

JEWISH CARE

England & Wales · Charity number 802559

Details

Status	Registered
Legal form	Charitable company
Company number	02447900
Registered	1989-12-05
Register	View on the Charity Commission register

Contact

Address	Jewish Care 221 Golders Green Road London NW11 9DQ
Phone	02089222000
Email	info@jcare.org
Website	www.jewishcare.org

Activities

Objects: TO PROMOTE THE FOLLOWING CHARITABLE PURPOSES FOR THE BENEFIT OF PERSONS OF THE JEWISH FAITH (WHEREVER RESIDENT BUT IN PARTICULAR THOSE RESIDENT IN THE UNITED KINGDOM)1. THE RELIEF OF POVERTY, HARDSHIP AND DISTRESS; 2.THE RELIEF OF THE AGED; 3. THE RELIEF OF THE SICK AND THOSE SUFFERING FROM EITHER PHYSICAL OR MENTAL IMPAIRMENT; 4.THE PROTECTION OF HEALTH; 5. THE ADVANCEMENT OF EDUCATION; AND 6.THE PROVISION, IN THE INTEREST OF SOCIAL WELFARE OF FACILITIES FOR RECREATION AND OTHER LEISURE TIME OCCUPATION OF YOUNG PEOPLE.

Activities: Jewish Care cares for people in the Jewish community. We give care & support to older people,Holocaust survivors,people with physical & sensory disabilities & with mental health needs. We offer support groups,run leadership & activity programmes for young people. Our staff & volunteers support thousands of people a week. Everything is guided by our Jewish values, warmth,kindness,honesty & respect.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Disability, The Prevention Or Relief Of Poverty, Accommodation/housing
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin

Geography

- Brighton And Hove
- Essex
- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£81,837,000	£72,300,000	£185,400,000	1279
2024-03-31	£73,334,000	£67,837,000	£173,614,000	1227
2023-03-31	£60,699,000	£65,738,000	£165,964,000	1221
2022-03-31	£82,706,000	£60,476,000	£173,428,000	1196
2021-03-31	£64,680,000	£58,561,000	£142,182,000	1241

Trustees

Name	Role	Appointed
ARNOLD WAGNER OBE		
Adam Dawson		2018-11-05
Amy Woolf		2022-01-24
Charles Conrad Daniels		2025-01-01
Darren Braham		2023-09-18
Dr Abigail Joanna Swerdlow		2025-01-01
Gayle Klein		2016-09-26
Harold Gittelmon		2018-11-05
Jonathan Rose		2021-03-22
Leah Hurst		2020-09-14
MICHAEL BRODTMAN		2013-04-30
Marcus Sperber		2021-11-22
Stephanie Ruth Cooper		2022-05-16
Tessa Shelley Ingram Arnold		2025-05-19

Linked charities

- GEORGE JULIAN EGERTON FUND (802559-1)
- H E DAVID FUND (802559-10)
- MAITLAND R JOSEPH BEQUEST (802559-11)
- JOEL EMANUEL TRUST (802559-12)
- THE ANTHONY AND ANNIE MULLER SEASIDE CONVALESCENT HOME (802559-13)
- CLARA BARONESS DE HIRSCH CONVALESCENT FUND (802559-14)
- SOPHIA GARDNER FUND (802559-15)
- A E FRANKLIN FUND (802559-16)
- ALEXANDER JACOB MEMORIAL FUND (802559-17)
- JEWISH CONVALESCENT HOME (BRIGHTON BRANCH) (802559-18)
- R A SCHLESINGER FUND (802559-19)
- MAURICE AND SAMUEL LYON HOME (802559-2)
- NATHAN SIMSON TRUST (802559-20)
- THE LEVY CHARITABLE TRUST (802559-3)
- BRIGHTON AND HOVE JEWISH HOME (802559-4)
- STEPNEY JEWISH (B'NAI B'RITH) CLUBS AND SETTLEMENT (802559-5)
- REDBRIDGE JEWISH YOUTH AND COMMUNITY CENTRE (802559-6)
- THE JEWISH HOME AND HOSPITAL AT TOTTENHAM (802559-7)
- THE BOARD OF GUARDIANS AND TRUSTEES FOR THE RELIEF OF THE JEWISH POOR REGISTERED (COMMONLY CALLED THE JEWISH WELFARE BOARD) (802559-8)
- THE JEWISH BLIND SOCIETY (802559-9)

JEWISH CARE

England & Wales - Charity number 802559

Accounts

Annual Report & Accounts

For the year ended 31 March 2025

AT THE HEART OF THE



COMMUNITY FOR 35 YEARS

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A Year in numbers

2024-2025

90%

Occupancy in care homes

Page 16 ↗

95%

occupancy in retirement living schemes

Page 16-17 ↗

3,000

Kosher Meals on Wheels delivered per month

Page 9 ↗

1st

Organisation to get DementiaAbility accreditation in the UK

Page 16 ↗

153

People waiting to move in

12,000

People's lives touched

Page 7 ↗

4

Retirement living schemes

9

Care homes

10

Community centres

Page 7 ↗

£31M

Donations

Page 20 ↗

2,700

Roles undertaken by volunteers

Page 18 ↗

51,417

Interactions with community services

Page 9 ↗

2026

New campus opens in Redbridge

Page 19 ↗

1,279

Staff

Page 32 ↗

~635

Social work cases being supported at any moment

Page 12 ↗

3,000

Supported by Jami's mental health services

Page 14 ↗

100%

Satisfaction with our Day Centres

Page 9 ↗

0%

Gender pay gap

£1.1M

Cost of government tax rises

Page 5 ↗

£13.85

Proud to pay the London living wage

Page 33 ↗

21,418

Helpline enquiries

Page 8 ↗

12

Compliments for each complaint

Page 47 ↗

1. WELCOME FROM THE CEO & CHAIR OF TRUSTEES

This past year, despite a challenging economic and political climate, we have achieved remarkable progress. None of this would have been possible without the unwavering support and generosity of our community, who enable us to be there for those who need us most. At a time when we have all faced significant difficulties, we can be proud of the deep resilience we have shown together.

We aim to care for the whole community, both today and into the future. It is the generosity of the community that makes this possible and has allowed us to achieve so much over the past year.

We have strengthened our care homes and expanded our community services including day centres, Meals on Wheels, and befriending services, thanks to a dedicated team of staff and volunteers.

Construction of our new first-class Sugar & Ronson Campus in Redbridge has progressed well and is set to open in summer 2026. It will serve north-east London and Essex with exceptional facilities including The Sugar Family Care Home, The Ronson Community Centre, and The Dennis Centre for people living with dementia. It will also provide a communal space and the base for our Meals on Wheels hub service, Social Work and Community Support Team, Jami's Redbridge community hub and MIKE youth leadership programme. We are deeply grateful to the Sugar and Ronson families for their cornerstone gifts and ongoing support that are enabling us to make this dream become a reality.

Alongside our services in north-west London and Essex, we have built strong relationships with Jewish communities across the UK including Brighton, Bournemouth, Leicester, Chelmsford, and Worthing – supporting them to create a programme of meaningful activities, providing advice and signposting, and delivering volunteer training where required. Our Senior Community Social Worker and Community Outreach Co-ordinator, based in Brighton, has been warmly welcomed, helping individuals and carers lead fulfilling lives. We have also worked in partnership with the Jewish Small Communities Network, taking part in their online annual summit and look forward to attending their first in-person summit later this year.

Jami, the Jewish community's mental health service, integrated with Jewish Care in April 2024 to ensure sustainable support to the community at a time when the need is growing rapidly and the system is overwhelmed, especially amongst young people under-25 in our community who are experiencing mental illness, distress or trauma. Since then, we have continued to expand our mental health services to meet the needs of a community in crisis.

We're deeply grateful to the Dangoor family's Exilarch Foundation for enabling the expansion of our vital Dangoor Children and Young Person's Service. Over the past year, this support has helped us reach students at JFS, JCoSS, and across the community. This marks a key milestone, allowing us to support more children and young people with tailored, accessible mental health services over the next five years. This is critical, given that national mental health services are severely under-resourced and one in five of our young people face a probable mental health disorder.

As we celebrate 35 years of Jewish Care, the need for our services has never been greater. This has been, and continues to be, a challenging period in our history. More people are turning to us than ever before and our resources are under intense pressure as a result of cost of living pressures, a rapidly ageing population, rising loneliness, a mental health crisis unlike anything we've ever seen and the recent employers' National Insurance changes which will now cost us an additional £1.1 million per annum.

Demand for health and social care is growing while government funding is shrinking, with many of our most essential services receiving no government funding at all. These services rely entirely on the community's generosity and in the past financial year, we were able to raise £22 million through the community's generosity to continue caring for those who need us most.

These donations and gifts enables Jewish Care to continue to provide the very highest quality support and care with dignity, respect, and a deep connection to Jewish traditions and values. Whether it's celebrating Shabbat and festivals, offering care, compassion, a warm smile and a listening ear, our care is powered by love, yiddishkeit and deep belonging.

With the generous support of our community, our lay leaders, our dedicated staff and volunteers, we have much to be proud of as well as much to look forward to in the year ahead. We are incredibly grateful to all of the contributions that make it possible for us to continue to make a positive impact on the lives of those we support in the Jewish community.



Marcus Sperber



Daniel Carmel-Brown



2. TRUSTEES' ANNUAL REPORT 2024-25

The Trustees have pleasure in submitting their Report incorporating the strategic report and audited financial statements for the year ended 31 March 2025.

Our Mission

Our Promise to the Community

We care for people as if they were our own family – with dignity, respect, and a deep understanding of our Jewish traditions and values. Whether it's celebrating Shabbat together or simply offering a warm smile and a listening ear, our work is powered by love, culture, and community.

Our Vision

For Jewish Care to be the care and community services provider of choice for older people in the Jewish community and to support family members every step of the way.

Our Purpose

To deliver excellent care and community support services to the community that are Jewish at heart, either directly or with others.

Jewish Care is an organisation where Jewish culture and values are shared and celebrated throughout our work. The Jewish values of care and respect for others run through all we do. We will be distinguished by the Jewishness of the services we offer, and people will choose us because of this.

Our Values

Our values are central to the way we work. They are what make us distinctive and drive how we act as individuals and as an organisation. They shape our culture. They are:



What we do

Jewish Care is the largest health and social care charity serving the Jewish community in London and the South-East. Each week, we touch the lives of around 12,000 people of all ages, providing essential care and connection when it's needed most.

Our mission is to ensure that no one in our community faces life's challenges alone. Whether someone is living with dementia, struggling with their mental health, coping with bereavement, or simply feeling isolated, we are here. We provide practical support, emotional care, and a sense of belonging – always rooted in Jewish values, tradition, and culture.

Jewish Care delivers a wide range of services:

- ✓ High-quality residential and nursing care
- ✓ Retirement living schemes for independent older adults
- ✓ Specialist centres for people living with dementia
- ✓ Community centres that bring people together for friendship, learning, and wellbeing
- ✓ Mental health services through Jami, from age 11 upwards
- ✓ Meals on Wheels and befriending services that support independent living
- ✓ Helpline, advocacy, and social work services for those navigating difficult times
- ✓ Dedicated support for Holocaust survivors and refugees

While our work has evolved over the years, our purpose remains constant: to enable people to live meaningful, dignified lives – surrounded by care, community, and compassion.

In 2025, the need for our services has never been greater. An ageing population, rising levels of dementia, growing social isolation, and a deepening mental health crisis are all converging at a time when public funding is shrinking and not covering the cost of care. Most of our care home residents are government-funded, yet many of our other vital services – including our community centres, Helpline, Holocaust Survivors Centre, and mental health support – receive no government funding at all.

We are facing a historic challenge: providing excellent, culturally appropriate care in an increasingly complex and costly environment. And we are meeting that challenge head-on, thanks to the dedication of our 1,300 staff, hundreds of volunteers, and the generosity of our supporters.

In the following sections, you'll find more detail about our individual services, backed by data, personal stories, and testimonials that show the real impact of our work on people's lives.

Our helplines – the first point of contact

Jewish Care Direct helpline

Jewish Care's Helpline remains the first point of contact for many seeking support and often continues as a trusted guide throughout their journey with us. Between 1 April 2024 and 31 March 2025, the Helpline handled **21,418 enquiries**. While this is a slight decrease from the previous year, the complexity and duration of interactions have grown significantly.

A key driver of this shift has been the growing pressure on NHS services. Increasingly, individuals discharged from hospital contact us without clear information about their entitlements or care arrangements. In response, our team has taken on a more proactive advocacy role – helping individuals understand their rights and liaising with health services to clarify care plans and ensure needs are met.

Recognising our broader role in the community support network, we've delivered targeted training to partner organisations, including hospital chaplaincies, to help them respond effectively to similar situations.

The ongoing cost of living crisis continues to affect the community, many of whom are anxious about the future. Where enquiries are not urgent, we refer individuals to our social work teams for longer-term planning, including care options, financial support, and referrals to professionals such as occupational therapists to help people remain safely and independently at home.

Since the pandemic, mental health-related enquiries have risen sharply. Many callers struggle with daily tasks due to anxiety, depression, or complex psychological needs. These cases often require significant time and sensitivity to build trust and understand the root causes. For example, we supported a 61-year-old man living with borderline personality disorder experiencing extreme isolation. After several extended conversations to build rapport, we connected him with our digital services team, who helped him use an iPad and start his own podcast, empowering him to engage more confidently with the world.

Following the attacks in Israel on 7 October 2023, we saw a rise in calls related to antisemitism in the UK, including abuse directed at our Helpline.

The Helpline remains a vital service for the community – not only responding to individual crises, but also ensuring that people are linked into the broader support network offered by Jewish Care.

Jami Helpline

Jami provides holistic, person-centred support for individuals on their mental health recovery journey. As part of this, Jami operates a dedicated helpline, which assesses referrals and offers specialist information, advice, and signposting. People may also receive short-term advocacy support and flash-work interventions to help address immediate needs. Further details on our mental health services can be found on page 14.



Community Services

Our Community Services are designed to respond to the evolving needs of individuals, offering connection, support, and care at every stage of life. From early social engagement to specialist dementia support, our services form a continuum that promotes wellbeing, independence, and dignity.

51,417



Individual interactions

19,264



Sessions delivered
across all services

Living Well Together: Connection, Purpose and Support

Social Clubs and Supportive Communities: Connection Through Shared Experience

We run over 40 groups offering support and social connection for people experiencing bereavement, caring responsibilities, dementia, divorce, and loneliness. Others, like Sunday Socials, Wednesday Social Club, and Singular Challenge, focus on building confidence, wellbeing, and mental health through shared activities.

In 2024–25, we launched a virtual hub in Borehamwood, one of Greater London's fastest-growing Jewish communities, introducing new services such as tea parties, Chatty Café, and Women's Hour, now engaging over 90 individuals. The upcoming Men's Talk will further strengthen this network.

These groups help people feel seen, supported, and part of a caring community.

Community and Day Centres: Belonging, Activity and Connection

Our centres are vibrant spaces where people stay active, learn, and connect. Activities include exercise, discussion groups, computer lessons, social events, and support groups. Each centre is rooted in its local Jewish community, celebrating festivals and partnering with synagogues and schools to maintain cultural ties. Our centres play a vital role in helping people maintain routine, purpose, and social connection.

A major milestone was the January 2025 relocation of Connect @ Kenton to Golders Green, offering a more welcoming and vibrant setting for continued connection.

As our community ages, transport remains a growing challenge. Public transport is not always accessible or practical, and services like Dial-a-Ride have become less reliable. Some centres also face physical limitations, such as restricted space, limited parking, and accessibility issues, which can impact attendance and event planning.

In our latest survey, 100% of members reported satisfaction. Attendees said the centres gave them renewed routine, purpose, companionship, and improved mental health. Many also cited better physical fitness, stimulating activities, and a strong sense of cultural connection. These findings highlight the centres' role in promoting independence, inclusion, and quality of life.

100%



Satisfaction across all
day centres

Jewish Care Presents: A Virtual Community Centre

Our online programme offers a wide range of events and activities that people can join from home. With **9,500 participants** over the past year, it provides a flexible, accessible way to stay connected and engaged.

Befriending

Our befriending service keeps hundreds connected through regular phone and video calls, with over 3,000 made monthly. It reduces loneliness and supports wellbeing. Through the national Connecting Hands project, we also support smaller Jewish communities across the UK with advice on befriending, digital engagement, and social work.

Meals on Wheels

Our Meals on Wheels service delivers more than **3,000 kosher meals each month** to clients in their homes. The service also fills a gap, when local authorities cannot meet the kosher dietary needs of our community.

Clients of the service shared that Jewish Care offers far more than just the delivery of meals. For many survey respondents, especially those facing mobility or health challenges, the service brings emotional comfort, a sense of independence, and meaningful social connection. Friendly interactions with volunteers and staff, along with occasional check-ins, help reduce feelings of isolation.

Specialist Support

Dementia Support: Dignity, Connection and Specialist Care

We provide person-centred dementia support focused on dignity, engagement, and quality of life. Programmes like **Singing for Memory**, **Young Onset Dementia Coffee Mornings**, and **Memory Way Café** offer stimulation and belonging. The Dementia **Singing for Joy** event brought together 63 in-person attendees from different day centres, and others joining remotely from Southend, fostering pride and shared experience through friendly competition.

