

Company Registration Number: 5858766
Charity Registration Number: 1117126

FEDERATION OF JEWISH SERVICES
(A COMPANY LIMITED BY GUARANTEE)

GROUP REPORT & FINANCIAL STATEMENTS
31 MARCH 2023

**Trustees' Report and Financial Statements
Reference and Administrative Information**

Directors and Trustees:

J V Besbrode
R Davies
D H Eventhall
D R Hamburger
H D Joseph
M E Sciama (also Company Secretary and Treasurer)
B M Yaffe (also Chairman)
R Vallance

Senior Management Team:

Chief Executive: Mark Cunningham

Departmental Directors:

Director of Finance & IT: Ian Wait (joined 4th September 2023)
Director of Operations: Shella 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/Registered Address:

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
5th Floor, 80 Mosley Street
St Peter's Square, Manchester, M2 3FX

CEO AND CHAIRMAN'S REPORT

The start of the financial year in April 2022 saw the organisation recovering from further waves of Covid-19 infections that took place from mid-December 2021 through to early February 2022. The disruption caused by the changing nature of the virus created significant operational challenges but by April 2022 we had established a greater level of stability and began to see services return to their pre-pandemic normality.

This recovery was evidenced by an increase in monthly visitors, and we saw numbers climb above 1,000 per month for the first time since COVID-19 restrictions were introduced in March 2020. This increase was echoed by a corresponding increase in occupancy in both our residential services and Moorview Supported Living scheme.

Demand for Discharge to Assess (D2A) beds from Bury Council & the NHS remained strong with a renewal of the existing contracts though to the end of the financial year. This meant that the overall occupancy of available beds remained high throughout the year. The demand for private residential and nursing beds has been particularly strong, although admissions were typified by people with much higher and complex levels of need.

In early 2023 our residential and nursing services were inspected by the Care Quality Commission (CQC). Our overall rating of GOOD, remained unchanged. We retained our outstanding rating for Responsive but still need to focus on implementing improvements in the area of Safe.

A number of changes took place through the year with the reorganisation of health and social care provision in Greater Manchester (GM). The new Integrated Care System (ICS) in GM assumed commissioning responsibilities that were previously undertaken by Clinical Commissioning Groups (CCGs) and the creation of local Integrated Care Boards (ICBs). This very much changed the landscape in terms of commissioning and contracting and added additional complexity when it came to providing services on behalf of the new ICBs.

The Government also launched a fair cost of care exercise to analyse the perceived gap between local authority contract fees and the actual costs incurred by care providers. On 1st February 2023 all Councils published their Fair Cost of Care Reports, outlining the median costs of various types of services. Analysis showed that in 2021/22, the Government paid at least £2.88 billion less than the actual cost of delivering care to people in their own homes and in care homes for those aged over 65. The fair cost exercise highlighted the gap that has been apparent for so many years and has made the provision of nursing and residential care such a challenging industry.

The exercise did influence contract negotiations for 2022/23 with Councils seeking to reduce the gap; as a result we saw our standard contracts improve by between 8% - 14.3% dependent upon the type of care.

April 2022 saw our endorsement of the Foundation or Real Living Wage (RLW). The RLW is set at a level higher than the National Living Wage and is aimed at reflecting the true costs that families face. As an organisation we felt that such a decision was consistent with our values and reflected the hard work and commitment shown by our employees in delivering essential care and support services. Whilst the RLW added significantly to our salary costs, we were able to secure higher contract prices within GM and it improved our workforce recruitment and retention.

Our innovative approach to fundraising adopted through the pandemic continued with a change in the format of our fundraising dinner. Traditionally we have held a major fundraising dinner for approx. 500 people every two years, seeking a two-year pledge from attendees. The format was changed to a series of smaller, more intimate dinners that reflected people's reticence to attend large scale events. The seven dinners were held over a ten-day period and proved to be extremely successful, incurring reduced costs and an increase in the amount raised for the charity.

In May 2022 an externally commissioned constitutional review took place round a number of changes to the charity's existing articles of association were proposed and subsequently agreed. The new articles were adopted by special resolution on 11th January 2023.

As an organisation we contributed to the Jewish Representative Council of Greater Manchester community mapping exercise. This important piece of work endeavoured to highlight the strengths and areas of development that the community needed to focus on strategically. As an organisation we committed to working in partnership and in collaboration with other communal partners to explore the future social care demands faced in GM.

Referrals and requests for both social work and volunteer support increased throughout the year. There was a noticeable change in type of referrals with significantly more complex situations arising, such as cancer support, complex mental health, carers issues, lone parenting issues, people with dementia and sudden bereavement.

Waiting lists for one-to-one befriending were high in both North and South Manchester but the additional regular support from the coordinators made a positive difference.

Both the Next Generation and My Voice projects proved to be extremely busy and enjoyed significant success

The community advice and social work team (CAST) had very high levels of casework and required an ongoing triage process to ensure that those with the greatest needs were prioritised. The management of capacity was a constant issue throughout the financial year but was eased by both successful recruitment and developing skills of existing staff. Typically, the team has had over 100 complex cases open at any one time.

As highlighted the occupancy of our supported living scheme Moorview recovered significantly, and plans were formulated for ongoing refurbishment and redecoration of the scheme.

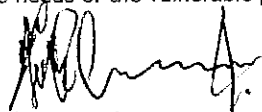
As the financial year progressed, we felt the impact of the cost-of-living crisis. Increased utility costs and food costs presented a significant financial challenge, which alongside the increased workforce costs, required careful and proactive management. These issues were managed proactively and wherever possible the impact was mitigated.

Over the year we have managed the legacy of the challenges left by COVID-19. Despite the restrictions created by the numerous variants and waves of infection we responded to the growing need for short stay care, the increased volume of referrals to our community services and supported the demand for hospital discharges.

2023 sees the organisation facing new challenges with higher running costs, demographic changes and demand for different services. We know that the most effective way we can respond to the needs of our community, is through the skills, experience and knowledge of a well trained and supported workforce of both paid staff and volunteers.

To underpin our ambitions we will continue to invest in our amazing volunteers and maintain our commitment to being an employer of choice.

To continue our support of one in seven Jewish homes in Manchester and play a substantial role in helping the wider community, we will have to continue our focus on collaboration and partnership whilst striving for excellence and prioritising the needs of the vulnerable people we support.



Mark Cunningham
Chief Executive



Bernie Yaffe
Chairman

November 2023

Financial Review

I am pleased to report on The Fed's financial accounts for the year ended 31st March 2023. It is based on the reanalysed figures in a non-statutory format for presentational purposes on page 16.

Charitable activities income increased by £931,000 to £8,657,000. There was a significant increase in demand for nursing and residential care at Heathlands which was underpinned by the contracts with the local authority and NHS booking a large number of Discharge to Assess beds. The income was also boosted by higher residential and nursing fees.

In this 12-month period The Fed has not been affected by Covid-19 and its aftereffects. However, in the previous financial year our accounts were boosted by £543,000 of one-off income from government grants and donations.

Expenditure on charitable activities before depreciation increased from £8,990,000 up to £10,483,000 within that total staff costs went up from £6,672,000 to £7,725,000. This rise was due to the adoption of the Real Living Wage, increased number of staff from 342 to 354 and finally additional overtime and ongoing costs to cope with higher levels of sickness and staff shortages.

