with £54,555 (2020: £135,682).

### 24 Reconciliation of movement in funds to cash flow from operating activities

	2021	2020
	£	£
Net Movement in funds	864,300	(314,623)
Add back refurbishment costs expensed	210,470	816,001
Add back depreciation charge	96,885	113,899
Add back/deduct investment revaluation (gain) loss	(82,119)	83,586
Add back/ deduct (profit) loss on sale of investments	(17,446)	3,754
Deduct interest income shown in investing activities	(21,235)	(25,070)
(Increase) decrease in stock	(4,482)	(12,251)
(Increase) decrease in debtors	74,675	(151,012)
Increase (decrease) in creditors	<u>(49,142)</u>	<u>(84,179)</u>
	<u>1,071,906</u>	<u>430,105</u>

### 25 Operating lease commitments

At the reporting end date the group and parent company had outstanding commitments for future minimum lease payments under non- cancellable operating leases as follows:

	Group	Group	Charity	Charity
	2021	2020	2021	2020
	£	£	£	£
Within one year	37,082	27,643	37,082	27,643
Between one and five years	61,058	70,877	61,058	70,877
After five years	-	-	-	-
	<u>98,141</u>	<u>98,520</u>	<u>98,141</u>	<u>98,520</u>