We expanded our dementia offer through partnerships with synagogues and local organisations, including new Singing for Memory groups in **Redbridge** and **New North London Synagogue**.

Nonetheless, demand for specialist dementia support is rising at our Golders Green hub. Despite strong pathways between services, there is **a clear need** for a dedicated north-west London dementia community centre. Without it, we risk being unable to meet future demand.

In 2024, we hosted a **Dementia Conference** with attendees from 28 synagogues across north-west London, Hertfordshire, and east London. The event strengthened community understanding and collaboration.

Our **specialist dementia development team** also trains staff across the organisation. In addition to care home staff, we plan to extend dementia awareness training to hospitality, estates, and front-of-house teams to create more inclusive environments.

Recent survey feedback from relatives highlights the significant and positive impact of our dementia day centres. **For attendees**, families reported noticeable improvements in mood and overall happiness, increased mental stimulation, and more frequent social interaction. The centres' structured routines and engaging environments were seen as key to helping individuals living with dementia feel more connected, confident, and content. **For families**, the centres provided peace of mind, valuable respite, and the opportunity to reclaim personal time, knowing their loved ones were in safe, supportive hands. These findings reflect the vital role our dementia services play in enhancing quality of life for both attendees and their carers.

Family Carer Support

We offer dedicated support for family carers, providing information, advice, and representation to help them manage their role. This includes one-to-one guidance and access to specialist support groups. In the past year, our Social Work and Community Support Team supported over **2,000 people**, many of whom are caring for loved ones. These groups offer a safe space to share experiences, find encouragement, and feel less alone.

Jewish Care Explore: Digital Confidence and Connection

JC Explore helps adults across the community build digital confidence. Based in Golders Green and Stanmore, the team offers one-to-one training, drop-in, and advice on using digital tools independently or with support.

In 2024–25, the team delivered **2,083 interactions**, including **921 hours of one-to-one training** and **1,122 on-demand requests**. They also ran **15 digital drop-ins** and hosted interactive activities like festive quizzes.

JC Explore continues to partner with synagogues and organisations to promote digital inclusion. A recent collaboration with Hammerson focused on assistive technology for those with additional needs. The service was showcased at an international conference in Rome, highlighting its innovation and impact.

Youth Engagement: Empowering the Next Generation

Jewish Care continues to invest in youth engagement, with **157 young people** involved in programmes last year. These initiatives offer learning, leadership, and a deeper connection to Jewish life and community.

At the heart of this work is the **MIKE leadership programme** (Motivation, Inspiration, Knowledge, Education), for young people aged 13 to 18. It combines education, volunteering, and communal involvement, including heritage trips to places like Budapest and Amsterdam. MIKE is evolving to give young people more say and creating clearer pathways into volunteering and future careers.

We are relaunching the redesigned **Bnei Mitzvah programme**, providing age-appropriate engagement at a key stage in life. Both programmes aim to have a lasting, positive impact on the wider community.

Our ambitions for community services during 2025-26

We are committed to:

- Expanding our **Community Dementia** offering
- Enhancing **digital inclusion** through new partnerships
- Strengthening **youth engagement** with co-designed programmes
- Adapting to the needs of an ageing population with flexible, outreach-based models

“This year we’ve continued to evolve our services to meet people where they are; whether that’s through a friendly phone call, a digital skills session, or specialist dementia support. One development I’m particularly proud of is the launch of our virtual hub in Borehamwood. It’s been inspiring to see how quickly it’s become a lifeline for so many. Across all our services, we remain committed to ensuring that no one feels alone and that everyone has access to the support they need to live well.”

Richard Shone, Director of Community Services, Volunteering, Social Work & Hospitality

Social Work and Community Support Services

Our Social Work and Community Support Service has extensive knowledge and experience in adult social care, addressing a wide range of issues including dementia, disability and welfare rights, mental health, future planning, and end-of-life and palliative care support. Our teams cover:

- East London and Essex (including Southend)
- Northwest and Central London
- South Hertfordshire
- South London and the Southern Counties (including Brighton)

Our team operating between South London and Brighton, extends our impact beyond our traditional North London base, addressing a broader range of issues, e.g. domestic abuse, alongside our support for older people.

Our teams work closely together with community networks, GPs, synagogues, voluntary agencies, the NHS, local authorities, and other care service providers to deliver the best possible outcomes for our clients.

Between 1 April 2024 and 31 March 2025, our Social Work and Community Support Teams have held an average of **635 individual cases at any one time**.

Recent Developments and Operational Focus

Over the past year, we have implemented several operational changes, including the creation of a new Intake service to manage acute situations presenting at the front door. We are now consolidating these changes and taking time to review and refine them where appropriate.

We are actively optimising efficiencies across the teams by:

- ✓ Auditing the time taken on each case
- ✓ Clustering visits to reduce mileage and maximise time
- ✓ Reviewing ongoing activity on cases
- ✓ Prioritising case closures when inactive to free up capacity for new allocations

We have also reviewed our community engagement to eliminate postcode-based disparities in service provision. This has allowed us to set out clear expectations for the link worker role, benefiting both external services connecting with Jewish Care and our internal teams by strengthening these relationships.

In response to the growing number of individuals presenting with mental health needs, we launched a pilot project embedding a mental health social worker within the Intake team to monitor and manage these cases more effectively.

Benefits to our Community: Practical Help, Emotional Strength

Respondents to our user-survey shared that the Social Work & Community Support Services had made a meaningful difference to their lives or the lives of their loved ones. Many spoke about the emotional support they received during challenging times, as well as the practical help that eased daily pressures, such as navigating benefits or arranging care. These interventions not only addressed immediate needs but also contributed to a greater sense of stability and wellbeing.

Our Priorities for Social Work and Community Support for 2025–26

- Continue to review and enhance service efficiencies without compromising quality
- Strengthen the mental health support offer
- Build and deepen trusted relationships with statutory partners

Holocaust Survivor and Refugee Services

Jewish Care provides a unique and comprehensive range of services for Holocaust survivors, Kindertransport evacuees, hidden children, and Jewish refugees. These services are designed to honour their experiences, support their wellbeing, and reduce isolation through tailored emotional, practical, and therapeutic care.

At the heart of our work is the **Holocaust Survivors' Centre**, the only centre of its kind in the UK, located on our Golders Green campus. The Centre provides a warm and welcoming environment for around **230 members**, offering a vital space for connection, support, and community. Many members describe the centre as a "home," where they can share experiences with others who understand their past.

This year, we were honoured to welcome five new survivors through our partnership with the Association of Jewish Refugees. In addition to supporting survivors, we also extend care to second- and third-generation family members, recognising the lasting impact of transgenerational trauma and the important role many play as carers.

Our members take part in a vibrant programme of social, cultural, and therapeutic activities, including celebration lunches, concerts, guest speakers, and outings. A freshly prepared hot meal is served from Monday to Thursday, providing both nourishment and companionship.

A highlight of the year was the **80-year commemorative event** in partnership with Gen2Gen, held at our Golders Green campus and attended by over **150 guests**. The event brought together generations in remembrance and celebration, reinforcing the enduring importance of community, memory, and resilience.

The **Shalvata team**, based at the centre, provides specialist therapeutic and social work support, including one-to-one counselling, trauma support, bereavement groups, and guidance for carers and families. The team supported **110 individual interactions** during 2024-25.

As the community ages, increasing frailty and mobility challenges have made it harder for some members to attend in person. We provide **transport** for members who need help to attend. We have also developed an enhanced outreach offer, including **doorstep welfare checks** delivered with Challah and personalised support plans for those most isolated. We are exploring a more flexible "centre without walls" model to ensure continued access to care and connection.

Mental Health Services (Jami)

Supporting Our Community Through Advice, Advocacy, and Mental Health Services

At Jami, we believe that everyone deserves access to compassionate, effective mental health support. In 2024–25, we supported over **3,000 individuals**, through services spanning advice and advocacy, personalised treatment, social connection, training, and support for carers and families. Our work remains a vital lifeline for many.



Advice and Advocacy: A Compassionate First Step

Our **Advice and Advocacy** services were the first point of contact for **665 individuals** seeking guidance for themselves, on behalf of loved ones, or as professionals supporting others. Our intake team responded within an average of **2.4 working days** in March 2025, offering timely, empathetic support.

We also delivered **short-term “flashwork” interventions** to individuals in crisis or transition, including suicide safety planning and system navigation. Our **advocacy service** empowered **17 long-term clients** to understand their rights, make informed decisions, and build self-advocacy skills.

“The first people I spoke to were very caring, made me feel instantly at ease, heard and cared for.”

Treatment and Support: Personalised, Holistic Care

One-to-One Adult Services

Our multidisciplinary team – including Occupational Therapists, Social Workers, Peer Support Workers, and Mental Health Practitioners – delivered **3,301 one-to-one sessions**. These addressed anxiety, suicidal thoughts, housing and vocational goals. Our **vocational service** helped individuals access volunteering, education, and employment opportunities.

Group and Social Engagement

Our physical and online **Hubs** offered vital social lifelines, helping people to reconnect via hobbies and building new interests. Our **Compeer befriending programme** matched clients with volunteers, while our **hospital visiting** service ensured that Jewish patients in psychiatric units were not alone. We also celebrated Jewish life through our **Jewish in Jami** programme, marking festivals and Shabbat together.

Children and Young People (CYP)

Our CYP service provided tailored 1:1 support for **11–25-year-olds**, helping them build resilience, manage relationships, and develop life skills. Outcome data showed **64% improved** their wellbeing scores (YROC), with a further 4% maintaining progress.

Carers and Families

We supported **96 carers** through 1:1 sessions and group support, recognising the ripple effect of mental illness on families. Demand grew for in-person drop-ins and neurodiversity-focused groups.

Talking Therapies

Our **counselling service** expanded significantly, reaching approximately **240 clients**. We delivered **hundreds of sessions**, with the proportion of clients in the “healthy” or “low-level distress” categories rising from **12% to 45%** by the end of support.

Education and Campaigns: Building Resilience

Our education and suicide prevention work reached over 1,100 people through **77 targeted events** during 2024–25, reflecting a strategic shift towards more specialised, high-impact programming. We trained 96 community leaders on **Mental Health First Aid** and bespoke courses. In response to the events of October 7, we launched a psychological support package, including sessions, a publication, and short films. We

continued leading the Emergency Response Initiative Consortium, supporting professionals after suicide or traumatic loss. Our expertise was recognised by Public Health Barnet, who commissioned us to develop **Coping After Suicide**, a new resource for faith and community groups. Our Head Room Café programme engaged around 500 people across **462 events**, with total attendances reaching 5,825.

The Difference We Made

Our impact is clear:

- ✓ **51%** of survey respondents said Jami contributed “a lot” to improvements in their mental health and wellbeing, with a further **24%** saying “a moderate amount”.
- ✓ **62%** said they are now better able to cope with life’s challenges, with a further 26% saying “about the same”, and 12% saying “not sure”.
- ✓ **10%** told us that Jami had literally saved their lives.
- ✓ **96%** of event participants reported feeling better equipped to support themselves or others.

“Jami has been a safety net during times when I might have otherwise ended my life out of despair.”

We also saw strong outcomes in our formal measures:

- ✓ Across both adults and young people who completed our personal recovery questionnaires (IROC & YROC), **most showed positive outcomes:**
 - ✓ **51% of adults** and **64% of young people** reported improvements in their well-being; and
 - ✓ An additional **4% in each group** maintained their recovery over time.
- ✓ People using our services improved their personal goal (GBO) scores by an average of **2.9 points, which is above the national benchmark** for meaningful change (2.45), showing real impact across both youth and adult services.

A Safe, Supportive Community

Our services are not just about treatment; they’re about belonging. In our annual survey:

- ✓ **90%** said they feel safe and accepted at Jami.
- ✓ **87%** feel supported by staff.
- ✓ **79%** feel part of a community of peers who understand and help them.

“Jami has given me HOPE – which is everything.”

Looking Ahead

In 2025-26, we aim to grow our work with children and young people, enhance our support for adults and carers, and reduce waiting times – ensuring that Jami remains a beacon of hope, connection, and recovery.

“Every day at Jami, we meet people at some of the most vulnerable moments in their lives. At a time when NHS mental health services are stretched beyond capacity, Jami has become a vital source of support for our community. We’re not just filling a gap; we’re offering a space where people can begin to heal, reconnect, and rebuild their lives. This year, I’ve seen incredible resilience in our community and deep compassion from our team. It’s a privilege to walk alongside people on their journey, helping them rediscover hope, purpose, and connection.”

Louise Kermode, Director of Mental Health Services (Jami)

Care Homes & Retirement Living

At Jewish Care, we believe that growing older should be a time of dignity, connection, and continued purpose. Across our nine care homes and four retirement living schemes, we provide more than just accommodation; we offer vibrant, supportive communities where older Jewish people can live meaningful lives, surrounded by care that respects their individuality, heritage, and personal choices.

All our services are united by a commitment to our values and strategic priorities, for example:

- ✓ We've enhanced collaboration between the Admissions and the Care teams, making the process smoother and more transparent.
- ✓ We've re-evaluated our therapeutic model to ensure interventions are thoughtfully targeted, effective, and meaningfully integrated into each care plan.
- ✓ Dementia awareness training continues to evolve, ensuring compassionate and personalised care. The majority of front-line care home staff have now completed Dementia Awareness training (versus 29% of the care workforce in England), and we are the first organisation in the UK to gain DementiAbility accreditation.
- ✓ Our Team Leader Development Programme and new training for Deputy and Care Managers is helping to build a strong, skilled and resilient workforce for the future.
- ✓ All staff complete Jewish Faith & Culture online training. In January 2025, enhanced face-to-face sessions commenced, with almost 250 staff trained by end of the first quarter. This ensures residents can celebrate Shabbat and Jewish festivals in a way that feels familiar and comforting. Regular services, holiday celebrations, and visits from rabbis, choirs, and musicians help bring residents joy, maintain their spiritual identity and connection to the community.



Care Homes: A Place to Call Home

Across our nine care homes, we provide high-quality residential, nursing, and dementia care tailored to the individual needs of each resident. Our approach is holistic and person-centred, ensuring that every resident is supported to live a meaningful life in a warm, "heimische" environment.

- ✓ **Quality and Innovation:** We use electronic care plans to ensure that every resident receives personalised, evidence-based support. These systems also serve as a learning tool for staff, helping to embed best practice and improve outcomes. We've introduced Quarterly Business Reviews and transitioned to electronic audits, improving oversight and responsiveness. Our adoption of the IDDSI framework ensures safe, tailored nutrition for residents with swallowing difficulties.
- ✓ **Excellence Recognised:** One of our registered managers was honoured with a 2024 Caring UK Award, recognising our commitment to excellence and innovation. Our End-of-Life Care Lead was invited to present at national forums, including a parliamentary roundtable hosted by Care England, showcasing our leadership in compassionate care.
- ✓ **Sustained Demand:** Our homes maintained a strong occupancy rate of 90% across 2024-25, with around 436 of the 484 available beds filled. A further 16 individuals were in the pipeline to move in, reflecting continued demand for our services. The average age at admission remains 85, with permanent residents staying just over three years on average. For those admitted for short-term convalescent care, the average length of stay is approximately 2½ months.



Positive feedback from residents and families

Feedback from both residents and their families highlights the profound and positive impact of our care homes. In our most recent **Residents Survey**, many residents reported feeling safe, well cared for, and socially engaged, with many expressing high levels of satisfaction with the environment and the dedication of our staff. Similarly, responses from our **Relatives Survey** revealed that families overwhelmingly felt their loved ones were safer, happier, and better supported since moving into our care homes. Many relatives particularly valued the culturally familiar and spiritually enriching environment, which they felt brought comfort, continuity, and a strong sense of belonging to their loved ones' daily lives.

Retirement Living: Independence with Peace of Mind

Our four purpose-built retirement living schemes offer stylish, secure apartments for people over 60, combining independence with the reassurance of 24-hour support.

- ✓ **Designed for Living:** Each apartment is thoughtfully designed with accessibility and wellbeing in mind. Features such as video entry systems, CCTV, and concierge services provide peace of mind, while communal spaces foster connection and community.
- ✓ **Flexible Support:** Residents can choose the level of care and support they need, with the flexibility to adapt as their needs change. This ensures they can continue living independently, with the right support at the right time.
- ✓ **Community and Connection:** Our retirement communities are located close to local amenities and transport links, and are deeply integrated into the wider community. Residents enjoy a rich cultural and social life, with opportunities to participate in festivals and events.
- ✓ **Strong Demand:** Occupancy across our retirement living schemes stood at 95% (134 out of 141 apartments) across 2024–25, with a waiting list of 137 individuals. The average age at the start of tenancy is 82, and residents typically stay for an average of six years, reflecting the long-term appeal and stability of our communities.

*What Our Tenants Told Us: Safety, Support and a Stronger Sense of Wellbeing*

Tenants across all four of our residential resources shared overwhelmingly positive feedback about the impact of the service on their lives. Many described feeling safer, more supported, and less burdened by day-to-day responsibilities. The sense of companionship and access to meaningful activities, particularly at Pears Court, were frequently highlighted as key contributors to improved wellbeing. Tenants also valued the reassurance of knowing help is available when needed, which brought peace of mind not only to them but also to their families. At Wohl Court, staff were especially praised for their dedication, kindness, and the consistent support they provide.