As the cost-of-living crisis spiralled, The Fed was also hit by higher costs for electricity/gas and food in particular. This meant that the net operating loss before donations increased from £1,333,000 to £1,858,000.

However, due to a particularly successful year for our voluntary income there was only a modest reduction of £24,000 in our net funds at the end of the year.



Michael Sciama
Treasurer

November 2023

Report of the Trustees for the Year ended 31 March 2023

Our Vision, Purpose & Values

The objects of the Charity are restricted specifically to the following:

Providing for the care, maintenance and medical treatment of people who are Jewish, who are in the opinion of the Board, in need of these services, by reason of their age, sickness, disability or social or economic circumstances; and

Assisting people who are Jewish in the UK, particularly but not exclusively in the area of Greater Manchester, who are in need of such assistance by reason of poverty, hardship, distress, disability, infirmity or old age and generally to relieve and improve their social mental and physical condition by the provision of social welfare services, education, training, information, advice, rehabilitation and material assistance.

Our vision

A community where people can live life to the full, feeling safe, valued, and cared for.

Our purpose

To provide outstanding advice, support, and care services to people of all ages living in the Jewish and local community.

Our values

- **Caring:** showing kindness, understanding and compassion
- **Respect:** focusing on each person's needs, dignity, and choice
- **Excellence:** delivering outstanding advice, support, and care
- **Working Together:** achieving more through partnership and teamwork

Structure, Governance and Management

The Federation of Jewish Services (The Fed) is a company limited by guarantee governed by its Memorandum and Articles of Association dated 1st January 2023. It is registered as a charity with the Charity Commission.

The current Directors of The Fed are also members of the Board of Trustees, both titles are used on occasions but refer to the same individuals. The Board comprises of eight Trustees.

In May 2022 an externally commissioned constitutional review took place, that highlighted a number of proposed changes to the charity's existing articles of association. The changes further clarified the charity's beneficiaries and the geographic scope of our services. The new articles allowed for virtual or hybrid meetings and defined membership of the charity, restricting membership to the directors and clarifying terms of office and appointments. The new articles removed the need for public annual general meetings.

The new articles were adopted by special resolution on 11th January 2023.

The Board of Trustees meets regularly (minimum of six times per year) to discuss policy, strategy and review operational performance. The Chief Executive is appointed by the Trustees to manage the day-to-day operations of the Charity and has delegated authority for operational matters including finance and human resources. Additional oversight and support is provided to the Board of Trustees via sub-committees.

The Senior Leadership Team comprises of:

- Chief Executive: Mark Cunningham
- Director of Community Services: Bernie Garner
- Director of Operations: Sheila Heywood-Holt

- Director of Clinical Services: Karen Johnson
- Director of Fundraising & Marketing: Raphi Bloom
- Director of Finance: Dominic Irving (Left employment 31st October 2022)
- Director of Finance & IT: Ian Wait (Started employment 4th September 2023)

On the 31st March 2023, the Board of Trustees was supported by ten sub-committees.

Current sub-committees include:

- Internal Audit & Risk committee
- Quality Assurance committee
- Finance committee
- Health safety committee
- Workforce & HR committee
- Remuneration committee
- Community services committee
- Fundraising committee
- Facilities and Procurement committee
- My Voice committee

Each sub-committee has at least one Trustee as a chair. Frequency of meetings is set by the chair of each committee. A new induction and information pack has been produced for committee members.

Appointment of Trustees

There must be at least six and no more than twelve Trustees. Each Director appointed at the date of the adoption of the current articles holds office until the end of the Board meeting that falls closest in time to the third anniversary of their appointment, at which time they may be re-appointed in accordance with the articles.

Any person who is willing to act as a Director, and is permitted by law to do so, may be appointed to be a Director by a resolution of the Directors, provided that no appointment of a Director may be made which would cause the number of Directors to exceed any number fixed as the maximum number of Directors.

A Trustee who retires after a 3-year term may be reappointed.

Related Parties and cooperation with other organisations

None of the 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 donations of £164,160 (2022: £184,784) from the Trustees.

Investment Policy

The Trustees 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 Trustees manage the investment portfolio through Close Brothers who have been given a discretionary investment management mandate.

Reserves Policy

The Trustees' 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 Trustees are confident that at this level they will be able to continue the current activities of the Charity.

The level of reserves held at year end comprising of cash and investments totalled £2,321,019 of which, £172,701 were restricted for the purposes of future capital projects and other charitable activities (net unrestricted liquid reserves £2,167,304).

The forecast operating deficit (excluding voluntary income) for the current year is £2,500,615 which represents a deficit of £170,615.

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.

How our services delivered public benefit

In FY 2022 our community teams supported an estimated one in seven Jewish households in Greater Manchester and the surrounding areas.

Our Community services:

- Delivered 35,000 hours of volunteer support.
- Managed 517 volunteers.
- Supported 130 carers.
- Supported 1,508 attendances at our group sessions.
- Managed 2,254 helpline enquiries.
- Provided 1,305 instances of support on a monthly basis.
- Supported 1,918 attendances at our children's groups.
- Supported 631 older, isolated people at coffee stops.
- Supported 30 Holocaust survivors.
- Supported 15 survivors of domestic abuse.

Most of our community services are completely free of charge to the recipient with access to the service being based on need rather than the ability to pay. In certain circumstances clients are asked to contribute toward costs or activities. Clients are not refused a service if they cannot pay.

Our Village services:

- Provided care to an average of 140 people a week.
- Subsidised the care costs of an average of 20 people per week.
- Provided expert end of life care.
- Provided a discharge to assess service for both the Jewish and wider community.
- Supported over 100 people living with dementia.
- Provided a base for the local team of District Nurses & Social workers.
- Provided a base & facilities for another Jewish charity (Chal Cancer Care)
- Provided support and accommodation to an average of 27 people in Moorview, our supported living scheme.
- Provided free mortuary services to the Jewish community.

The provision of residential and nursing care has a complex funding arrangement facilitated by both the Local Authority and NHS. Where people have been assessed as having the financial means to pay their own care costs, they pay the full cost of their care. Where an individual has less than the capital threshold for statutory funding and there is no family, or the family lack the means to contribute toward the costs, the Charity meets the funding gap between the cost of care and the statutory contract rate.

The Trustees have considered the requirements of the Charities Act 2011 and have satisfied themselves that they have complied with their duty to have regard to the Public Benefit guidance published by the Charity Commission. Through the range of services outlined in this report and the outcomes and social value delivered, the Charity can fully demonstrate it is providing public benefit.

Our Workforce

Employment Policy

The Fed is committed to establishing equality of opportunity for all staff and volunteers. We have a diverse workforce and believe in promoting diversity and inclusion in all forms. We have policies in place to ensure we give equal access to new candidates and existing staff in relation to any opportunities that may exist. We are a Disability Confident registered employer.

We aim to be an employer of choice and have approximately 350 paid staff. We engage with our workforce on a regular basis, value their opinions, and receive feedback through a variety of events and surveys. We have a work-based app to share information and distribute regular newsletters.

We recognise the importance of attracting and retaining talented staff to ensure our continued success. We endeavour to offer wages that will enable us to attract, retain and motivate people with the right knowledge, experience, skills, and qualifications. At the same time, we must ensure the viability and long-term sustainability of the organisation and pay wages that are commensurate with care providers in the voluntary sector.