"In my first 100 days, I've been inspired by the warmth of the welcome, the scale of Jewish Care's impact, and the passion of our staff. This is an organisation where values are lived every day, and where the commitment to excellence is matched by a deep emotional connection to our mission."

Rita Rousso reflects on her first 100 days after starting as our Director of Care in December 2024

Role of volunteers

Volunteers are at the heart of Jewish Care. Working alongside our professional staff, over 2,150 individuals take on more than 2,700 volunteer roles across the organisation, providing vital support that helps our services run smoothly and compassionately.

The range of volunteering opportunities is broad and flexible – designed to match different skills, interests, and availability. Whether delivering Meals on Wheels, providing one-to-one befriending, lighting Shabbat candles with residents, or helping to run activities in our care homes and community centres, every volunteer plays a meaningful role in enhancing the lives of those we support.

All volunteers complete mandatory training and compliance checks to ensure they are well-prepared and safe in their roles. Their dedication, warmth, and consistency make a significant impact across every area of our work.

We are proud to have been awarded the *Investing in Volunteers* accreditation, a nationally recognised benchmark that reflects our commitment to best practice in volunteer management. This achievement highlights both the value we place on our volunteers and the high standards we maintain in supporting them.

It's not just frontline services that benefit from voluntary commitment – every one of our Trustees and Lay Leaders is a volunteer too. Their strategic leadership and time are central to Jewish Care's continued strength and success. You can read more about their vital contributions on pages 27 to 30.

Together, our volunteers form a powerful community of care, compassion, and commitment that touches thousands of lives every week.

In their own words: what volunteering means

Our recent volunteer survey revealed the profoundly positive impact that volunteering has on those who give their time to Jewish Care. Volunteers consistently reported that their roles provided a strong sense of purpose, improved their mental wellbeing, and helped them feel more socially connected. Many described the experience as a source of joy, confidence, and fulfilment, knowing they were making meaningful contributions to their community. Volunteers supporting Jami also highlighted the value of the experience in enhancing their employment prospects and building new skills. These insights reflect the mutual benefit of volunteering: strengthening both our services and the lives of those who support them.

Trends and pressures in volunteer recruitment

Like many charities, we are experiencing growing challenges in volunteer recruitment. These are driven by a range of factors, including the ageing profile of our current volunteer base, evolving lifestyle patterns, the rising cost of living, and shifts in working and retirement ages. We are considering how to respond to these trends and adapt our approach to volunteering in the future.



The Sugar & Ronson Campus: progressing towards completion

Jewish Care's fourth major development project, our new Care and Community Campus in Redbridge, remains on track for completion in June 2026. Located on the former site of Sinclair House, the campus will provide a modern, purpose-built environment to support older people and those living with dementia in the local community.

The campus will be named The Sugar & Ronson Campus, in recognition of their generous philanthropic support. The campus will be home to:

- ✓ **The Sugar Family Care Home** – a 66-bed residential care home replacing the Vi & John Rubens Care Home, which is located one mile away in Gants Hill
- ✓ **The Ronson Community Centre** – a fully accessible space for community activities and engagement
- ✓ **The Dennis Centre** – a dedicated facility for people living with dementia, which is transferring from its current location nearby
- ✓ A new base for our **Social Work & Community Support Teams** supporting our communities in north-east and east London
- ✓ A **Meals on Wheels hub** to serve the local area
- ✓ **Jami community mental health services**

Project milestones & progress

Construction is progressing well, with several key milestones achieved.

Monthly site visits are conducted by our project management team which includes external experts, and progress can also be followed via our time-lapse camera, offering a view of the development as it takes shape.

Financial overview

The project remains within the original £24 million budget set in 2022. As of 31 March 2025:

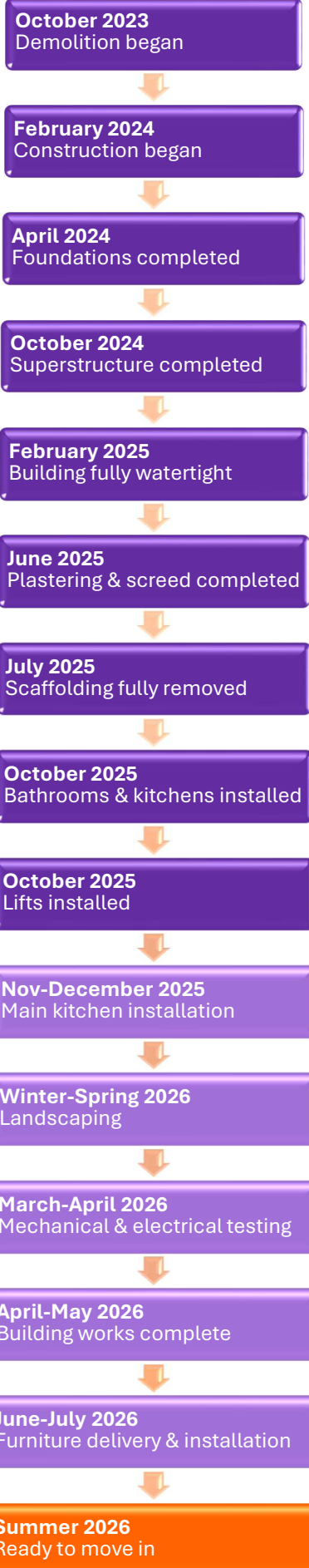
- £8.9 million was spent during the 2024–25 financial year
- £11.1 million has been spent in total since the project began

Environmental credentials

The campus achieved an Excellent BREEAM rating at the design stage, reflecting very low energy requirements and emissions, responsible material sourcing, efficient waste and water management, strong health and wellbeing standards, and low ecological impact.

“As someone who remembers Sinclair House from my own childhood, seeing the site come back to life as the Sugar & Ronson Campus is incredibly special to me. The community's excitement is growing, and we're well on our way to delivering something truly transformative.”

Jonathan West, Director of Legal Affairs & Property



Fundraising

Our fundraising activities are designed to support both revenue needs, which fund our vital services, and capital projects, which enable us to invest in infrastructure and long-term sustainability.

How we fundraise

We raise funds through a diverse range of channels, including:

- Individual donations (one-off & regular giving)
- Major gifts through our Patrons & Friends of Jewish Care programmes
- Legacies & in-memory giving
- Trusts & foundations
- Community fundraising & peer-to-peer campaigns
- Special events & challenge events
- Celebrate with Jewish Care & Giving in Memory initiatives



Performance

In 2024–25, Jewish Care received £31 million of donations and legacies. This figure reflects a resilient performance in a challenging economic and philanthropic environment.

The three main elements of fundraising are:

- Donations, which raised £14 million
- Legacies, which generated £8 million
 - ✓ Combined, donation & legacies raised **£22 million**, exceeding our £20 million revenue fundraising target
- Capital Donations, which achieved £9 million

“This year, we’ve seen the extraordinary generosity of our community – raising £31 million. I’m especially proud of the funding we secured for our Jami Children & Young Persons service. And welcoming over 200 legacy pledgers and enquirers to our stewardship events at the Royal Ballet & Opera House was a powerful reminder of the lasting impact our supporters want to make.”

Ellisa Estrin, Director of Fundraising & Marketing

Fundraising costs were well managed at £2.6 million. This equates to a cost of 14p per £1 raised, exc. capital donations. By way of context, the top 100 UK charities spent 25p, on average, for every £1 fundraised in 2023.

Fundraising in a changing world

Despite a shifting landscape, 2024–25 was a year of strategic opportunity for fundraising. The Jewish charitable sector continues to grow in vibrancy and activity, reflecting a strong communal commitment to giving. While this has brought increased competition, it has also encouraged innovation and collaboration across organisations.

Economic pressures and political changes have prompted donors to be more thoughtful in their giving, creating space for deeper engagement and more meaningful partnerships. At the same time, we are actively exploring ways to broaden our supporter base, including engaging the next generation and strengthening connections with Jami’s wider community.

The rise in antisemitism has led some community members to consider new futures abroad, but it has also reinforced the importance of supporting Jewish life and mental health services here in the UK. Internally, we are building on the dedication of our senior lay leaders by encouraging wider leadership involvement and preparing for future succession – ensuring that fundraising remains a shared and sustainable responsibility across generations.

Looking ahead

As we look to the future, we remain committed to securing the resources needed to meet the growing and evolving needs of our community.

Our 2025–28 fundraising strategy is built on integrity, transparency, and community engagement. Our key areas of focus are:

- ✓ **Develop a compelling case for support** that drives engagement and philanthropic commitment across Jewish Care and Jami.
- ✓ **Strengthen high-value giving** by expanding major donor programmes and converting capital gifts into sustained income and impact.
- ✓ **Enhance donor experience and legacy giving**, through best-in-class stewardship, a new In Memory product, and strategic investment in legacies.
- ✓ **Build fundraising capacity and culture**, by upskilling the team, improving governance, and cultivating ambassador networks.

Our commitment to responsible fundraising

Jewish Care is committed to delivering an exceptional donor experience. In 2024–25, our Fundraising Team received 194 compliments and 2 complaints, compared with 91:1 in 2023–24 and 54:1 in 2022–23¹. This reflects the professionalism and care with which our team engages with supporters.

We are registered with the Fundraising Regulator and adhere strictly to the Fundraising Code of Practice. We also hold organisational membership with the Institute of Fundraising, ensuring our practices meet the highest standards of ethical and professional conduct.

We are particularly mindful of our responsibilities to protect vulnerable individuals. In line with the Institute of Fundraising's guidance on Treating Donors Fairly, we have a clear policy for identifying and supporting people in vulnerable circumstances.

All fundraising communications comply with the Data Protection Act 2018, UK GDPR, and the Privacy and Electronic Communications Regulations. We obtain and record consent where required, store information securely, and ensure supporters are fully informed of their rights and preferences.

We do not engage third-party fundraising agencies, ensuring all donor relationships are managed directly by our in-house team.

Oversight and stewardship of fundraising

Fundraising governance is led by the Fundraising Advisory Strategy Committee, which is chaired by a Trustee and includes former Trustees as well as community members with relevant professional expertise. This committee provides strategic oversight and ensures accountability, on behalf of the Board of Trustees, by supporting and challenging the Director of Fundraising & Marketing. The Committee meets regularly to:

- Review and check quarterly KPIs are on track
- Help steer the strategic fundraising approach
- Monitor fundraising risk
- Ensure compliance with regulatory standards and GDPR
- Review and approve fundraising policies and practices
- Safeguard the organisation's reputation by ensuring the sources of donations are appropriate

¹ This is a sub-set of the compliments to complaints ratio reported elsewhere.

Our evolving strategy

Since launching our 2020–2025 strategic plan, Jewish Care has navigated a period of profound change. From the global pandemic to shifts in how we work and connect, from the impact of 7 October 2023 to ongoing changes in government and policy, we have remained steadfast in our mission to serve the Jewish community with compassion, excellence, and resilience.

Our current strategy was designed to guide us through a time of increasing complexity and challenge. It set out seven key priorities that have shaped our work over the past five years. These priorities have helped us stay focused, agile, and values-driven.

Throughout this period, we have made significant progress. We have adapted to new ways of working, strengthened our community partnerships, and continued to deliver high-quality care in an ever-changing environment. Examples of how we've brought our strategy to life can be found throughout this report, but particularly in the "What We Do" section on pages 7 to 17.

Our priorities in the 2020–2025 strategy

Jewish Care will be:

- ✓ distinctively Jewish
- ✓ recognised for quality and innovation
- ✓ integrated in our community
- ✓ the customer's choice
- ✓ an employer of choice
- ✓ the champion of volunteering
- ✓ a continued leader for the community for generations to come.

As we approach the end of this strategic cycle, we recognise that the world and our community have changed. With a new Chair of the Trust, a renewed sense of purpose and a broader remit following our merger with Jami, we are in the final stages of developing our next strategic plan. This new strategy will reflect the lessons we've learned, the challenges we've faced, and the opportunities ahead. It will be launched soon on our website, www.jewishcare.org/strategy.

What remains constant is our commitment to:

- Outstanding care rooted in Jewish values
- Innovation and excellence in everything we do
- Deep integration with and responsiveness to our community
- Sustainability, agility, and strong leadership for the future

We are proud of what we've achieved since 2020, and we are excited to share the next phase of our journey, one that will ensure Jewish Care continues to be a beacon of support, dignity, and connection for generations to come.

Laying foundations for the future: our priorities for 2025–26

2025–26 is a pivotal year of renewal, growth, and transformation. Together, these priorities reflect our vision for a more connected, responsive, and resilient Jewish Care – ready to meet the future with confidence and compassion.

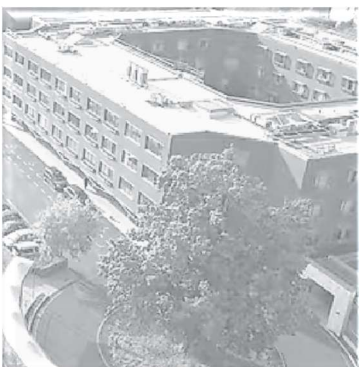


Launching Our New Strategy

We are building towards the launch of our 2025–2030 strategic plan. This strategy builds on the lessons of the past five years and reflects the evolving needs of our community. It will guide our work with renewed purpose, ensuring we remain responsive, resilient, and rooted in Jewish values.

Preparing the Sugar & Ronson Campus

Construction of our new campus in Redbridge is progressing well, with completion set for June 2026. This landmark development will bring together residential care, dementia support, and community services in a modern, inclusive space – strengthening our presence in north-east and east London. More details on page 19.



Refurbishing Stella & Harry Freedman House

We've begun the transformation of our largest care home, aiming to create a more comfortable, functional, and welcoming environment for residents, families, staff, and volunteers. Completion is expected in 2027.

Advancing Digital Transformation

- Our *Working Smarter Together* programme is reshaping how we work – introducing better systems for staff, suppliers, and service users. By streamlining processes and integrating our digital infrastructure, we're freeing up time and energy to focus on what matters most: delivering excellent care and support.

working
smarter
together

Structure, governance & management

Our constitution

Jewish Care is a registered Charity (reg no. 802559) and a Charitable Company limited by guarantee and not having a share capital (reg no. 02447900). Jewish Care was registered as a Charity in November 1989, though the predecessor organisations to Jewish Care have been providing care and support for the community since the 1850s. It is governed by its Memorandum and Articles of Association, as amended in June 2017.

Subsidiaries & linked charities

Jewish Care operated 1 active subsidiary and 20 linked charities on 31 March 2025.

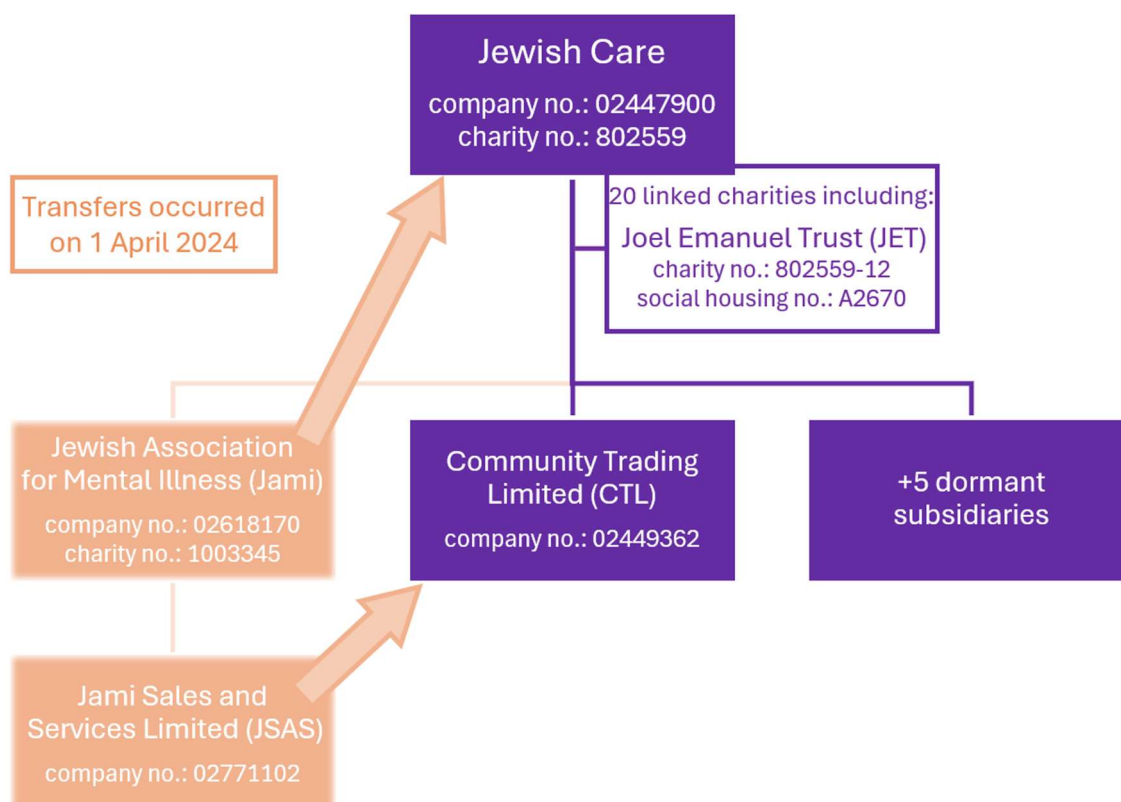
The 20 linked charities are consolidated into the Jewish Care (parent charity) accounts on the basis of common management and control. All these entities are listed on page 85. Work is continuing with the Charity Commission to rationalise these trusts. The most noteworthy of these entities is the Joel Emanuel Trust which is a registered social landlord wholly owned by Jewish Care.

Community Trading Limited (CTL) is a trading subsidiary owned by Jewish Care. It is consolidated into the group accounts. CTL's summarised accounts are shown on page 90.

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

As described in the following sections, CTL and the Joel Emanuel Trust nominated their own Board of Directors and Executive Committee respectively during 2024–25.

Jewish Care also has close working relationships and partnerships with other Jewish charities, sharing knowledge and support to actively enhance each of their respective objectives.



Jewish Association for Mental Illness (Jami)

Jami provides an integrated mental health service for the Jewish community providing support to clients through therapeutic, social and cultural activities, enabling them to maintain independence and enhance their wellbeing.



On 18 March 2024, Jewish Care and its subsidiary, the Jewish Association for Mental Illness (Jami), signed a Merger Framework Agreement to formally integrate their operations. This decision followed a joint proposal announced in November 2023, aimed at strengthening the delivery of mental health services within the Jewish community. The integration officially commenced at midnight on 19 March 2024, when the Jami Board stepped down and was replaced by nominees from Jewish Care. A subsequent Asset Transfer Agreement, executed in May 2024, enabled the full transfer of Jami's assets and liabilities into Jewish Care, effective from 1 April 2024.

The merger was driven by a shared commitment to sustainability and service continuity. Jami had been reliant on significant financial support from Jewish Care, including an annual grant of £805,000 and a loan of £260,000 in 2023–24. By integrating, both organisations aim to reduce duplication, streamline operations, and ensure that vital mental health services remain accessible and resilient.

Importantly, we have retained the Jami brand name, recognising its strong identity and the deep trust it holds within the community.

For staff and service users, the impact has been carefully managed. While Jami's support staff have been integrated into Jewish Care's broader structure, frontline services continue unchanged, maintaining the trusted relationships and specialist care that Jami is known for.

Governance has also evolved to reflect the merger: former Jami board members now contribute to Jewish Care's mental health committee, ensuring continuity of expertise and oversight.

From an accounting perspective, the integration has been treated as a "hive-up" under UK charity accounting standards. This approach simplifies reporting by transferring Jami's net assets directly into Jewish Care without restating prior year accounts. The impact of the "hive-up" is shown on page 89, within the financial statements.

In parallel with the main merger, Jami's trading subsidiary, Jami Sales and Services Limited (JSAS), also transferred its assets to Community Trading Limited (CTL), the trading arm of Jewish Care. This transfer took place on 1 April 2024 and was agreed by the boards of both trading entities. The change has no impact on the group's financial reporting, as both companies were and continue to be consolidated within Jewish Care's group accounts.

This merger marks a significant step in enhancing the long-term sustainability and reach of mental health support within the Jewish community.

Community Trading Limited (CTL)

CTL was incorporated in 1989 with registration number 02449362. The principal activity of CTL is the provision of services to, and in connection with Jewish Care. During 2024–25, it focussed on:

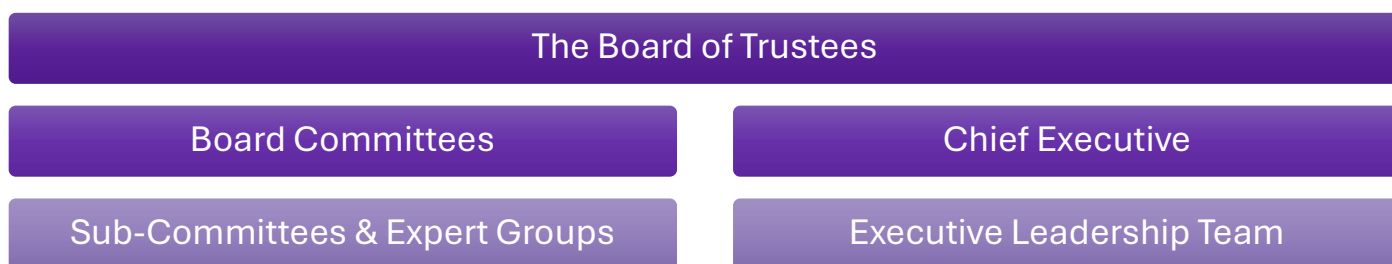
- overseeing the design and planning of our care & community campus in Redbridge under an existing Development Agreement; and
- running the Head Room cafe following the transfer from JSAS on 1 April 2024.

Joel Emanuel Trust (JET)

JET is a linked charity and registered social landlord, whose objectives are the provision of housing for poor persons of the Jewish faith. JET operates Sidney Corob House, a mental health residential home for those over 50, offering residents different levels of care to suit their individual needs. JET also holds an interest in Wohl Court which is a Retirement Living facility. The overall affairs of the JET are managed and controlled by the corporate trustee (Jewish Care) which has appointed the JET Executive Committee. JET has, therefore, been managed by the executive committee during 2024–25, focussing on the facilities at Sidney Corob House and Wohl Court.

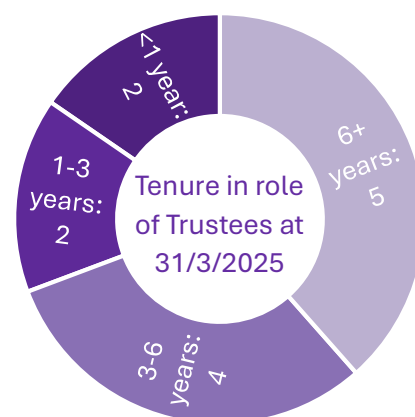
The principal office of Jewish Care, CTL and JET is shown on page 95.

Governance structure



Trustees (who are also company Directors of the charity)

The current Directors of Jewish Care are the Board of Trustees (who are listed on the next page). The Board of Trustees comprises 14 Trustees currently (typically 13 during 2024–25). The minimum requirement is 10 Trustees with a maximum of 20. The Trustees have delegated the day-to-day decision making to the Executive Leadership Team, who report directly to the Board of Trustees. Once in every 12-month period, one third of the Directors or, if their number is not three or a multiple of three, the number nearest to one third, shall retire from office by rotation. The Directors to retire by rotation shall be those who have been longest in office since their last appointment or re-appointment. A person retiring from the office of Director shall be eligible for re-election, provided that no Director shall serve for a consecutive period of more than six years, save with the approval of at least two-thirds of the other Directors.



At the 31 March 2025, the Board of Trustees was supported by ten committees, one sub-committee (HR) and six expert groups, shown on page 30.



Marcus Sperber
Chair, since 26/09/2024

Appointed: 22/11/2021
Re-appointed: 11/2024
Committee memberships:
Internal Audit, Assurance &
Risk; Nominations;
Remuneration



Gayle Klein
Vice Chair

Appointed: 26/09/2016
Re-appointed: 11/2021
Committee memberships:
Community Services &
Volunteers; Fundraising;
Nominations



Arnold Wagner OBE
Vice Chair

Appointed: 11/03/2010
Re-appointed: 09/2023
Committee memberships:
Internal Audit, Assurance &
Risk; HR; Nominations;
Remuneration



Darren Braham
Treasurer

Appointed: 18/09/2023
Committee memberships:
Care & Housing Quality;
Finance, Audit & Investment;
Internal Audit, Assurance &
Risk; Remuneration



Tessa Arnold
Appointed: 19/05/2025

Committee memberships:
Mental Health; HR;
Remuneration



Michael Brodtman
Appointed: 29/04/2013
Re-appointed: 09/2023
Committee memberships:
Finance, Audit & Investment



Stephanie Cooper
Appointed: 16/05/2022
Committee memberships:
Internal Audit, Assurance &
Risk



Dr Charles Daniels
Appointed: 31/12/2024
Committee memberships:
Clinical Governance



Adam Dawson MBE
Appointed: 05/11/2018
Re-appointed: 11/2024
Committee memberships:
Mental Health; Remuneration



Harold Gittelmon
Appointed: 05/11/2018
Re-appointed: 11/2021
Committee memberships:
Community Services &
Volunteers; Mental Health



Leah Hurst
Appointed: 14/09/2020
Re-appointed: 11/2023
Committee memberships:
Clinical Governance; Care &
Housing Quality; Fundraising;
Nominations



Jonathan Rose
Appointed: 22/03/2021
Re-appointed: 11/2024
Committee memberships:
Care & Housing Quality;
Property Strategy



Dr Abigail Swardlow
Appointed: 31/12/2024
Committee memberships:
Mental Health



Amy Woolf
Appointed: 24/01/2022
Committee memberships:
Care & Housing Quality



Jonathan Zenios
Appointed: 09/11/2009
Resigned: 25/09/2024
Chair until 25/09/2024
Committee memberships:
Finance, Audit & Investment;
Nominations; Remuneration



Dr Jonathan Shapiro
Appointed: 24/01/2022
Resigned: 31/12/2024
Committee memberships:
Clinical Governance; Mental
Health; Care & Housing Quality

The Board of Trustees meets every six to eight weeks, alongside the Executive Leadership Team, to review the organisation's strategic priorities and performance against key indicators. These meetings provide an opportunity to agree on any necessary changes to operations, consider new strategic initiatives, and focus on the organisation's future direction.

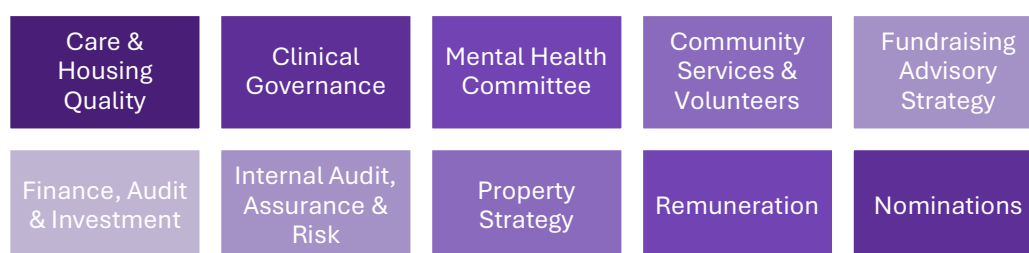
We are fortunate to have a well-balanced Board of Trustees, with multiple members bringing deep expertise in key areas such as healthcare, HR, property, law and finance. Trustees are selected for their skills and experience, drawn from a wide range of professional backgrounds, ensuring the Board collectively meets the organisation's governance and strategic needs. While many Trustees are recruited from our broader Lay Leadership team, we also use advertising and specialist non-executive recruiters when specific expertise is required.

All new Trustees receive a comprehensive induction pack upon appointment and are supported through meetings and training with key charity personnel. Ongoing training is provided throughout their term to ensure they remain well-informed and effective in their roles.

At the start of each Board meeting, Trustees are asked to declare any potential conflicts of interest related to the agenda. Any such conflicts are formally recorded in the minutes, and the relevant Trustee is asked to withdraw from the discussion.

Jewish Care maintains insurance for its Trustees, Directors, and Officers (including Pension Trustees) to protect against liabilities arising from their duties. The premium for this cover in 2024-25 was £18,903.

Committees



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

The Care & Housing Quality Committee has delegated responsibility on behalf of the Board of the Charity to oversee the quality of all care and housing. It considers operational performance, health and safety aspects of Jewish Care's care and housing operations, facilities management, satisfaction surveys and tenant policy. The purpose of the Committee is to ensure the delivery of the highest possible quality of service within the Charity's residential care facilities, having regard to financial budgetary constraints and best practice, by facilitating the development of effective strategic and operational policies and monitoring performance.

The Clinical Governance Committee is responsible for scrutinising, providing assurance and oversight of Jewish Care's clinical governance arrangements with a focus on residential care. The Committee ensures that adequate and appropriate governance and clinical risk structures, processes and controls are in place across Jewish Care. The membership of the Clinical Governance Committee comprises Trustees and non-Trustees, who have relevant current expertise in the areas of clinical governance. The Charity's Chief Executive and Directors for Care Services and Community Services also attend and represent the Executive Leadership Team.

The Mental Health Committee has delegated responsibility on behalf of the Board of the Charity for helping the Chief Executive to shape Jewish Care's strategy for mental health services, including integrated care. The Committee is delegated to monitor, review and evaluate the work and impact of Jewish Care's mental health

activities (including integrated care) to help develop future strategies, including exploring any further opportunities for collaboration with other Jewish Care services.

The Community Services & Volunteers Committee has delegated responsibility on behalf of the Board of the Charity for helping to shape and to monitor progress on Jewish Care's Community Services and Volunteer Strategy, including but not limited to, community centres or community hubs. It makes recommendations for their timely and effective implementation; helping to develop the overall strategy in assisting Jewish Care source and develop partnerships with other organisations. It supports the effort to fulfil the seven strategic objectives, particularly community integration, recognition for quality and innovation, a champion of volunteering and the customer's choice; and helping develop Jewish Care's response to the changing demographics of the Jewish community in the UK meeting the needs of older Jewish people living in those communities.

The Fundraising Advisory Strategy Committee is responsible for providing strategic oversight, scrutiny, and guidance to Jewish Care's fundraising operations, developments, and activities. Evolving from the Fundraising Governance Committee, which focused on day-to-day practices and risk mitigation, the Advisory Strategy Committee now plays a broader role in aligning fundraising with organisational objectives, while maintaining appropriate oversight and accountability.

The Finance, Audit & Investment Committee has delegated authority to assist the Board in its duty to supervise the broad direction of the Charity's financial affairs and those of its subsidiaries and linked charities. The Committee exercises, on behalf of the Board, supervisory oversight of all aspects of the Charity's corporate financial policies and operations. On an annual basis, it reviews the operating plan and budget, the rolling longer-term plan, and the reserves and the investment policies, for recommendation to the Board. It oversees preparation of the Annual Report and Accounts, including accounting policies and judgements, and reviews the performance, independence and objectivity of the external auditors.

The Internal Audit, Assurance & Risk Committee is responsible for overseeing internal audit and identifying and overseeing Jewish Care's risk framework. The membership of this committee comprises Trustees and non-Trustees who have relevant current expertise in the areas of finance, and/or risk management. The Charity's Chief Executive and most of the executive leadership team attend this committee. The Committee oversees the appropriate systems in place (which include corporate governance, legal, financial, and regulatory compliance systems) to manage the risks to which the Charity is exposed and mechanisms to manage risk to include the appointment of internal auditors.

The Property Strategy Committee has delegated responsibility on behalf of the Board of the Charity to oversee the management of property strategy and to make recommendations to the Board (either as a whole committee or a group appointed for that purpose by the Committee Chair) regarding high-value property acquisitions and disposals. Management of major capital projects, however, continues to be delivered by the Community Trading Ltd Board. The Committee provides advice and guidance on strategic property issues; likely costs to provide for major repairs, alterations and refurbishment; and in keeping abreast of modern designs and methods within the remit of health and social welfare. Its remit includes advising and supporting the Board on issues relating to legislative maintenance, estate planning, minor works programme, major capital works and legacy properties.

The Remuneration Committee oversees the remuneration and terms and conditions of the Chief Executive and executive leadership team, together with other direct reports to the Chief Executive, which are recommended by the Chief Executive and will be made by the Committee on appointment. Variations to the terms and conditions and remuneration of Directorate and other direct reports to the Chief Executive will also be recommended by the Chief Executive and made by the Committee. The Chief Executive will be responsible for determining the remuneration and the terms and conditions of other staff employed by Jewish Care. However,

the Committee will oversee the development and implementation of Jewish Care's remuneration policies and practices for Jewish Care staff.

The Nominations Committee is responsible for the recruitment and selection of Trustees and the Executive Leadership Team. It consists of Trustees and the Chief Executive and is chaired by the Chair of the Board. The Committee oversees the balance of skills, knowledge and experience and evaluates the requirements of all appointments to ensure an adequate balance of requisite skills. The Committee oversees the process for the appointment and initial framework for the remuneration of the Chief Executive, whilst also ensuring that all actions in relation to both the Board of Trustees and the Executive Leadership Team reflect the requirements of the Fit and Proper Person test.