Alongside pay we offer several other key benefits including:

- Health care scheme
- Life assurance
- Free uniform
- Wellbeing support
- Blue Light card discount scheme
- Onsite café discount
- Higher than average holiday entitlement
- Festive bonus
- Long service awards

Real Living Wage

In April 2022, The Fed became a Real Living Wage employer. This required our commitment to the Foundation Living Wage. The Real Living Wage rates are higher than Government National Living Wage because they are based on the costs of living, not just the government minimum.

The motivation to introduce the RLW has been primarily based upon our organisational values but also in recognition of the fact that working in social care is a career that requires great skill, commitment and hard work which should be recognised and celebrated.

Gender Pay Gap Report 2023

Under new legislation that came into force in April 2017, UK employers with more than 250 employees are required to publish their gender pay gap in order to show how large the pay gap is between their male and female employees.

The information below shows our median and mean gender pay gap and bonus pay gap based on hourly rates of pay as at the snapshot date of 5 April 2023, and bonuses paid in the year to 5 April 2023.

The Fed is proud to demonstrate its equality, fairness and openness in relation to gender pay.

We are confident that as we continue to monitor and reflect the gender pay gap it will continue to remain at a sustainable level.

The Fed's workforce is made up of significantly more female than male staff, at the reporting date we employed 102 men and 286 women.

The Fed believes in being an inclusive and diverse organisation where everyone has the opportunity to reach their full potential.

Our gender pay gap is as follows:

Our mean gender pay gap is 2.14%
(mean is the average of the hourly rates)

Our median gender pay gap is 0%
(median is the middle value of the range of hour rates)

Modern slavery and Human Trafficking

The Fed is committed to acting ethically and with integrity both Internally and in our business relationships, and we expect the same high standards from the organisations we work with.

Our ethical values and procurement principles are communicated to our suppliers, and we seek partnerships with organisations that share our values. We will never knowingly support or do business with organisations in any way connected with slavery, human trafficking, or child labour.

Remuneration for Senior staff

The Trustees designate the senior leadership team to run and operate the Charity on a day-to-day basis. The pay of senior staff is referred to the Remuneration Committee and reviewed on an annual basis.

Key management salaries are reviewed by the Chairman, Chief Executive, Treasurer, and a Board member who sits on the HR sub-group, together they make up the Remuneration Committee.

Principal Risks & Uncertainties

A review of our risk management strategy identified that we needed to make our structure and risk register arrangements more robust. This has resulted in training for the senior management and leadership team and the creation of an internal audit and risk committee (IARC).

Individual risk registers have been created for key areas of the organisation reflecting both operational and strategic risks. These are managed and updated on a regular basis by risk owners identified across services.

The Trustees have a risk management strategy which comprises of:

- A review of the principal risks and uncertainties that the Charity and its subsidiary face
- The establishment of policies, systems, controls, and procedures to mitigate those risks identified in the review, ensuring the risk falls within the Charity's risk appetite.
- The implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

The Charity has identified the following within its organisational risk register.

- Loss of high value contracts in relation to commissioned services.
- Impact of U.K economic factors causing increased costs, higher wage demands and rising inflation.
- Major fire or serious untoward incident
- Untoward accidents or incident resulting in serious injury.
- Reduced voluntary income and increased pressure on fundraising capacity.
- Political and legislative changes affecting the funding and delivery of social care services.
- Reduced availability of skilled workforce due to increased care sector demand and competition with other employment sectors
- Mismanagement of clinical procedures or processes such as medication
- Regulatory compliance failure (CQC, HSE, HMRC, ICO)
- Cyber-attack or data loss/breach or loss of operational systems
- Misappropriation of charity funds through fraudulent acts
- Reputational damage due to serious incident or safeguarding issue
- Further pandemic or major infection/virus
- Reduced income from residential and nursing care occupancy
- Food hygiene failure resulting in major incident.

The above risks have been considered from both a departmental and organisational perspective. Significant control measures have been put in place to mitigate the risks and reduce the risk rating for each category of risk. There is clear ownership of the risks and action plans in place. The risk registers are reviewed on a regular basis and subject to scrutiny by the IARC with regular reports back to the Board of Trustees.

Our Services – Delivery, performance, and achievements

Community Advice & Support Team (CAST)

At the heart of this team is our helpline which provides a contact point for the community and potential service users. The team manages enquiries and referrals for help and support from both the community and statutory services.

Alongside the referral and advice service, we offer extensive social work support to individuals, families and both adults and children. The support may involve formal assessment and care planning and joint work with statutory services. Support is provided by both registered social workers and support workers.

Demand for our social work services has continued at a high level throughout 2022/2023

Adult Groups & Activities

The pandemic had a disproportionate impact on groups and activities, but engagement has now built back up and we have continued to provide a range of services including:

- Mental health drop in services
- Community café
- Carers wellbeing sessions
- Carers peer support groups
- Male carers group
- Walk & talk sessions
- Bagel brunch group

Children's Groups & Activities

As with our adult community groups, activity was severely curtailed by Covid-19 restrictions. Service delivery was re-established as the year progressed and the programme is now back up and running and includes:

- Mums & Tots group
- Project Smile Play & learn sessions.
- Holiday play schemes
- Sunday play pods

What we said we would achieve in 2022/23	What we achieved
Effective management of demand for services	Additional qualified staff recruited to the team. Increased collaboration and joint work with statutory services.
Explore need for day care services	Established there was insufficient demand to justify service. Alternative partnership strategy proposed with existing provider
Review of software systems and caseload management	Research undertaken regarding alternative software systems. Funding was not available to implement. Progress is pending.

FEDERATION OF JEWISH SERVICES

What we said we would achieve In 2022/23	What we achieved
Continued development of services in South Manchester	Established improved links and recruited new workers for South Manchester community
Maintain delivery of group services and activities in line with demand Maintain commitment to advice and referral service	Work was prioritised and services maintained
Maintain support to Children and Young People going through complex care and safeguarding Issues	Work was prioritised within existing team capacity
Develop a mental health link worker post in partnership with another organisation	Insufficient funding to establish post

Volunteer Services

Our volunteer teams play a huge role in supporting our vision and purpose. The service is well established with a robust and experienced team of volunteer coordinators supported by a manager. Throughout the pandemic the volunteer team has adapted and changed its method of engagement and support to reflect the changing restrictions and demands.

The Volunteer project was awarded the Queen's Award for Voluntary Service In 2016.

Fundamentally the project supports vulnerable, isolated, and lonely members of the community. New initiatives include a young volunteer "Next Generation" scheme and an information service designed to share updates on health-related issues. All our volunteers are DBS checked and undergo induction and training, particularly in relation to confidentiality, safeguarding and health and safety. The service has approximately 560 registered volunteers and delivers 35,000 hours of support per annum.

My Voice Project

The Fed's My Voice Project supports holocaust survivors and refugees in recording their life stories and transcribing and editing these into individual books. The project has 50 specially trained volunteers who provide practical help and support with the process. The books provide a legacy for the storyteller, their family and the wider community.

In 2021 the project was awarded the Queen's Award for Voluntary Service.