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

Expert Groups

Digital Experts	Jewish in Jewish Care	Patrons	Michael Sobell Jewish Community Centre Advisory Group	Redbridge Jewish Community Centre Advisory Committee	Dementia

Trustee membership of Committees during 2024–25

Trustee	Nominations	Remuneration	HR sub-committee	Fundraising	Clinical Governance	Mental Health	Care & Housing Quality	Community Services & Volunteers	Finance, Audit & Investment	Internal Audit, Assurance & Risk	Property Strategy
Darren Braham		✓					✓		★	✓	
Michael Brodtman									✓		
Stephanie Cooper										★	
Charles Daniels					★						
Adam Dawson		✓				★					
Harold Gittelmon						★		✓			
Leah Hurst	✓			✓	✓		★				
Gayle Klein	✓			★				★			
Jonathan Rose							✓				★
Marcus Sperber	★	✓							①	✓	
Abigail Swerdlow						✓					
Arnold Wagner	✓	★	★							✓	
Amy Woolf							✓				
Jonathan Shapiro*					✓	✓	✓				
Jonathan Zenios*	✓	✓							✓		

* stepped down during 2024–25 ★ Chair of committee ✓ Member of committee ① Observer

The table above only lists Trustees. A number of the committees have co-opted members who are not Trustees. A full list of both Trustee and non-Trustee members is available in the Annual Review, which can be found on Jewish Care's website.

Executive Leadership Team

Daniel Carmel-Brown	Chief Executive Officer
Ellisa Estrin	Director of Fundraising & Marketing
Louise Kermode	Director of Community Mental Health Services; joined from Jami 1 April 2024
Amanda King	Chief Financial Officer
Rita Rousso	Director of Care & Housing Services; joined 1 December 2024
Richard Shone	Director of Community Services, Hospitality, Volunteering & Social Work
Rob Train	Commercial Director; appointed 1 October 2024
Jonathan West	Director of Legal Affairs & Property
Olukemi Jeboda	Director of People; joined 1 February 2024; departed February 2025
Rachel Jones	Director of Care Services & Housing; departed December 2024

Our employees

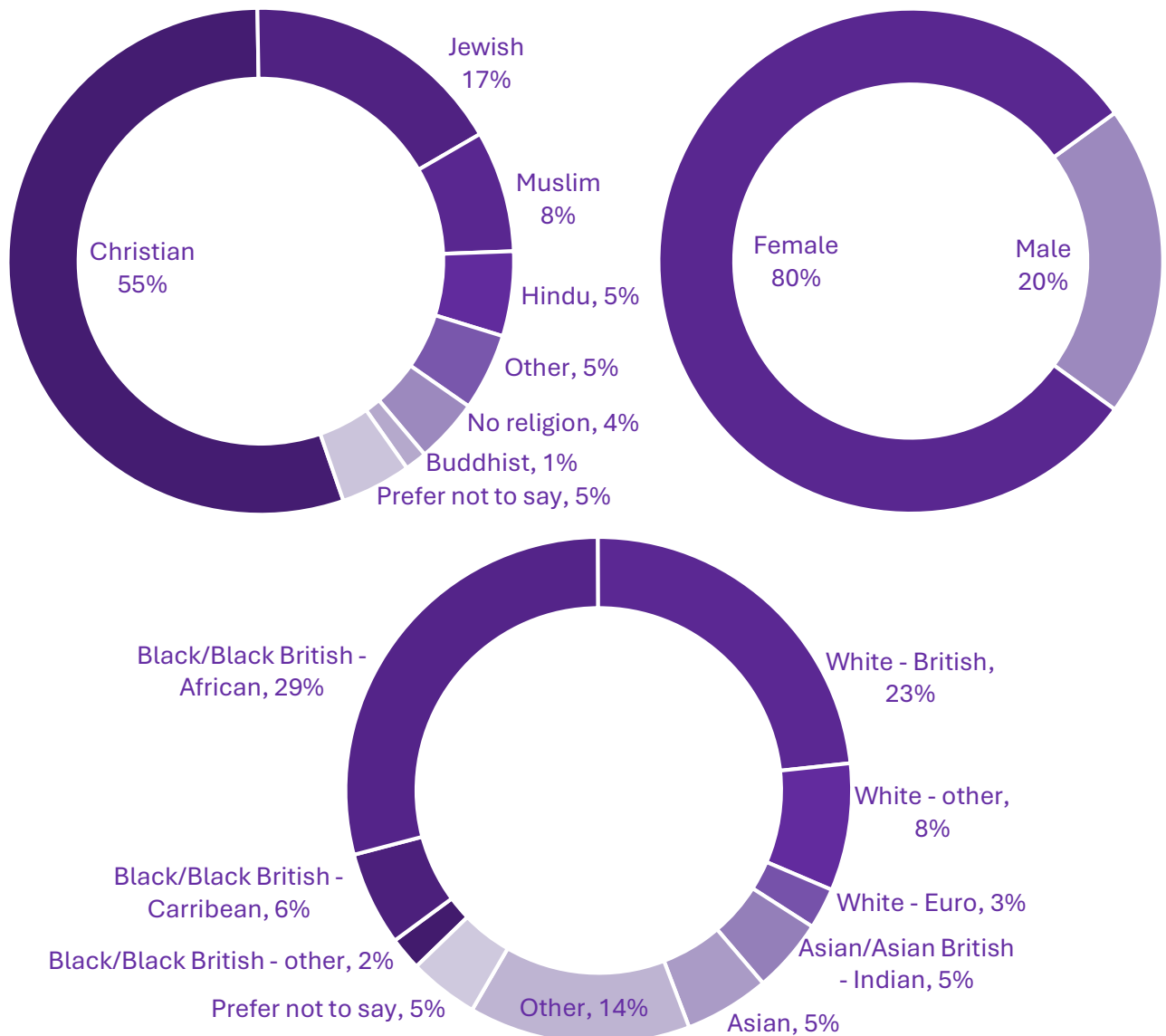
Our employees are at the heart of everything we do. Across our services, they bring compassion, professionalism, and resilience to their work every day. One of the targets in our 2020-2025 strategy is to be the employer of choice for talented people, who share our values and have the skills we need to deliver our ambitions. In 2024-25, we continued to invest in our people, ensuring that our workforce feels valued, supported, and empowered to grow.



Workforce overview

Jewish Care employed an average of **1,279 staff** during 2024-25, 90% of which work in front-line roles, with 10% working in fundraising and support functions, such as HR, IT, finance and communications.

Our staff have the following characteristics:



Pay and remuneration policy

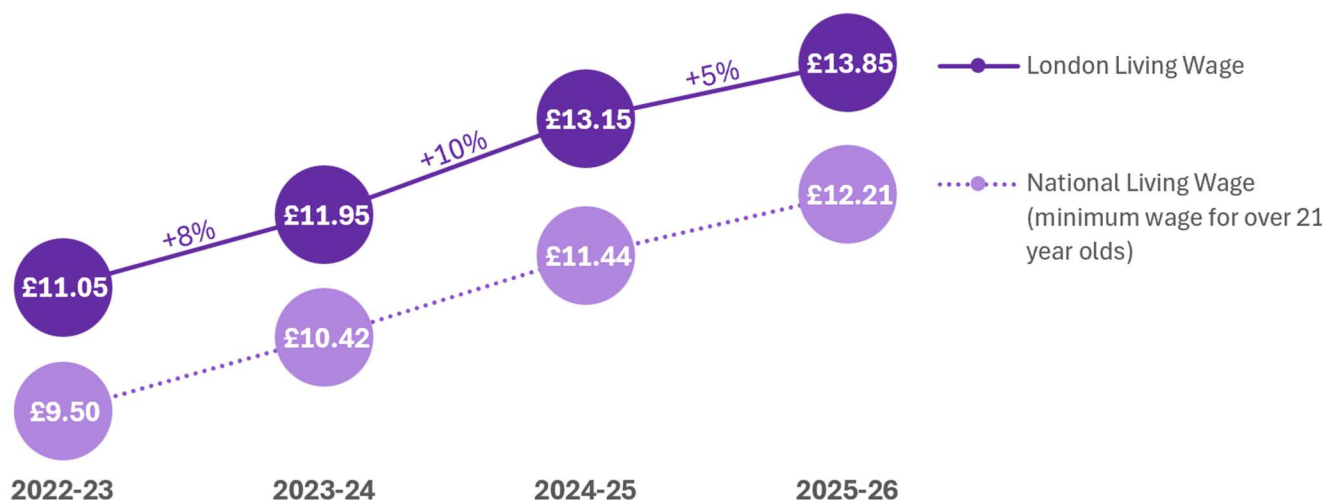
The Remuneration Committee oversees the pay and conditions of the Chief Executive and Executive Leadership Team, with recommendations informed by external benchmarking and internal performance assessments.

The Trustees consider the Executive Leadership Team, as well as the Trustees, as the key management personnel of the Charity in charge of directing, controlling, running and operating the Charity on a day-to-day basis. In determining the remuneration policy for key management personnel, consideration is given to setting pay at a level that motivates them to enhance the organisation, improve their individual performance, and support the quality of care and delivery of services, in line with our objectives and strategy, and within the Charity's ability to pay.

The aim is to pay key management personnel within the median to upper quartile of salaries within the London charity care sector, so that we are competitive in relevant markets, but not to compete on pay with the public or private sectors. None of the Trustees received any remuneration or expenses from their work associated with the Charity. For others we aim to pay a fair rate taking into account our charitable status.

We remain committed to fair pay and continue to align with the **London Living Wage**, which rose to £13.15 in 2024–25 and will increase to £13.85 in 2025–26. This uplift resulted in a **10% pay increase** for our lowest-paid staff in 2024–25.

Jewish Care offers a defined contribution pension scheme to all eligible employees. Further details can be found on page 76.



Gender pay gap

We are committed to transparency and equity in pay. Our most recent gender pay gap analysis showed the median pay gap continued to be 0%. This means there is no difference between the median pay awarded to each gender. By way of context, the UK's average median pay gap is 13.1% for all employees (full-time and part-time). Men and women are relatively equally distributed in all pay quartiles. While pay rates may vary within roles based on factors such as experience and length of service, there are no systemic differences in pay between genders for individuals performing comparable roles.



When examining where a gap is present, this is within the “upper-middle” quartile (0.1%) and “upper” quartile (7.2%). Last year these were 2.9% and 5.6% respectively. Individuals sitting in these quartiles tend to perform either specialist or senior management roles, and their remuneration is based on the median market rate for the function of the role.

Actions to address the gap in the upper quartile and maintain equity in the other quartiles, we will continue to:

- ✓ be open and transparent with our staff regarding our gender pay gap
- ✓ ensure recruitment and internal promotion opportunities are open to all employees
- ✓ promote our coaching and mentoring programme to encourage all staff to develop their careers

Our current priority is to increase the return rate of equality, diversity and inclusion data to ensure that any additional pay gap analyses are based on robust and statistically meaningful data.

Recruitment and retention

We launched our new Employee Value Proposition in November 2023 to strengthen the Jewish Care employer brand. We continue to evolve and develop this concept with the addition of a catering focused microsite, a rebranded internal careers site, and testimonial pages.

In 2024–25, we received 10,892 applications from prospective candidates.

	2023–24	2024–25
Total Turnover	24%	17%
Voluntary Turnover	17%	13%
Sector Average	28%	*

As shown in the table, staff turnover has improved significantly.

* not yet available

Employment policies and engagement

Jewish Care is committed to being a responsible and supportive employer. Our employment policies are regularly reviewed to reflect best practice, legal compliance and our values and vision. We engage with staff through regular communications, listening forums, and surveys.

The directors are committed to maintaining and developing communication and consultation procedures with employees who, in turn, are encouraged to become aware of and involve themselves in the performance of the Charity.

In September 2025, we ran an all-staff engagement survey, the first since the COVID pandemic, where we will look to further understand staff engagement, motivation and needs. It was too soon to capture the key findings in this report, but we will report them in next year’s Annual Report.

Training and development

We actively support career development as part of our commitment to staff growth and wellbeing. In 2024–25, 1,201 employees (94%) participated in formal training or development programmes.

Our approach to learning is wide-ranging and accessible. We offer a blend of 24/7 online learning and face-to-face development opportunities, designed to meet the diverse needs of our workforce. Notably, 930 colleagues took part in in-person training sessions, reinforcing our belief in the value of shared, real-time learning experiences. Through our dedicated learning portal, staff can access a rich library of training resources, including mandatory training tailored to specific roles, and optional courses covering job-related skills, personal development, systems and processes, leadership, and wellbeing.

We have introduced fraud awareness training, which is mandatory for all finance, fundraising and procurement-related roles, to support compliance with the Economic Crime and Corporate Transparency Act 2023. All staff must complete training on cyber-security, safeguarding and health & safety.

Workforce diversity

Jewish Care is committed to fostering a welcoming and inclusive workplace for all. We believe that a culture of respect, equity, and belonging strengthens our organisation and enhances the quality of care we provide. Our approach to equality, diversity, and inclusion (EDI) is embedded across recruitment, development, and day-to-day practice, ensuring that every colleague feels valued and supported.

We proactively monitor the EDI profile of job applicants at an anonymous level to ensure fair and equitable hiring practices. In 2023–24, we conducted a survey to collect broader diversity data, including gender,

ethnicity, and disability from our staff. Following the survey we have introduced mandatory EDI data capture via our recruitment system. This is enabling us to better understand the makeup of our workforce and tailor our support accordingly. As of March 2025, 77% of employees have voluntarily shared their EDI data.

To support inclusive career development, we have introduced key performance indicators to track career advancement. In July 2025, we launched a new behavioural framework to guide recruitment, staff development, and performance management, ensuring consistency and fairness at every stage of the employee journey.

We continue to invest in our staff networks, which provide safe spaces for connection, advocacy, and peer support. In 2024–25, we launched a new gender focused network, complementing our existing groups:

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

To strengthen collaboration and visibility, we established an EDI Forum, where network chairs meet regularly with the CEO and senior members of HR to share insights and shape organisational priorities.

EDI is also embedded in our induction programme, where new staff are introduced to our networks and offered training on disability awareness and reasonable adjustments. These sessions help to build a shared understanding of inclusion from day one.

We have also taken steps to diversify our age profile. The proportion of staff aged 34 or younger has increased from 12% in April 2023 to 15% in March 2024, and further to 16.5% in March 2025. For context, individuals aged 20–34 represent 34% of the working-age population in outer London in 2021.

Disability and inclusivity

Jewish Care is committed to fostering an inclusive workplace where everyone can thrive, regardless of ability. As a proud Disability Confident Employer, we actively support staff with disabilities through inclusive recruitment, tailored workplace adjustments, and ongoing one-to-one support.



We operate a Guaranteed Interview Scheme for disabled candidates who meet the minimum criteria for a role. While some positions may be exempt due to the nature of the work, we strive to ensure our recruitment processes are as accessible as possible.

Jewish Care is committed to fostering an inclusive workplace where everyone can thrive, regardless of ability. As a proud participant of the Disability Confident scheme, we actively support staff with disabilities through inclusive recruitment practices, tailored workplace adjustments, and ongoing one-to-one support.

As part of our Disability Confident Employer status, we offer a guaranteed interview to disabled candidates who meet the minimum criteria for a role. While some positions may be exempt due to specific job requirements, we are dedicated to making our recruitment processes as accessible and equitable as possible.

To support colleagues with disabilities in the workplace, we offer a wide range of reasonable adjustments tailored to individual needs and job requirements. These may include:

- Physical modifications to the work environment
- Assistive technologies
- Flexible or remote working arrangements
- Recommendations from Access to Work assessments

Adjustments are coordinated by our Head of Health & Safety, who works closely with staff and line managers to ensure that support is both appropriate and effective. While some adjustments may be limited by the nature of specific roles, we are committed to finding practical solutions wherever possible.

Disability awareness is embedded in our organisational culture. All new staff are encouraged to complete our online disability awareness training as part of their induction. While not mandatory, this training plays a key role in building understanding and empathy across teams.

Line managers of disabled colleagues receive additional support, including:

- One-to-one guidance from our Health & Safety and Learning & Development teams
- Access to occupational health assessments
- Ongoing advice to help them create inclusive and supportive team environments

This approach reflects our broader commitment to equity, dignity, and respect for all staff.

Staff wellbeing

We are committed to supporting work-life balance and offer flexible working arrangements wherever feasible, taking into account the needs of both our staff and the services we provide.

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

Integration of Jami and JSAS Staff

On 1 April 2024, colleagues from Jami and Jami Sales and Services (JSAS) formally transferred into Jewish Care and Community Trading Limited (CTL) respectively, under TUPE arrangements. Over the past year, these teams have integrated into Jewish Care, aligning with our culture, values, and policies.

All transferred staff have moved onto Jewish Care's payroll and are fully aligned with our pay structure and remuneration policy. As part of this harmonisation, from 1 April 2025, employer pension contributions for both Jami and JSAS staff increased to 4%, bringing them in line with Jewish Care colleagues.

Risk management

The Internal Audit, Assurance and Risk Committee ensures a risk assessment review is undertaken annually and that all key risks are identified, reported to the Board and suitable controls are implemented. Jewish Care identifies and manages risks that endanger the achievement of the strategic aims, as defined in its Memorandum and Articles of Association and its published Vision and Mission.

The principal risks and uncertainties faced by the organisation are:

- Outbreak of food poisoning or infection
 - Impact: Illness or even death of residents or clients. Fines, convictions, reputational damage and loss of income.
 - Mitigation: Stringent training, processes, health and safety function led by a specialist and auditing of processes.
- Fire or major incident
 - Impact: Illness or even death of residents or clients. Fines, convictions, reputational damage and loss of income.
 - Mitigation: Stringent training, processes, fire controls in buildings, health and safety function led by a specialist and auditing of processes.
- Cyber-attack or disruption to supplies of essential goods or services
 - Impact: Being unable to operate, possible publication of sensitive data, reputational damage and loss of income.
 - Mitigation: Cyber security controls, mandatory anti phishing training, a specialist outsourced data privacy officer and internal audits.
- Number of self-funder residents reducing or donations being diverted to other causes
 - Impact: Income less than costs, charity may become financially unsustainable.
 - Mitigation: Invest in refurbishing older homes that are no longer as attractive to self-funder residents, fundraising events and promotion of charity's impact to potential donors.
- Not able to improve organisational efficiency
 - Impact: Not able to generate sufficient cash to refurbish older homes, failure of critical equipment, charity may become financially unsustainable.
 - Mitigation: Digital transformation of core customer, staff and supplier processes, use of external consultants, recruitment of staff skilled in improving organisational efficiency.

Our Internal Auditors present an internal audit plan to the Internal Audit and Risk Committee at the start of each financial year. Audits are selected by the Internal Audit and Risk Committee after reviewing the organisation's top ten risks, internal audit coverage over the last five years, sector wide risks and areas that the Executive Leadership team feel would benefit from an internal audit review. Internal audit reviews, recommendations and management action are presented to the Internal Audit and Risk Committee upon completion.

Energy & emissions performance

In this section, we report on energy consumption and the associated greenhouse gas emissions across Jewish Care's operations, in line with the reporting requirements of the Energy Savings Opportunity Scheme (ESOS) and Streamlined Energy and Carbon Reporting (SECR). We have included an assessment of recent energy-saving measures implemented across our sites, with the aim of understanding their impact and identifying further areas for improvement. We are also beginning to develop an energy strategy, which will identify opportunities for improved energy efficiency across our estate.

The table below shows the energy consumption and associated greenhouse gas emissions from our operations. Our reporting includes the operations of Jewish Care only, excluding Jami and CTL. We are working towards providing a comprehensive view that includes all entities next year.

	2020-21		2021-22		2022-23		2023-24		2024-25	
Energy consumption (kWh)										
Scope 1: direct consumption										
Natural gas	9,459,883	61%	9,133,122	63%	9,726,764	60%	8,064,188	57%	6,123,113	49%
Minibuses and vans	128,879	1%	117,483	1%	80,166	0%	259,043	2%	72,522	0%
Scope 2: indirect consumption										
Grid supplied electricity	5,843,922	37%	5,097,135	35%	6,266,617	39%	5,711,232	40%	6,253,907	50%
Out-of-scope (zero emissions)										
Electricity from on-site solar panels	159,170	1%	159,170	1%	159,170	1%	159,170	1%	159,170	1%
Total energy consumption	15,591,854	100%	14,506,910	100%	16,232,717	100%	14,193,633	100%	12,608,712	100%
Emissions (tCO₂e)										
Scope 1: direct consumption										
Natural gas	1,736.0	57%	2,082.4	65%	2,478.1	65%	1,624.1	57%	1,119.9	46%
Minibuses and vans	39.7	1%	28.9	1%	19.6	1%	60.8	2%	17.3	1%
Scope 2: indirect consumption										
Grid supplied electricity	1,301.6	42%	1,082.3	34%	1,297.7	34%	1,182.5	41%	1,294.9	53%
Out-of-scope (zero emissions)										
Electricity from on-site solar panels	0.0	0%	0.0	0%	0.0	0%	0.0	0%	0.0	0%
Total gross emissions	3,077.3	100%	3,193.6	100%	3,795.4	100%	2,867.4	100%	2,432.1	100%
Intensity ratio										
Estate m ²	62,126		53,198		56,084		52,554		52,554	
Intensity ratio (tCO ₂ e/m ²)	0.05		0.06		0.07		0.05		0.05	

Scope 1 (Direct emissions):
emissions from sources owned or controlled by Jewish Care, such as natural gas used for heating.

Scope 2 (Indirect emissions):
emissions from the generation of electricity consumed by Jewish Care.

Scope 3 (Other indirect emissions):
emissions from sources not owned or controlled, like business travel. This is negligible for Jewish Care.

Methodology

Data used in calculating Total Energy Consumption includes summary data, supplier invoices, automatic meter readings in downloadable format e.g. half-hourly electricity data, and transport mileage data. All fuel conversions to kWh and CO₂ emissions data have been calculated in line with the 2013 UK Government environmental reporting guidance using the Government's greenhouse gas conversion factors for company reporting for the relevant period.

Although Jewish Care has operated solar panels for several years, electricity generation data has only been recorded and reported from 2024-25. For consistency in year-on-year reporting, we have assumed that generation levels in previous years were equivalent to those recorded in 2024-25.

Intensity ratio

The intensity measurement ratio is a measure of environmental impact; the quantity of energy per unit of output. We have chosen the total square meterage of our estate as the basis for this ratio, as energy use is closely tied to building operations in our care homes and day centres.

Energy strategy

To support our long-term commitment to sustainability, we are developing a comprehensive energy management strategy. This will build on the success of our previous initiatives and provide a clear framework for improving energy efficiency, reducing waste, and lowering operational costs. We are working with key suppliers to assess our current energy systems and identify opportunities for improvement across our sites. The strategy will also help us meet our obligations under the Energy Savings Opportunity Scheme (ESOS), including preparing for the upcoming progress update due in December 2025, and ensure we continue to operate in an environmentally responsible and cost-effective way.

Measures taken to improve energy efficiency

We completed three major projects in 2024 aimed at enhancing energy efficiency across our facilities. Since then, we have been evaluating their effectiveness. Two of the initiatives have been successful, so we are looking to roll them out to other suitable facilities.

- ✓ Maurice & Vivienne Wohl Campus: In July 2024, we added Endotherm to the heating system. Endotherm is an additive that enhances the thermal efficiency of water-based heating systems, resulting in faster heating times and reduced energy usage. This is exceeding expectations, achieving 21% savings at the Campus (3% overall), which meant the initiative paid for itself within 4½ months.
- ✓ Rosetrees Care Home: In April 2024, we installed a burner control system, which optimises the operation of the heating system by regulating the burner's performance, reducing fuel consumption and improving overall efficiency. This has achieved energy savings of between 4% and 10% with the potential to save 15%.
- ✓ Sandringham Campus: In August 2024, we installed a voltage optimiser. This device adjusts the incoming voltage to an optimal level for electrical equipment, reducing energy consumption and prolonging the lifespan of the equipment. This project has fallen short of expectations. While it is achieving marginal (4%) energy savings, we incurred various other additional costs to rectify setbacks throughout the initiative.

Other measures

We are working towards converting all fluorescent lighting to LED lighting. This process involves more than just changing light bulbs; the new lighting must be compatible with emergency lighting systems, often requiring costly replacements of entire light fittings. We are considering electric vehicle charging points at suitable locations across our estate. We have not been able to identify a solar panel scheme that meets our needs.

Financial overview

Our organisation has demonstrated resilience through a period marked by extraordinary global and domestic challenges – from the pandemic and geopolitical instability to the energy crisis and inflationary pressures. While 2024–25 delivered a strong financial performance, the broader environment remains uncertain. As shown in Figure 1, our financial position has continued to strengthen, but we must remain vigilant. With rising National Insurance contributions from April 2025, and the prospect of further tax increases amid ongoing pressure on UK public finances, financial headwinds are set to continue. Against this backdrop, our focus remains on maintaining financial discipline and building long-term sustainability.

All values in £m	2019–20	2020–21	2021–22	2022–23	2023–24	2024–25
Income	62.0	64.7	82.7	60.7	73.2	81.8
Expenditure	(61.4)	(58.6)	(60.5)	(65.7)	(67.7)	(72.3)
Other gains & losses	2.1	2.6	9.0	(1.4)	1.2	2.3
Net movement in Funds	2.7	8.7	31.2	(6.5)	6.7	11.8
of which: exceptional items	0.4	2.9	17.7	-	8.7	12.6
Net movement exc. exceptions	2.3	5.8	13.5	(6.5)	(2.0)	(0.8)
Net assets / total Funds	133.5	142.2	173.5	167.0	173.6	185.4

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

Figure 2 shows a £11.8 million surplus in 2024–25, following a £6.7 million surplus in 2023–24. This year's result includes £3.5 million from property sales and £9.1 million in capital donations linked to the Redbridge care campus. While similar items featured last year, they are not part of our ongoing operational income. Excluding these, the **underlying position is a £0.8 million deficit** – an improvement on the adjusted £2.0 million deficit in 2023–24 and £6.5 million deficit in 2022–23.

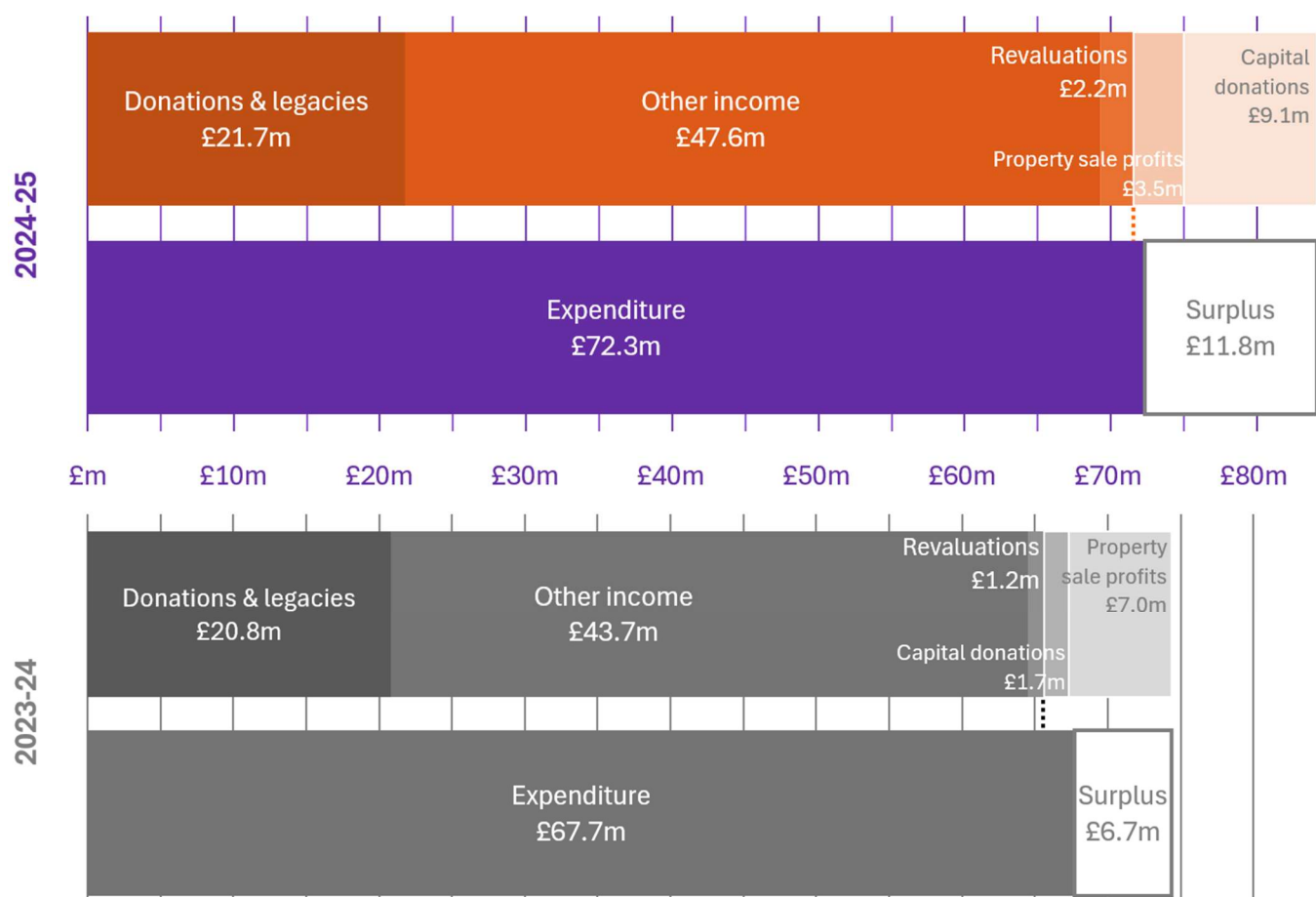


Figure 2 Surpluses resulted from disposing of surplus properties and generous capital gifts supporting our new care campus in Redbridge. Source: Statement of Financial Activity, page 55.

Our main sources of funding & income

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

Most of the income received for care homes is derived from self-funder fees and local & health authorities. Changes from year to year reflect occupancy, annual fee increases for self-funder and local authority places, and the ratio of self-funded and local authority-funded residents. Income from self-funder fees increased by 7%, rising from £18.8m in 2023–24 to £20.2m in 2024–25, which was driven by a price rise offset by decreasing numbers of self-funding residents. Additionally, income from local & health authorities grew from £15.0 million to £15.8 million due to inflationary increases to local authority contributions.

[For more details on care home income, see page 66](#)

We received £30.8 million in donations and legacies in 2024–25 which was £8.8 million more than the previous year. This increase was driven by a £7.9 million increase (from £1.2 million to £9.1 million) in capital gifts supporting our new campus in Redbridge. Donations and legacies supporting core operations increased by 1.4%, rising from £20.8 million to £21.7 million. This represents a resilient outcome in the context of a challenging economic and philanthropic environment.

[For more details on donations & legacies, see pages 20 & 65](#)

We generated £3.5 million from the sale of the former Hyman Fine care home site, which closed in 2022. Most of these funds are ring-fenced for community services on the south coast.

[For more details on the assets sold, see page 67](#)



Figure 3 Residential homes & donations are our main sources of income. A= contributions towards mental health services £0.2m & social work £0.1m, B= other trading income (shops) £0.6m, C= rental income £0.4m. Source: Financial Statements, Notes 4 to 7.

How we spent the funds

Figure 4 illustrates how we spent £72.3 million in 2024–25, an increase of £4.5 million (6.6%) from £67.8 million in 2023–24. This rise was largely driven by the 10% rise in the London Living Wage that increased our staff costs by £4.1 million from £42.8 million to £46.9 million. The increase in the London Living Wage reflected the cost of living pressures in 2023.

93% of spending goes on charitable activities and only 7% is spent on raising more funding via events, appeals, and investing activities.

[i](#) For more details on expenditure, see pages 67-70



Figure 4 This is how we spend our funds by activity (including support costs).
Comm = community services e.g. meals on wheels. Source: Financial Statements, Note 8.

Our balance sheet

Net assets rose by £11.8 million to a total of £185.4 million. Figure 5 illustrates the contribution of each balance sheet area to this growth.

The main reason for the increase in net assets is the Redbridge project, which grew in value by £8.8 million, to £11.0 million, which is consistent with the capital donations received.

Our investments increased by £2.9m or 8.2%, reaching £37.8 million, driven by a donation of £1 million and gains in our investment portfolio. More information on the performance of our investments is available on page 46.

The cash balance increased by £5.0 million due to the £3.5 million sale of Hyman Fine, and unspent donations for Redbridge which were used to pay bills in April.

Payables increased by £2.0 million due to a small number of large bills (relating to Redbridge) arriving from suppliers just before 31 March which were paid in April.

The pension deficit decreased by £1.8 million due to higher bond yields on assets, lower life expectancy and lower-than-expected inflation causing actuarial gains on liabilities.

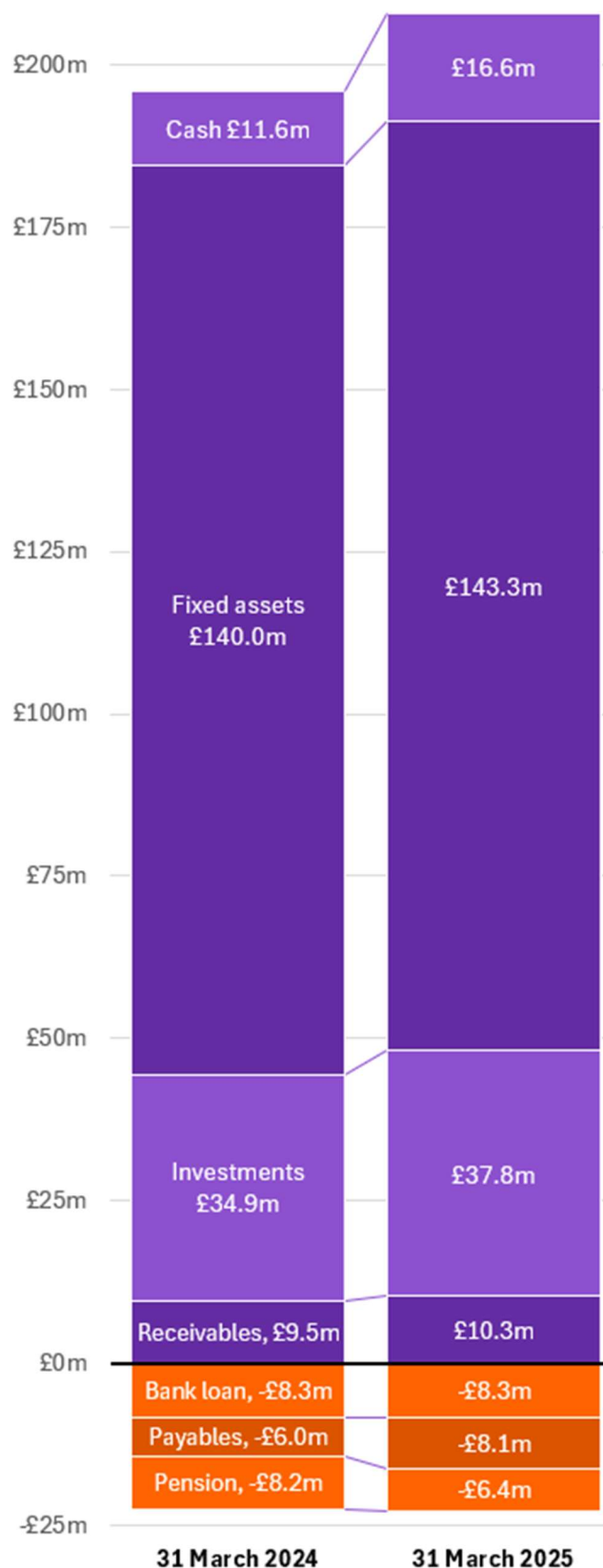
Capital expenditure

During 2024–25, there were £10.2 million in fixed asset additions. Of this, £8.8 million related to construction of our care & community campus in Redbridge. Further details can be found on page 19. The remaining £1.4 million related to equipment and enhancements to existing properties.