What we said we would achieve in 2022/23	What we achieved
Develop volunteering offer to "Next generation of volunteers	Funding of dedicated post established and successful recruitment
Develop and refine the My Voice project offer. Explore the potential for additional lottery funding and pilot project in London	Plans developed to restructure project to increase capacity and develop London pilot. Funding research completed and potential lottery bid identified

FEDERATION OF JEWISH SERVICES

What we said we would achieve in 2022/23	What we achieved
Maintain recruitment and training of volunteers to ensure sufficient capacity to meet demand.	Numbers of volunteers maintained. Waiting lists proactively managed and kept to acceptable level.

Moorview Supported Living Scheme

Moorview House is part of our Village services and provides 31 apartments and studio apartments for people who want to live independently on the Village site.

The scheme has a range of apartments, one bed apartments and studios, available for rent. Support and scheme management is provided as part of the rent and additional care services can be purchased in line with people's individual needs. The scheme saw a significant reduction in occupancy during 2021/22 as people's needs increased and a number moved into residential or nursing care. Occupancy is now recovering back toward pre-pandemic levels.

What we said we would achieve in 2022/23	What we achieved
Explore potential for respite stay accommodation for people with low level of needs	Plans developed for 2023 for short stay accommodation
Maintain Good CQC rating for care at home services and aspire to achieve outstanding rating	CQC rating of Good maintained following inspection. Improvement plans to achieve outstanding developed.
Appoint new registered Manager	New registered Manager appointed
Complete refurbishment of corridors and communal areas	Refurbishment of corridors completed. Plans developed for lounge and new bathroom subject to funding
Increased marketing of Moorview scheme to improve occupancy with a target of 100% by January 2023.	Occupancy improved from 70% at beginning of financial year to 81% at end of year.

Residential & Nursing Care

The Fed provides a range of residential and nursing care beds across several different households. This care includes:

- Residential care
- Residential dementia care
- Respite care
- Nursing and end of life care
- Nursing dementia care

Heathlands is registered with the Care Quality Commission (CQC) and is rated overall as Good.

In total we have 167 available beds. Occupancy was affected by the pandemic and admissions continued to be disrupted. Progress is being made and there are positive signs that occupancy levels are set to improve.

The funding and provision of residential and nursing care remains a complex area which is subject to a wide range of market forces. We have focused on maintaining the quality of care and staffing levels, investing in the activities and environment in which we care for people and focusing on safety and wellbeing.

Discharge to Assess (D2A) Service

This has been a partnership with Bury Local Authority and Bury CCG to deliver a care service that supports people to be discharged from hospital once medically optimised. Based in Eventhall House on our village site, the service admits patients from a variety of local hospitals to a dedicated care household providing up to 29 beds.

Following admission people are assessed by Bury social workers and therapy staff to ascertain their future needs and facilitate a discharge back home wherever practical and safe. The average length of stay is six weeks and helps reduce the pressure on hospital beds which has been exacerbated by the pandemic.

Whilst the scheme has been highly successful in supporting the wider community and delivering a healthy income stream for the Charity, the level at which this service has been commissioned in 2023-24 is significantly reduced.

What we said we would achieve in 2022/23	What we achieved
Develop proposal for complex dementia care assessment facility	Proposal was accepted with a view to commencing in April 2023
Review current fees and criteria for charitable funding	Fees reviewed in light of Fair cost of care exercise. New fee structure implemented. Commitment to charitable funding maintained
Consider price incentives to re-establish respite care and short-term care demand. Increased marketing of Heathlands residential services	Strategies not required due to increased demand for care beds. Occupancy increased to average of 85% of available beds.
Continue our journey toward outstanding CQC rating	CQC rating of Good maintained. Development and improvement plan implemented
Focus on customer journey and quality, particularly at admission stage. Improve communication with customers particularly relatives.	Improved admission system and process Reduced complaints and increased positive feedback
Improve budget control and workforce costs. Reduce agency usage. Target overseas recruitment of senior care staff	Limited impact on reducing agency costs due to increased demand and complexity from D2A services Successful recruitment of overseas staff
Identify appropriate software to facilitate electronic care planning and medication management	Appropriate options identified and funding bid submitted to both statutory and private donor source.

What we said we would achieve in 2022/23	What we achieved
Explore household staffing models to reduce demarcation of job roles and improve flexibility of workforce.	Limited progress made, to be prioritised when clarity over long term contracts achieved.

Our Operational support services & infrastructure – Delivery, performance, and achievements

People and Workforce

Our workforce has endured an extremely challenging and debilitating time over the last three years. In response, our focus has been on a wellbeing approach with increased support for people's mental health and additional recognition for the valuable work undertaken.

We have sought to recruit against our organisational values and introduced the Real Living Wage to support recruitment and retention. Our initiatives are led by a HR manager and a training and development manager who between them lead a small but very effective team.

Our overseas nurse recruitment programme remains positive and has supported us through some particularly difficult times. This has now been widened to incorporate senior care staff following a change in government policy. This is still a more cost-efficient recruitment method than using a UK agency and retention is much better.

Our commitment to the training and development of our workforce continues. Most notably we have two long serving members of staff who are undertaking Nurse associate training. This is a significant investment in ensuring we have the skills and experience on site to deliver much needed services. The training team plays a crucial role in ensuring all our staff complete a thorough induction and complete their mandatory training.

What we said we would achieve in 2022/23	What we achieved
Implementation of the Real Living Wage	Real Living wage implemented. Work is underway to achieve the GM Good employer kitemark
Maintain wellbeing services and support to workforce.	Proactive support and package of benefits to maintain wellbeing has remained in place throughout the year
Maintain focus on training and development particularly in relation to quality standards.	Training and development targets met
Support recruitment and retention	Focus has been placed on speeding up the onboarding process whilst maintaining a commitment to the compliance requirements. Significant progress made with overseas recruitment. Staff turnover figures have improved
Reduce sickness and absence costs	Sickness and absence rates have improved but require proactive management

Finance and IT

A general decline in occupancy over the last five years particularly in terms of LA funded placements is a trend that has affected most care providers. We have made ourselves more commercially attractive through investment in the site and have been able to maintain our share of the "Jewish market". The additional income from D2A services has been extremely welcome but there is always the risk of dependency and the unpredictable nature of contracting with the NHS.

The covid specific funding came to an end at the beginning of calendar year 2022.

Whilst we anticipated an improvement in occupancy for both Moorview and Heathlands this was accompanied by a significant increase in costs, certainly in respect of workforce wages and national insurance contributions. Additional indirect cost increases were evident with prices increasing for supplies, food and especially utilities.

Improved management of agency and overtime costs was a paramount issue.

The new structure offered by the audit and risk committee and development of the existing finance committee provided an important step forward in managing and understanding our exposure to risk and developing our plans.

The finance team played a vital role in supporting areas of the business to better understand and manage their budgets more proactively.

The Director of Finance was absent from work from 1st April 2022 through to 31st October 2022. This put significant pressure on the team and steps were taken to provide additional support.

The management of IT and our infrastructure remained an area of focus.

Responsibility for IT sits under the Director of Operations, and it was identified that the management of this area should transfer as part of the restructure of the finance team.

We have outsourced our server and end user support which has helped reduce concerns over data security and resilience.

In early 2022 we commissioned an independent report on our IT infrastructure and a plan was formulated resolving those issues with the highest priority or potential risk elements being addressed first.

What we said we would achieve in 2022/23	What we achieved
Review of offsite payroll system and succession plan for payroll due to retirement	Successful recruitment of payroll clerk. Cloud hosted payroll system under review
Close monitoring of cash flow and financial risks Timely insight to budget variances and support to manage. Provide greater understanding of unit costs in key areas.	Improved communication with budget holders resulting in better understanding of financial pressures and potential solutions. Improved budget control
Development of audit and risk sub-committee and finance sub-committee structures	Established robust membership of both committees.
Review Insurance cover Renegotiation of utility contracts	Reviews completed with best value outcomes achieved

FEDERATION OF JEWISH SERVICES

What we said we would achieve in 2022/23	What we achieved
Review of finance team structure and recruitment of Director of Finance and IT	Review completed. Recruitment process started in FY 2023 [Finance Director was appointed later in the next financial year]. Additional expertise utilised to support finance function
Utilise additional expertise to formulate IT strategy and implement review findings.	Independent consultant used to help maintain infrastructure and implement suggested changes.

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

	31 March 2023	31 March 2022
	£	£
Charitable income and expenditure		
Charitable activities income	8,657,714	7,726,859
Charitable expenditure before depreciation ¹	(10,483,241)	(8,990,158)
Operating charitable loss before donations	(1,825,527)	(1,263,299)
Other operational expenditure		
Depreciation	(33,185)	(70,435)
Total other operational expenditure	(33,185)	(70,435)
Net operating loss before donations and other income	(1,858,712)	(1,333,734)
Other Income ²	-	543,047
Net income from donations and investments		
Donations and legacies (excludes one off emergency appeal monies in 2022 – see above)	2,366,667	1,763,300
Fundraising expenditure	(493,941)	(386,511)
Commercial trading income	286,055	249,748
Commercial trading expenditure	(217,356)	(176,217)
Investment income	31,147	21,532
Total net income from donations and investments	1,972,572	1,471,852
Net operating surplus/(loss)	113,860	681,165
Net unrealised gains on investments	(72,431)	19,739
Realised gains on investments	2,111	13,552
Capital project donations	45,500	38,415
Capital refurbishments	(113,425)	(286,006)
Total capital movements	(65,814)	(234,039)
Net movement in funds	(24,385)	466,866

1. Charitable activities income consists of local authority and private residential fees, grant income, retirement living rental income and day centre attendance income and related charitable expenditure.

2. Other income relates to government funding for the Coronavirus Job Retention Scheme (CJRS), Infection Control Funding (ICF) and an emergency fundraising appeal that was run within the Jewish community called the Jewish Homes Emergency Appeal to help with the funding required for Covid-19 additional expenses.

Fundraising and Marketing

The team has enjoyed an extremely successful year.

The relaxation of Covid-19 rules allowed for the restart of face-to-face events, and we introduced a series of smaller fundraising dinners and engagement events that we felt would instil confidence in a covid sensitive world and a more intimate connection with our story and call to action. The dinners proved to be extremely successful improving the net contribution to the charity.

The focus has very much been on engagement and reconnecting with donors who have been held artificially at "arm's length". The series of commissioned podcasts has enjoyed great success and the recent young donor events have been especially vibrant and engaging. The Bar and Bat mitzvah program proved particularly successful with the aim of engaging younger people with our residents, clients, and staff and in addition to fundraising for us.

This was a very positive year for bid and trust applications and the successful bids supported a range of activities and initiatives across the organisation.

We continued to prioritise the Fed's image as a local charity supporting the local community and the fact that we are dependent upon the local community for funding.

What we said we would achieve In 2022/23	What we achieved
Deliver series of successful Fundraising dinners	Highly successful series of dinners delivered across both North and South Manchester
Develop new website for My Voice Project	Funding secured and new website planned
Continue to innovate and find different ways to engage and maintain voluntary income	A vibrant and innovative programme of fundraising events and initiatives delivered over the course of the year
Deliver match funding campaign	Successful campaign delivered
Continued emphasis on legacy giving.	Legacy income was maintained through year but will require ongoing prioritisation
Support communication across teams, provide support to the marketing and recruitment needs of specific teams	Increased marketing and development of marketing materials achieved

Operational Services

The area of operational services covers a number of departments and responsibilities

- Catering & hospitality
- Customer services
- Housekeeping
- Facilities management team which includes porters and laundry staff
- Maintenance team
- Health and safety
- Building projects, refurbishment, and capital expenditure

All of our support services have been outstanding over the year and have been extremely responsive and represent excellent value for money. The combination of in-house and external contractors remains our best solution for managing the site.

Despite the challenges we have maintained our Health & Safety commitment with significant long-term work completed this financial year, including fire protection measures, door closures and redecoration of communal areas.

Supplier contracts will continue to be monitored to ensure best value and quality.

What we said we would achieve in 2022/23	What we achieved
Review of team structures and staffing levels	An ongoing and dynamic review of staffing levels has taken place during the year
Maintain H&S compliance and fire safety compliance Maintain hygiene and quality standards. Maintain food hygiene standards.	Appropriate standards were maintained
Support the completion of essential works and maintenance.	A number of key projects were completed
Explore cost savings in relation to contracts and suppliers	Best value has been sought throughout the year, but this has been against a backdrop of rising inflation, utility and food costs.
Research options in relation to the major roof works required.	This is a major project that is extremely complex and will require extensive enabling works and significant investment. A tendering process has been ongoing.

Our Strategic Priorities

Our purpose to provide outstanding advice, support, and care services to people living in the Jewish and local community remains unchanged.

We believe that our services must remain agile and for them to adapt and change in line with the needs of our community and beneficiaries, whilst considering the significant and growing financial pressures.

Our priorities

- To be the social care provider & volunteer organisation of choice, renowned for quality, innovation, compassion and care.
- To generate the greatest possible impact for the community from our available resources.
- To collaborate with the local community & key partners to develop the services needed for the future.
- To ensure our services are sustainable, essential, effective, and financially strong.
- To celebrate our Identity as a Jewish social care provider and the heritage of the people we support
- To ensure a high level of awareness & understanding of the services, care & support we provide.

- To aim to be the employer of choice for talented people who share our values & have the skills to deliver our ambitions.

What underpins our Strategy

Caring

- Treating people with compassion, kindness, dignity and respect.
- Improving the quality of our services and customer care

Safe

- Ensuring all our service users, employees, visitors, and volunteers are protected from abuse and avoidable harm.
- Enhancing our systems of safe work and ensuring we are safe and compliant.

Responsive

- Organising services so that they meet the existing and changing needs of the people we support and care for
- Ensuring our services put the individual first and at the centre of what we do.

Effective

- Ensuring that people's care and support makes a positive difference to their lives and promotes choice.
- Reviewing the services we provide to ensure that we make best use of our resources and achieve the best outcomes for service users and our workforce.

Well-led

- Ensuring that the leadership, management and governance of the organisation is robust and promotes the delivery of high-quality care and supports learning and innovation.
- Ensuring that we have the best possible workforce with the right values, skills and knowledge.
- Ensuring that our finance and fundraising strategies are clear and support our sustainability and ambitions.

Our Year Ahead - Priorities for 2023/2024

Early indications were always that 2023/2024 was likely to be an unpredictable and challenging year. The ongoing effect of the cost-of-living crisis has had a sustained impact on expenditure across all departments. It has been particularly felt in terms of utility and food costs and increasing workforce costs particularly when it comes to agency cover.