Our reserves

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

Figure 5 Net assets grew year-on-year due to capital investment in Redbridge, proceeds from a property sale, and gains from our investment portfolio and a new endowment.



We have the following types of reserve:

1. Restricted Reserves

These funds are subject to specific conditions imposed by donors. They must be used only for projects or purposes as stipulated by the funder. Restricted reserves provide transparency in ensuring that funds are utilised in accordance with donors' intentions. Our restricted reserves increased from £4.5 million to £17.8 million due to the donations for the new care campus in Redbridge, profits on the sale of a former care home which will be used to provide community services on the south coast and a £1 million transfer from designated reserves to match-fund a generous £1 million donation.

[For more details on our restricted reserves, see page 82](#)

2. Endowment Reserves

Our expendable endowment funds are considered restricted because they must be used in accordance with the donor's wishes. We have the discretion to use the capital, but this decision comes with the expectation that the endowment will be managed prudently to provide ongoing support for the charity's activities. Our endowment reserves remained at £16.8 million.

[For more details on our endowment reserves, see page 84](#)

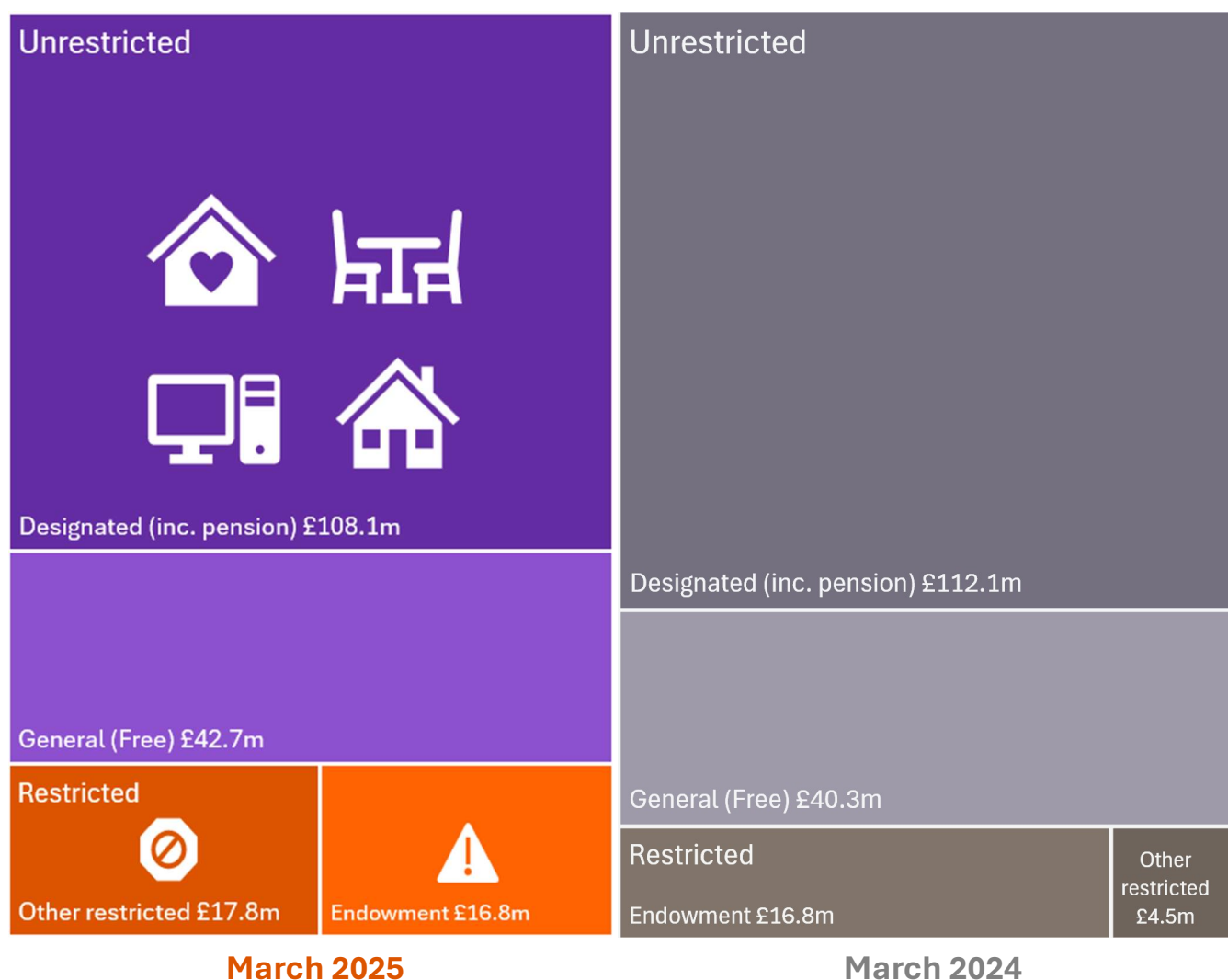


Figure 6 At the end of both March 2024 and 2025, 23% of reserves were unrestricted and freely available to use for charitable purposes.

3. Unrestricted Reserves

- **General Reserves:** These are funds that we can use at our discretion to support general operations and any unforeseen needs. They are not tied to any specific project or purpose and provide flexibility to respond to immediate financial demands.
- **Designated Reserves:** Although these are still part of the unrestricted reserves, we have earmarked certain balances for specific future projects or purposes. This designation can be changed if circumstances require. The value of these reserves have decreased from £120 million to £114 million due to depreciation on fixed assets and a £1 million transfer to Restricted Reserves. We have designated the followings balances:
 - Fixed assets and intangible assets that are not in the restricted and endowment reserves. They are designated because they are strategic, long-term assets essential to our operations.
 - The bank loan repayable to Barclays Bank.
 - £4 million of investments that will match a £4 million donor pledge, that will create a fund for the maintenance of our Sandringham campus over the coming decades.
- **Pension Reserve:** This reserve represents the defined benefit pension liability on the balances sheet that is calculated annually for accounting purposes under FRS102. The deficit was £6.4 million at 31 March 2025 (2024: £8.2 million).

 For more details on these reserves, see page 79

Our reserves policy

Jewish Care's reserves policy focuses on the level of its free (general) reserves, excluding restricted, designated and the pension reserves. The reserves policy is updated and approved by the Finance, Audit and Investment Committee and the Trustee Board on an annual basis. The approach adopted by Jewish Care to develop its reserves policy is the "risk identification approach" recommended by the Charity Commission. It reviews the financial impact of risk, the stability of future income streams and the funding of future expenditure plans. The Finance, Audit and Investment Committee then monitors Jewish Care's performance against budget and recommends action to bridge any gap in reserves if and when necessary. The Committee deemed £25 million in free reserves appropriate to cover major risks in 2024–25 and 2025–26.

All values in £m	31 March 2025
Total reserves	185.4
Less: Restricted reserves	-34.6
Less: Designated reserves (including pension)	-108.1
General reserves, aka Free reserves	42.7
Target	25.0
Reserves available to use (above target)	17.7

Figure 7 We are developing plans to utilise the £18m in ways that strengthen the charity's future.

We are fortunate to have material free reserves in excess of our policy. Consequently, management and trustees have plans that will deliver the long-term financial sustainability of the organisation. These plans, described in the next paragraph exceed the £18 million in available reserves.

Our plans include a £2 million investment in digital transformation which started in late 2024 and is due to complete by March 2027, a c.£8 million refurbishment of Stella and Harry Freedman House (our largest care home) to commence towards the end of 2025 and a broader property refurbishment programme costing c.£2 million per annum for the next five years. If reserves are sufficient and an appropriate price can be obtained, we would also like to settle the pension scheme deficit by 2031.

Investment objectives, powers and performance

Our investment powers are defined in our Memorandum of Association, which grants us the power “to invest the monies of the Charity not immediately required for its purposes in or upon such investments, securities real or personal property as may be thought fit”.

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

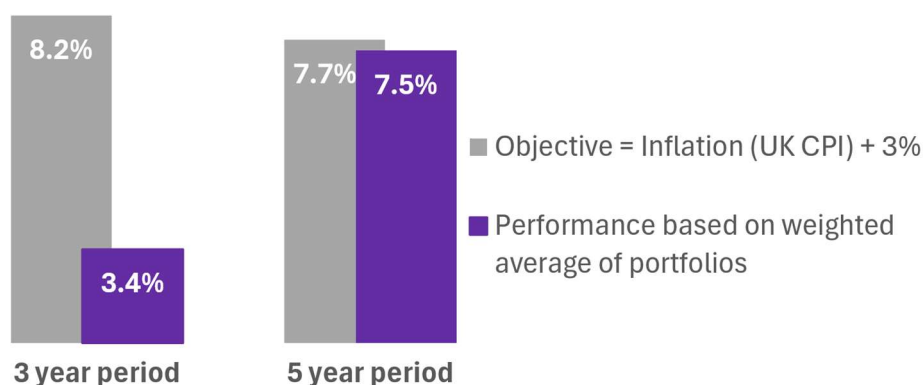


*Figure 8 Annualised returns over 3 and 5 year periods to 31 March 2025:
Investment Manager Performance vs. Objective*

Taxation

Jewish Care and its linked charities are exempt from income tax and corporation tax on their charitable activities. Jewish Care’s trading subsidiary and other related trading subsidiaries are liable to corporation tax where they have taxable profits. Jewish Care is unable to reclaim much of its input VAT, which is included as an expense in the appropriate expenditure headings.

Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operation for the foreseeable future and for at least twelve months from the signing of these accounts. The reasonable expectation of the Trustees is based on reviewing its financial plan to 2031, including projected free reserves and on reviewing significant organisational risks and deciding a free reserves policy. The Charity is projected to break-even in 2025–26 but it will generate a cash deficit after capital expenditure (excluding construction of our care & community campus in Redbridge which is funded by capital fundraising). Brought-forward excess free reserves more than cover this deficit and longer-term financial plans project a breakeven position after capital expenditure. On this basis, the accounts have been prepared on a going concern basis.

Funds held as custodian Trustee on behalf of others

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

Trustees' ethical reporting

Section 172 statement

In accordance with Section 172 of the Companies Act 2006, the Trustees confirm that they have acted in good faith to promote the success of the charity for the benefit of its stakeholders and the wider community. In doing so, they have had regard to the following key considerations:

The likely consequences of decisions in the long term

The Board of Trustees meets every six to eight weeks with the Executive Leadership Team to review strategic priorities, operational performance, and long-term planning. In 2024–25, the Board oversaw the final year of the 2020–2025 strategy and prepared for the launch of our new 2025–2030 strategic plan, which reflects the evolving needs of our community and the lessons of recent years (see “Our Evolving Strategy”, page 22).

Major long-term initiatives and our principal decisions include:

- ✓ The development of the Sugar & Ronson Campus in Redbridge, a £24 million investment in integrated care & community services, which will allow us to support the community in a more cost-effective way (page 19)
- ✓ The refurbishment of Stella & Harry Freedman House, our largest care home, to enhance comfort and functionality for residents and staff (page 23)
- ✓ The implementation of the Digital Transformation, which will improve systems for staff, suppliers, and service users (page 23)
- ✓ Integrating Jami strengthens mental health services, aligns operations, and ensures long-term sustainability – helping us improve effectiveness, and meet rising community needs (page 25)

The interests of our employees

Our people, both staff and volunteers, are at the heart of Jewish Care. We are committed to being an employer of choice, offering fair pay, flexible working, and robust learning and development opportunities. We align our lowest salaries with the London Living Wage and maintain a 0% gender pay gap (see “Our Staff”, pages 32–36).

We support inclusion through staff networks, and we are a Disability Confident Employer (page 35). Staff engagement is supported through forums, surveys, and leadership development, contributing to a voluntary turnover rate of just 13%, well below the sector average of 28% (page 34).

Engagement is supported through regular CEO briefings, all-staff emails, internal forums, and surveys.

The need to foster relationships with stakeholders

Jewish Care thrives on collaboration. We work closely with local authorities, integrated care boards, donors, suppliers, volunteers, and regulators to deliver high-quality services.

Service users and families: We gather feedback through regular surveys and monitor compliments and complaints, with results presented in the “What We Do” section (pages 7–17). In 2024–25, we achieved a strong 12:1 compliments-to-complaints ratio. Our most appreciated service continues to be community services.

	2021–22	2022–23	2023–24	2024–25
Compliments to complaints ratio	9:1	11:1	13:1	12:1
Compliments	667	714	742	1,183
Complaints	77	67	57	98

Oversight of service quality is provided by Board committees, including the Care & Housing Quality Committee, Community Services & Volunteers Committee, and Mental Health Committee (pages 28–30). These structures ensure that stakeholder voices are heard and acted upon.

Community: Our outreach programmes, detailed in the Community Services section on page 9, involve partnerships with community organisations across North London and beyond. We have local advisory groups for several of our community hubs, enabling direct input from community members into service design and delivery. We foster engagement through initiatives such as hard hat tours of the Redbridge site, which build enthusiasm for upcoming services and support fundraising efforts. These activities ensure that our services remain responsive to evolving needs and strengthen our relationships with those we serve.

Volunteers: We are proud to hold the Investing in Volunteers accreditation, which recognises our commitment to engaging, supporting, and valuing volunteers. We communicate regularly through newsletters, events, and feedback mechanisms, including a volunteer survey. Volunteers are involved in shaping roles and services, and receive tailored induction, training, and ongoing support.

Donors: We maintain regular contact through newsletters such as *Careline* and *Jami Matters*, and a busy schedule of events. Our Fundraising Advisory Strategy Committee comprises trustees and other members of the community. It is supported by informal forums, including ones for younger donors and specific homes.

Suppliers: We maintain strong relationships with key suppliers to support service delivery. This includes property and food suppliers, where engagement is essential due to the scale of our operations and specific requirements. We work closely with food suppliers to meet kosher standards and with property contractors to ensure Shabbat-compliant infrastructure. We aim to pay suppliers promptly and treat them fairly, recognising their role in our care and community services.

Regulators: We comply with all statutory and regulatory requirements, including those set by the Care Quality Commission, the Charity Commission, and other relevant bodies. We maintain open and transparent communication with regulators and ensure that all reporting and governance standards are met promptly.

Employees: see previous page.

The Impact of our operations on the community and the environment

Jewish Care's mission is to serve the Jewish community with compassion, dignity, and excellence. Our services reach over 12,000 people each week, including older adults, people living with dementia, Holocaust survivors, their carers and families, and those facing mental health challenges (see "What we do", pages 7–17).

We are also committed to environmental sustainability. Our carbon reporting shows a reduction in emissions following the implementation of energy-saving initiatives across our estate (pages 38–39). We are developing a comprehensive Energy Management Strategy to guide future improvements. Our new campus achieved an Excellent BREEAM rating at the design stage (page 19).

The desirability of maintaining a reputation for high standards of conduct

Jewish Care is committed to the highest standards of governance, ethics, and transparency. Our internal audit programme, overseen by the Internal Audit, Assurance & Risk Committee, reviewed key areas such as cyber security, payroll, and cash management in 2024–25.

We are regulated by the Care Quality Commission and maintain a robust Serious Incident Reporting process. One serious incident was reported to the Charity Commission during 2024–25. The Charity Commission was satisfied that all correct procedures were followed and they closed the case.

The need to act fairly as members of the company/charity

All Trustees and Directors act in the best interests of the charity and its beneficiaries. Conflicts of interest and loyalty are declared at every Board and committee meeting. No conflicts were identified during the year. We are committed to fairness, transparency, and inclusive governance, with a skilled Board supported by ten committees, one sub-committee and six expert groups (pages 28–30).

Public benefit statement

The Trustees confirm that they have complied with their duty under the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit. This statement outlines how our activities during the year ended 31 March 2025 have delivered demonstrable benefit to the public, in line with our charitable objectives.