Workforce has been a dominant issue for most care providers. Data from Skills for Care (Size & Structure of Adult social care workforce in England April 2022-March 2023) shows that the estimated number of vacancies in the sector on any given day was 152,000, a vacancy rate of 9.9%. This is approximately 65% higher than the vacancy rate in the wider economy. Around 70,000 people were recruited from abroad into direct care-providing roles. The average staff turnover rate was 34%.

The combination of offering the Real Living Wage, an enhanced package of benefits and overseas recruitment has enabled The Fed to effectively ride the storm, but the unpredictable nature of NHS GM commissioning makes long term investment in the workforce extremely difficult, and the current cost of agency cover is unsustainable.

The risks associated with delivering increasingly complex assessment services in terms of cost and reputation will need to be reviewed.

It is extremely likely that The Fed will need to re-evaluate our mix of residential and nursing care services and focus on the areas of highest demand which are currently nursing and dementia nursing care. The Fed will be seeking to clarify the commissioning intentions of the relevant local ICB's so we can structure our services accordingly.

Whilst our village services grapple with the competing demands of occupancy, workforce and funding, the main challenges facing our community services are increased demand and capacity. The support provided in the community is by far our

greatest area of service delivery and represents a clear shift away from place-based care to the need for more flexible and responsive services in the local community.

Alongside our operational targets we will be developing a longer-term strategy that reflects the changing demographics, aspirations and needs of our diverse community. Re-evaluating our response to current and future demand to ensure that our services generate the greatest possible impact for the community from our available resources.

Community Services & Moorview Supported Living

- Continue to raise our profile through robust marketing and communication strategies and ensure we explore and utilise new technology and platforms as much as possible.
- Provide advice and support to help keep vulnerable adults and children safe.
- Explore opportunities in relation to the changes affecting health and social care.
- Develop our volunteering offer to build our next generation of Fed Volunteers.
- Develop the My Voice project to reflect potential legacy plans & funding
- Work in partnership with other communal organisations to respond to changing welfare needs, helping to develop safe, well governed and responsive services.
- Develop our project-based services to children with additional needs, people with mental health problems, health and wellbeing awareness and unpaid carers
- Maintain our role as a key partner in the delivery of Greater Manchester wide commissioned health and care services.
- Identify new CRM and case management system for social work services
- Ensure our supported living scheme, Moorview, remains responsive to people's needs and has high level of occupancy.

Residential & Nursing Care

- Continue to develop opportunities and activities that enrich, enhance, and celebrate Jewish life.
- Review our Village care services in line with changing demands.
- Re-evaluate our D2A services and explore potential for complex dementia care assessment services
- Further develop our person-centred focus on care services.
- Ensure high levels of occupancy within care households.
- Review our care workforce structure and assess the potential for "blended" job roles
- Maintain our partnership work with local councils and the NHS.
- Implement new electronic care planning and medication systems.
- Ensure high standard of communication with customers and service users

People and Workforce

- Improve employee recruitment, retention and sickness levels.
- Support our workforce to achieve more through training and development
- Involve the people we support in developing our services.
- Improve and sustain the health and well-being of the people we support, including our workforce and volunteers.
- Introduce more effective digital solutions to manage and support our staff and services.
- Continue to utilise overseas recruitment where required to support service delivery
- Enable managers to be effective and supportive leaders of their teams.

Finance and IT

- Review current finance roles and systems, including payroll provision
- Recruit a new Director of Finance and IT
- Improve our Income through new areas of service delivery and partnership.
- Reduce waste, seek efficiencies and empower budget holders to manage proactively.

- Develop our digital plans and infrastructure.
- Develop and improve the auditing and management of risks at a Governance level.
- Maintain and develop our IT infrastructure ensuring it remains secure and responsive to operational needs.

Fundraising and Marketing

- Continue to build on our fundraising and engagement strategy with donors.
- Further develop our legacy strategy
- Develop new website for My Voice project and re-evaluate main website
- Deliver series of fundraising events, activities and dinners that support voluntary income and engagement
- Achieve identified fundraising targets
- Develop relationship with key grant making trusts and foundations
- Support continued awareness of the organisation's vision, purpose and services
- Assist with the marketing of key services, workforce and volunteer recruitment and communication
- Continued focus on trust and funding bld applications

Operational Services

- Completion of major roof refurbishment.
- Sustain a high standard of maintenance and health and safety.
- Replacement of windows and flooring in key areas
- Replacement and upgrade of furniture in shared communal areas
- Improve our Wi-Fi infrastructure and phone systems.
- Maintain quality of operational services and support
- Refurbishment of a number of key living spaces within the Village
- Creation of woodland play and learning space

Standards, Quality and Safety

- Ensure we meet health and safety standards and reinforce 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.
- Ensure people are aware of the Fed's policies and procedures and these are fit for purpose.
- Ensure all our services are safe for service users, volunteers and our workforce.
- Ensure we remain compliant in terms of employment law, legislation and processes.

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

The Trustees of the Charity (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 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 Trustees 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 charitable company and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements 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 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.



By order of the Board of Trustees
Bernie Yaffe
Chairman

November 2023

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 2023 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 2023 and of the group's incoming resources and application 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 in which we are required to report by exception

In 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 22, the Trustees (who are also 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 not 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:

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

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 meeting minutes and other documentation.

We assess the risk of material misstatement in the financial statements including as a result of fraud and undertaken 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 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 of nature.

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. 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

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

7 December 2023

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.

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING CONSOLIDATED INCOME & EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023**

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Income:					
Voluntary income	4	2,246,264	165,903	2,412,167	1,850,479
Income from charitable activities:	5				
Community care		281,227	-	281,227	213,718
Residential and nursing services		7,766,044	-	7,766,044	6,998,066
Independent living and supporting people		610,443	-	610,443	515,075
Exceptional income – Covid-19 grant funding		-	-	-	478,397
Exceptional income – HMRC CJRS		-	-	-	15,887
Income from other trading activities:					
Commercial trading operations		286,055	-	286,055	249,748
Investment income	6	31,147	-	31,147	21,532
TOTAL INCOME		11,221,180	165,903	11,387,083	10,342,902
Expenditure:					
Cost of raising funds:					
Fundraising team		(493,941)	-	(493,941)	(386,511)
Commercial trading operations		(217,356)	-	(217,356)	(176,217)
		(711,297)	-	(711,297)	(562,728)
Expenditure on charitable activities:	7				
Community care		(569,272)	(179,241)	(748,513)	(622,456)
Residential and nursing services		(9,287,898)	-	(9,287,898)	(8,033,423)
Independent living and supporting people		(446,830)	-	(446,830)	(334,279)
		(10,304,000)	(179,241)	(10,483,241)	(8,990,158)
Other expenditure:					
Refurbishments		(113,425)	-	(113,425)	(286,006)
Depreciation		(33,185)	-	(33,185)	(70,435)
TOTAL EXPENDITURE		(11,161,907)	(179,241)	(11,341,148)	(9,909,327)
Other recognised gains and losses:					
Revaluation of investments		(72,431)	-	(72,431)	19,739
Profit on disposal of investments		2,111	-	2,111	13,552
		(70,320)	-	(70,320)	33,291
Net income/(expenditure) and net movement in funds for the year		(11,047)	(13,338)	(24,385)	466,866
Reconciliation of funds:					
Total funds brought forward		12,678,351	186,039	12,864,390	12,397,524
Total funds carried forward		12,667,304	172,701	12,840,005	12,864,390

BALANCE SHEETS
AS AT 31 MARCH 2023

	Note	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Fixed Assets					
Tangible Assets	15/16	10,593,697	10,532,317	9,143,697	9,082,317
Investments	17/18	958,393	1,003,094	958,393	1,003,094
Total Fixed Assets		<u>11,552,090</u>	<u>11,535,411</u>	<u>10,102,090</u>	<u>10,085,411</u>
Current Assets					
Stock	19	30,307	27,766	30,307	27,766
Debtors	20	586,321	325,155	624,499	466,413
Cash at bank and in hand		1,362,626	1,662,491	1,258,539	1,459,038
Total Current Assets		<u>1,979,254</u>	<u>2,015,412</u>	<u>1,913,345</u>	<u>1,953,217</u>
Liabilities					
Creditors falling due within one year	21	(691,339)	(686,433)	(685,569)	(681,853)
Net Current Assets		<u>1,287,915</u>	<u>1,328,979</u>	<u>1,227,776</u>	<u>1,271,364</u>
Total Assets Less Current Liabilities		<u>12,840,005</u>	<u>12,864,390</u>	<u>11,329,866</u>	<u>11,356,775</u>
Creditors falling due after more than one year	22	-	-	-	-
Net Assets		<u>12,840,005</u>	<u>12,864,390</u>	<u>11,329,866</u>	<u>11,356,775</u>
The Funds of the Charity					
Unrestricted income funds		2,167,304	2,178,351	2,107,165	2,120,736
Restricted Income funds	23	172,701	186,039	172,701	186,039
Revaluation reserve	23	657,177	657,177	-	-
Designated fund	23	9,842,823	9,842,823	9,050,000	9,050,000
Total Charity Funds		<u>12,840,005</u>	<u>12,864,390</u>	<u>11,329,866</u>	<u>11,356,775</u>

Approved by the Trustees and signed on their behalf on November 2023 by:

Bernie Yaffe
Chairman

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 deficit for the year was £26,909 (2022: £462,588 surplus).

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR YEAR ENDING 31 MARCH 2023**

	Note	2023 £	2022 £
Cash flows from operating activities:	24	(101,184)	1,099,691
Net cash (used in) / provided by operating activities:			
Cash flow from investing activities:			
Dividends received		31,147	21,532
Purchase of tangible fixed assets		(206,991)	(286,006)
Purchase of investments	17	(439,636)	(395,120)
Sales of investments	17	416,799	129,278
Net cash used by investing activities		<u>(198,681)</u>	<u>(530,316)</u>
Change in cash and cash equivalent in the year		(299,865)	569,375
Cash and cash equivalents at start of year		1,662,491	1,093,116
Cash and cash equivalents at end of year		<u>1,362,626</u>	<u>1,662,491</u>

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2023

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 2019) (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) 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 outflow of £299,865 on a group basis in the year. Our cash and realisable investments totalled £2,321,019 as at 31 March 2023. 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.

The Trustees and Directors continue to review and adapt plans for the Charity to deal with ongoing financial pressures. This includes reviewing financial forecasts and attempting to maximise occupancy levels, addressing additional cost pressures, and seeking to generate funding 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 in the Statement of Financial Activities when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2023

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 irrevocable 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.

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. Designated funds represent funds which are unrestricted, but the Trustees have designated them for a specific purpose to further the objectives of the Charity. The only designated fund is the fixed asset fund which represents the value of the unrestricted tangible fixed assets (see note 23).

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.

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2023

r) Cash at bank and in hand

Cash at bank and 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.

2. Legal status

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

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:

	2023	2022
	£	£
Income	11,167,202	10,163,186
Expenditure on charitable activities	(10,265,884)	(8,814,720)
Cost of raising funds	(493,941)	(386,511)
Commercial trading operations	(217,356)	(176,217)
Refurbishments	(113,425)	(286,006)
	<u>(11,090,606)</u>	<u>(9,663,454)</u>
Revaluation of investments	(72,431)	19,739
Impairment depreciation	-	-
Depreciation	(33,185)	(70,435)
Provisions	-	-
Profit/(loss) on disposal of assets	-	-
Profit/(loss) on disposal of investments	2,111	13,552
	<u>11,107,508</u>	<u>11,356,775</u>
Net income	(26,909)	462,588
Total funds brought forward	11,356,775	10,894,187
Total funds carried forward	<u>11,329,866</u>	<u>11,356,775</u>

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2023

4. Voluntary income

	Restricted Funds	Unrestricted Funds	2023 Total Funds	2022 Total Funds
	£	£	£	£
Donations gifts and events	158,903	1,685,291	1,844,194	1,662,533
Legacies	-	522,473	522,473	100,768
Income from capital appeal	7,000	38,500	45,500	38,415
Jewish Homes Emergency Appeal	-	-	-	48,763
	165,903	2,246,264	2,412,167	1,850,479

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 Funds	Unrestricted Funds	2023 Total Funds	2022 Total Funds
	£	£	£	£
Residential and nursing services	-	7,766,044	7,766,044	6,998,066
Independent living and supporting people	-	610,443	610,443	515,075
Exceptional income – Covid-19 grant funding	-	-	-	478,397
Exceptional income – HMRC CJRS	-	-	-	15,887
Community care:				
Children's centre	-	54,659	54,659	58,201
Volunteers project	-	43,127	43,127	25,076
CAST	-	55,188	55,188	49,521
Play schemes	-	35,512	35,512	32,069
Mental health and other projects	-	92,741	92,741	48,851
	-	8,657,714	8,657,714	8,221,143

6. Investment income

The group's investment income of £31,147 (2022: £21,532) arises from dividends and similar income from investments held with Close Brothers and monies on deposit.

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2023

7. Analysis of expenditure on charitable activities

	2023	2022
	Total Funds	Total Funds
	£	£
Residential and nursing services	9,287,898	8,033,423
Independent living and supporting people	446,830	334,279
Community care:		
Children's centre	25,951	26,569
Volunteers project	163,788	149,598
CAST	388,509	346,842
Play schemes	35,868	19,346
Mental health and other projects	134,397	80,101
	10,483,241	8,990,158

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	Community Care	Total
	£	£	£	£
Costs	9,287,898	446,830	748,513	10,483,241
Grants, fees and voluntary income	7,766,044	610,443	281,227	8,657,714
Exceptional income	-	-	-	-
Net (income)/cost funded from other income	1,521,854	(163,613)	467,286	1,825,527

9. Net income/(expenditure) for the year

	2023	2022
	£	£
Stated after charging:		
Operating leases – property	18,450	25,267
Operating leases – equipment	11,816	11,816
Depreciation	33,185	70,435
Auditor's remuneration:		
Audit fees (exclusive of VAT)	24,324	19,912
Accountancy services	3,000	2,000

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2023

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

	2023	2022
	£	£
Salaries and wages	6,979,558	6,067,061
Social security costs	547,784	432,068
Pension costs	197,735	173,054
	<u>7,725,077</u>	<u>6,672,183</u>

One employee had employee benefits between £60,001 and £70,000 (2022: two), three between £70,001 and £80,000 (2022: three), none between £80,001 and £90,000 (2022: none), none between £90,001 and £100,000 (2022: none), none between £100,001 and £110,000 (2022: one) and one between £110,001 and £120,000 (2022: none).

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

The Trustees were not paid nor received any other benefits from employment with the group or its subsidiaries in the year (2022: £nil) neither were they reimbursed expenses during the year (2022: £nil). No Trustee received payment for professional or other services supplied to the Charity (2022: £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 £451,724 (2022: £458,796).

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.

	2023	2022
	£	£
Professional fees	24,545	16,857
Audit fees	24,324	19,912
Accountancy fees	3,000	2,000
	<u>51,869</u>	<u>38,769</u>

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2023

12. Staff numbers

The average monthly head count was 354 (2022: 342) and the average monthly number of employees (including casual and part time staff) during the year were as follows:

	2023	2022
	Number	Number
Nursing and Caring Services	193	179
Catering Services	38	40
Laundry Services	6	7
Maintenance, FMS & Housekeeping	43	47
Customer Services	11	9
Community Projects	31	28
Religious Amenities	2	2
Management & Administration	30	30
	<u>354</u>	<u>342</u>

13. Related party transactions

During the year, the Charity received donations from the Trustees and connected parties amounting to £164,160 (2022: £184,784).

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.

15. Tangible fixed assets

Company	Property	Equipment	Fixtures & Fittings	Motor Vehicles	Total
Cost or valuation	£	£	£	£	£
At 31 March 2022	9,050,000	1,417,894	1,108,713	66,184	11,642,791
Additions	-	3,180	91,386	-	94,566
Disposals	-	-	-	-	-
	<u>9,050,000</u>	<u>1,421,074</u>	<u>1,200,099</u>	<u>66,184</u>	<u>11,737,357</u>
Accumulated depreciation					
At 31 March 2022	-	1,400,226	1,094,704	65,544	2,560,474
Charge for the period	-	19,619	12,928	639	33,186
Disposals	-	-	-	-	-
	<u>-</u>	<u>1,419,845</u>	<u>1,107,632</u>	<u>66,183</u>	<u>2,593,660</u>
Net book value					
At 31 March 2023	<u>9,050,000</u>	<u>1,229</u>	<u>92,467</u>	<u>1</u>	<u>9,143,697</u>
At 31 March 2022	<u>9,050,000</u>	<u>17,668</u>	<u>14,009</u>	<u>640</u>	<u>9,082,317</u>

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2023

16. Tangible fixed assets - Group

Group	Property	Equipment	Fixtures & Fittings	Motor Vehicles	Total
Cost or valuation	£	£	£	£	£
At 31 March 2022	10,500,000	1,423,134	1,181,302	66,184	13,170,620
Additions	-	3,180	91,386	-	93,566
Disposals	-	-	-	-	-
At 31 March 2023	10,500,000	1,426,314	1,272,688	66,184	13,264,186
Accumulated depreciation					
At 31 March 2022	-	1,405,466	1,167,293	65,544	2,638,303
Charge for the period	-	19,619	12,928	639	33,185
Disposals	-	-	-	-	-
At 31 March 2023	-	1,425,085	1,180,221	66,183	2,671,488
Net book value					
At 31 March 2023	10,500,000	1,229	92,467	1	10,593,697
At 31 March 2022	10,500,000	17,668	14,009	640	10,532,317

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.

Included above are assets held under finance leases with carrying amount of £Nil (2022: £Nil) on which depreciation was charged during the year of £2,450 (2022: £10,013).

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2022

17. Investments

Group and Company	Quoted Investments £	Cash Deposits £	Total £
Market value at 1 April 2022	806,139	196,955	1,003,094
Additions/deposits	439,636	-	439,636
Disposal proceeds/withdrawals	(227,509)	(189,290)	(416,799)
Unrealised investment gains/(losses)	(69,649)	-	(69,649)
Realised investment gains/(losses)	2,111	-	2,111
Market value at 31 March 2023	950,728	7,665	958,393
Historic cost at 31 March 2023	946,127	7,665	953,792

Quoted investments comprise the following:

	2023 £	2022 £
Fixed interest investments	299,861	154,283
UK & Overseas Equities	486,067	447,911
Other Investments	172,465	400,900
	958,393	1,003,094

The investment below Individually makes up more than 5% by value of the investment portfolio at 31 March 2023.

	Units	£
Royal London Short Duration GBL High Yield BD Z Inc.	75,000	55,965

18. Fixed asset investments

The company holds 100% of the ordinary share capital of the following company, which is registered and Incorporated In England and Wales, of which the aggregate of capital and reserves at 31 March 2023 and the results for the last relevant financial year were as follows:

Subsidiary undertakings	Principal activity	Capital and reserves £	Surplus for the year £
Heathlands Housing Association Ltd	Supported living provider	1,510,140	2,525

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2023

19. Stock

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£	£	£	£
Consumables stores	30,307	27,766	30,307	27,766

20. Debtors

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£	£	£	£
Other debtors	4,422	9,718	43,937	152,076
Prepayments and accrued income	581,899	315,437	580,562	314,337
	<u>586,321</u>	<u>325,155</u>	<u>624,499</u>	<u>466,413</u>

21. Creditors: amounts falling due within one year

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£	£	£	£
Trade creditors	369,931	242,257	369,931	242,257
Other creditors	1,554	62,682	1,554	62,682
Accruals	319,854	381,494	314,084	376,914
	<u>691,339</u>	<u>686,433</u>	<u>685,569</u>	<u>681,853</u>

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

There are no creditors falling due after more than one year for the group or charity in either 2023 or 2022.

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2023

23. Analysis of net assets between funds

	Tangible Fixed Assets	Investments	Cash and other Net Assets	Total
	£	£	£	£
Unrestricted funds	93,697	958,393	1,115,214	2,167,304
Designated funds	9,842,823	-	-	9,842,823
Revaluation reserve	657,177	-	-	657,177
Restricted funds	-	-	172,701	172,701
Total funds 31 March 2023	10,593,697	958,393	1,287,915	12,840,005
Total funds 31 March 2022	10,532,317	1,003,094	1,328,979	12,864,390

Designated funds represent funds which are unrestricted, but the Trustees have designated them for a specific purpose to further the objectives of the Charity. The only designated fund is the fixed asset fund which represents the value of the unrestricted tangible fixed assets.

The revaluation reserve represents the difference between the historic cost of fixed assets, namely the Charity's property, and their revalued amount held on the balance sheet.

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 40 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 £28,269 (2022: £16,963).

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

	2023 £	2022 £
Net movement in funds	(24,385)	466,866
Add back refurbishment costs expensed	113,425	286,006
Add back depreciation charge	33,185	70,435
Add back/deduct investment revaluation loss/(gain)	72,431	(19,739)
Add back/deduct (profit)/loss on sale of investments	(2,111)	(13,552)
Deduct interest income shown in investing activities	(31,147)	(21,532)
(Increase)/decrease in stock	(2,541)	5,837
(Increase)/decrease in debtors	(264,946)	257,657
Increase/(decrease) in creditors	4,905	67,713
	(101,184)	1,099,691

The group has no debt. Therefore, the net funds comprise cash at bank and in hand.

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2023

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
	2023	2022	2023	2022
	£	£	£	£
Within one year	20,453	29,356	20,453	29,356
Between one and five years	11,250	31,703	11,250	31,703
After five years	-	-	-	-
	<u>31,703</u>	<u>61,059</u>	<u>31,703</u>	<u>61,059</u>