Access based on need, not means

We provide services to individuals based on assessed need, not their ability to pay. We ask clients to contribute towards the cost of services where appropriate, but no one is turned away due to financial hardship. Where necessary, fees are reduced or waived, and the shortfall is covered by voluntary donations from the community.

This principle applies across many of our services, including residential and nursing care, community centres, social work, mental health support, and Meals on Wheels. We also provide fee assistance for care home residents where local authority funding does not meet the full cost of culturally specific care.

Subsidised and free services

Many of our services are offered at low or no cost. These include community and day centres, carer's support and social work. These services are made possible through the generosity of our donors and the dedication of our volunteers, who play a vital role in delivering care and connection across our organisation.

Geographic reach and accessibility

While our services are primarily based in London and the South East, there are no formal geographic restrictions. We extend our reach through national initiatives such as the Connecting Hands project and our virtual community centres (see page 9).

We actively promote our services through our website, local and Jewish press, synagogue bulletins, and community partnerships to ensure that those in need know how to access support.

Public engagement and responsiveness

We engage with our community to shape and improve our services. This includes regular feedback from service users, carers, and staff, as well as targeted outreach through synagogues, schools, and local partners.

Wider societal impact

Our work contributes to broader public benefit by:

- ✓ Reducing pressure on NHS & local authorities through early intervention, advocacy & social care navigation
- ✓ Sharing good practice with other organisations
- ✓ Supporting mental health recovery and resilience across all age groups
- ✓ Promoting social cohesion, inclusion, and dignity for older people and vulnerable groups

Demonstrating impact

The impact of our work is evidenced throughout the "What We Do" section of this report (pages 7–17), which details the breadth and depth of our services and the difference they make in people's lives.

Preventing modern slavery & human trafficking

We are committed to preventing modern slavery and human trafficking within our organisation and across our supply chains. We recognise the risks these practices pose in today's complex global environment and take reasonable, proportionate steps to mitigate them. While we, like most organisations, cannot guarantee full visibility across every tier of our supply chain, we remain vigilant in our oversight. The leadership team ensures that appropriate policies and procedures are in place to identify and manage risk. We regularly review and strengthen our due diligence processes in line with evolving best practice. Our Anti-Slavery and Human Trafficking Statement is available at www.jewishcare.org/legal/anti-slavery-and-human-trafficking-statement.

3. RESPONSIBILITIES OF TRUSTEES

The trustees who are also directors of Jewish Care (for the purpose of company law) are responsible for preparing the Trustees' Annual Report (incorporating the strategic report and directors' report) and the financial statements in accordance with 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).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the income and expenditure, of the charitable group for that period.

In preparing these financial statements, the trustees are required to:

- ✓ select suitable accounting policies and then apply them consistently;
- ✓ observe the methods and principles in the Charities SORP;
- ✓ make judgments and accounting 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, and
- ✓ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

In so far as the trustees are aware:

- ✓ there is no relevant audit information of which the charitable company's auditors are unaware; and
- ✓ the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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



Marcus Sperber
Chair of Trustees
24 November 2025

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

Opinion

We have audited the financial statements of Jewish Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities (including Income and Expenditure account), the Group and Company Balance Sheets, the Consolidated Statement of Cashflows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- ✓ give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- ✓ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ✓ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees' Annual Report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material

misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ✓ the information given in the Trustees' Annual Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ✓ the Directors' Report and the Strategic Report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Annual Report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 50, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, tax legislation and the parent charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report and remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to the Care Act 2014, Care Quality Commission regulations, health and safety regulations and General Data Protection Regulations. We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

The group audit engagement team identified the risk of management override of controls and revenue recognition as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing of revenue, testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

HCatchpool

HANNAH CATCHPOOL (Senior Statutory Auditor)

For and on behalf of

RSM UK AUDIT LLP, Statutory Auditor

Chartered Accountants

25 Farringdon Street

London

EC4A 4AB

15th December 2025

5. FINANCIAL STATEMENTS 2024–25

Consolidated Statement of Financial Activities

For the year ended 31 March 2025

(including the Income & Expenditure Accounts)

All values in £'000	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	2024–25 Total Funds	2023–24 Total Funds
Donations & legacies	4	18,103	3,606	-	21,709	20,805
Capital project donations	4	-	9,079	-	9,079	1,172
Charitable activities	5	45,087	164	63	45,314	42,119
Investment income	6	1,690	12	-	1,702	1,595
Other trading activities		550	-	-	550	354
Other income		-	-	-	-	159
Disposal of land & buildings	7	-	3,483	-	3,483	7,130
Total income		65,430	16,344	63	81,837	73,334
Fundraising costs	8	4,543	-	-	4,543	4,223
Charitable activities	8	64,450	2,785	150	67,385	63,271
Investment fees	8	233	1	-	234	218
Disposal costs	7	12	126	-	138	125
Total expenditure		69,238	2,912	150	72,300	67,837
Net gain/(loss) on investments	12	706	(126)	53	633	2,633
Net income/(expenditure)		(3,102)	13,306	(34)	10,170	8,130
Remeasurement of defined benefit pension scheme	18	1,616	-	-	1,616	(1,480)
Transfer between funds	20-21	(71)	71	-	-	-
Net movement in funds		(1,557)	13,377	(34)	11,786	6,650
Total funds at start of period		152,337	4,462	16,815	173,614	166,964
Total funds at end of period	20-22	150,780	17,839	16,781	185,400	173,614

The notes on pages 58 to 94 form an integral part of these accounts.

Full comparative figures for 2023–24 are shown in note 27.

Balance Sheets

As at 31 March 2025

All values in £'000	Notes	31 March 2025		31 March 2024	
		Charity	Group	Charity	Group
Tangible fixed assets	10	139,790	143,226	134,351	139,855
Intangible fixed assets	11	41	41	111	111
Investments	12	38,539	37,845	35,069	34,920
Non-current assets		178,370	181,112	169,531	174,886
Inventory	14	139	139	137	137
Receivables	15	10,302	10,270	9,998	9,549
Cash & cash equivalents	CFS	15,581	16,632	10,448	11,590
Current assets		26,022	27,041	20,583	21,276
Payables	16	(7,167)	(8,072)	(5,211)	(6,032)
Bank loan	17	(415)	(415)	(83)	(83)
Current liabilities		(7,582)	(8,487)	(5,294)	(6,115)
Net current assets		18,440	18,554	15,289	15,161
Total assets less current liabilities		196,810	199,666	184,820	190,047
Bank loan	17	(7,885)	(7,885)	(8,217)	(8,217)
Pension	18	(6,381)	(6,381)	(8,216)	(8,216)
Non-current liabilities		(14,266)	(14,266)	(16,433)	(16,433)
Net assets		182,544	185,400	168,387	173,614
Restricted funds	21	17,839	1,59517,839	4,287	4,462
Restricted endowment funds	22	16,781	16,781	16,815	16,815
Total Restricted		34,620	34,620	21,102	21,277
Pension reserves	18	(6,381)	(6,381)	(8,216)	(8,216)
Unrestricted designated funds	19	110,592	114,463	114,733	120,267
Unrestricted general funds	19	43,713	42,698	40,768	40,286
Total unrestricted		147,924	150,780	147,285	152,337
Total charity funds	19-22	182,544	185,400	168,387	173,614

Net income for the Charity only during 2024–25 was £9,981,000 and the net movement in funds was £14,157,000 (2023–24 £7,047,000 and £7,966,000 respectively).

The notes on pages 58 to 94 form an integral part of these accounts.

Approved and authorised for issue by the Board on 24 November 2025 and signed on its behalf by Marcus Sperber, Chair of Trustees, on the same date.



Consolidated Cash Flow Statement

For the year ended 31 March 2025

All values in £'000		2024–25	2023–24
<i>In flows / (out flows)</i>	<i>Notes</i>	<i>Group</i>	<i>Group</i>
<i>Cash flows from operating activities</i>			
Net income	SOFA	10,170	8,130
Net gain on investments	12	(633)	(2,633)
Depreciation & amortisation	3	4,416	3,991
Disposals		-	397
Profit on disposal of land & property	7	(3,357)	(7,005)
Pension contribution adjustment		(219)	(409)
Increase in inventory	14	(2)	(28)
(Increase)/decrease in receivables	15	(721)	1,196
Increase/(decrease) in payables	16	2,040	(1,624)
Net dividends, interest & returns from investments		(1,468)	(1,377)
Interest on bank loans		579	802
Net cash inflow from operating activities		10,805	1,440
<i>Cash flows from investing activities</i>			
Fixed asset additions (tangible + intangible)	10	(10,278)	(4,090)
Investment additions	12	(6,653)	(6,055)
Proceeds from sale of investments	12	6,345	6,587
Proceeds from sale of properties (net)	7	3,934	7,775
Net dividends, interest & returns from investments		1,468	1,377
Net cash (outflow) / inflow from investing activities		(5,184)	5,594
<i>Cash flows from financing activities</i>			
Repayment of bank loans	17	-	(5,000)
Interest on bank loans		(579)	(802)
Net cash outflow from financing activities		(579)	(5,802)
Net cash inflow for the year		5,042	1,232
Cash & cash equivalents on 1 April		11,590	10,358
Cash & cash equivalents on 31 March		16,632	11,590
of which:			
Cash on deposit (less than 3 months)		13,521	8,227
Cash at bank		1,407	1,760
Cash in hand		54	57
Cash held on behalf of residents & service users		1,650	1,546

Analysis of net debt

	At 1 April 2024	Cashflow	Transfer	At 31 March 2025
Cash & cash equivalents	11,590	5,042	-	16,632
Loan due within one year	17 (83)	-	(332)	(415)
Loan due after one year	17 (8,217)	-	332	(7,885)
Net position	3,290	5,042	-	8,332

The notes on pages 58 to 94 form an integral part of these accounts.

Notes to the accounts

Notes to the accounts provide additional information required by statute and accounting standards to explain a particular feature of the financial statements. The notes which follow will also provide explanations and additional disclosure to assist readers' understanding and interpretation of the financial statements.

The notes are structured as follows:

1-2	Company information and accounting policies
3-18	Notes supporting income, expenditure, assets and liabilities
19-22	Notes supporting fund accounting
23-27	Notes supporting group reporting
28-30	Notes supporting other disclosures

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

Jewish Care is a charitable company registered in England, company number 02447900, limited by guarantee and not having a share capital. It is a registered charity in England and Wales, Charity Commission number 802559, with its registered office at Amelie House, Maurice and Vivienne Wohl Campus, 221 Golders Green Road, NW11 9DQ. More information about the group structure plus its activities can be found on the next page and in the Trustees' Annual and Strategic Report on pages 6 to 49.

2. Accounting Policies

Statement of compliance

The Group and Charity financial statements have been prepared in accordance with the Statement of Recommended Practice: "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (SORP) and the "Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" (FRS 102). They also comply with the reporting requirements of the Companies Act 2006. Jewish Care meets the definition of a public benefit entity under FRS 102.

Basis of preparation

The Group and Charity financial statements have been prepared on a going concern basis, under the historical cost convention, as modified by the revaluation of listed investments, investment assets and assets held for sale. The principal accounting policies applied in the preparation of the Group and Charity financial statements are set out below. These policies have been consistently applied to all the years presented.

The financial statements are prepared in British sterling, rounded to the nearest thousand pounds, which is the functional currency of the Group and Charity.

Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operation for the foreseeable future and for at least twelve months from the signing of these accounts. The reasonable expectation of the Trustees is based on reviewing its financial plan to 2031, including projected free reserves and on reviewing significant organisational risks and deciding a free reserves policy. The Charity is projected to break-even in 2025–26 but it will generate a cash deficit after capital expenditure (excluding construction of our care & community campus in Redbridge which is funded by capital fundraising). Brought-forward excess free reserves more than cover this deficit and longer-term

financial plans project a breakeven position after capital expenditure. On this basis, the accounts have been prepared on a going concern basis.

Basis of consolidation

The Charity operated one financially active subsidiary and twenty linked charities during the period as listed in note 23 with further analysis of the material components in note 25. Subsidiaries are consolidated into the group accounts on a line by line basis, and linked charities are accounted for as branches in the accounts of the Charity.



A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 Companies Act 2006.

The Charity has taken advantage of the exemption in FRS 102 from preparing a statement of cash flows, on the basis that it is a qualifying entity and the Group statement of cash flows included in these financial statements includes the cash flows of the Charity.

All intra-group transactions, balances, and unrealised gains on transactions between group companies, are eliminated on consolidation. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the parent Charity.

As described on page 25, there was reconstruction of the group on 1 April 2024 that resulted in the 'hive up' of Jami to Jewish Care, and 'hive across' of JSAS to CTL. The terms 'hive up' is commonly used to describe group reorganisations where the business undertaken by a subsidiary are transferred up into the parent company, whilst 'hive across' is used for transfers between entities under the ultimate control of the same parent. In accordance with the SORP and FRS 102 (section 19), the business combination between group entities was undertaken at book value. This approach transfers net assets without restating prior year accounts. The financial impact of the hive up is shown in note 24.

Income & endowments

All income and endowments are recognised when the criteria of entitlement, measurement and probability of receipt have been satisfied. Income from the endowment funds is split between restricted and unrestricted funds according to the specific terms of each fund. Income received relating to future accounting periods is deferred and recognised as a creditor within the balance sheet.

Donations

Donations are recognised when income has been received. Gift Aid income on donations is accrued when there is a valid declaration from the donor.

Legacies

For legacies, entitlement is taken as the earlier of the date on which either: Jewish Care is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered virtually certain when the amount can be measured reliably and Jewish Care has been notified of the executor's intention to make a distribution. Income is recognised net of estimated expected estate costs where relevant.

Charitable activities

Income from charitable activities includes care home residential and nursing fee income. It is accounted for on a receivable basis.

Grant income

Grant income (including government grants) is recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as deferred income.

Trading income

Trading income (shops/retail income) is recognised at the point of sale.

Event income

Event income is recognised on the date of the event. Where income is received in advance, recognition is deferred and included in creditors and where entitlement arises before income is received, the income is accrued.

Investment income

Investment income, including interest receivable and other miscellaneous income, is also accounted for on a receivable basis.

Donated goods, services & facilities

Donated goods, services and facilities are recognised as income when the benefit to the charity is quantifiable and measurable, and the value can be estimated reliably. These are measured at the estimated value to the charity, typically the price the charity would pay in the open market for an equivalent item or service.

The majority of the charity's donated services represent the contribution of many thousands of hours by its 2,150 unpaid volunteers across 2,700 roles. In line with the Charities SORP, the contribution of general volunteers is not recognised in the accounts due to the inherent difficulty in reliably measuring the financial value of their contribution. Further details of the impact of volunteers are included in the Trustees' Report.

Expenditure

Expenditure is accounted for on an accruals basis where there is a legal and constructive obligation to make a payment to a third party and the amount of the obligation can be measured reliably. Expenditure is allocated to the appropriate headings relevant to the charitable activities; namely fundraising, care homes, day centres, retirement living, social work, community services, mental health and project costs. Where expenditure relates to more than one cost category it is apportioned. The method of apportionment uses the most appropriate

basis for each activity. Refer to note 8 for further information on the allocation of costs. Any irrecoverable VAT is included with the costs to which it relates.

The cost of raising funds are those costs that are attributable to raising funds for the Charity, other than costs incurred in undertaking the charitable activities or investing activities. The costs of raising funds represent direct costs and overheads associated with raising donated income and, they also include an allocation of central costs as shown in note 8A.

The central costs which include governance costs are shown in note 8A and support the whole of the charitable activities. Central costs are allocated to the charitable activity headings based on headcount across the charitable activities. Central costs include human resources, information technology, facilities, finance, governance and investment costs.

Operating leases

The Charity classifies the lease of property, buses and printing equipment as operating leases when substantially all of the risks and rewards incidental to ownership remain with the relevant lessors. The annual rental charges applicable to operating leases are charged to profit or loss on a straight-line basis over the term of the lease.

Employee benefits

Short term benefits

Short term benefits are recognised as an expense in the period in which the service is rendered.

Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Fixed assets & depreciation

Tangible fixed assets are stated at cost less depreciation and any impairment losses. All single items of equipment with a useful life of more than one year and a value of more than £1,000 are capitalised. Only expenditure on property that is a new build or an improvement or an extension of existing facilities has been defined as fixed assets. Assets under construction are stated at cost and will be depreciated in accordance with the rates below when the assets are available for use. No depreciation is charged on freehold land. Depreciation is calculated on a straight-line basis. The costs of fixed assets are written off over their useful lives, which are estimated to be:

Freehold buildings	50 years
Equipment	4 – 14 years
Motor vehicles	4 years

Intangible assets & amortisation

Intangible assets are stated in the balance sheet at historic cost less amortisation and impairment. Amortisation on software development costs is provided using the straight-line method over 4 years. Costs recognised with maintaining computer software are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of unique software products are recognised as intangible fixed assets.

Impairment of fixed assets

An assessment is made at each reporting date of whether there are any indications that the value of a fixed asset may be impaired. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairment losses where applicable.

Investment properties

Investment properties are initially recognised at their transaction value and are subsequently measured at their fair value (market value) as at the balance sheet date. Investment Properties are valued by an annual desktop review performed by management experts.

Assets held for sale

Fixed assets and investment properties are reclassified as held for sale when they are available for immediate sale in their present condition and are being actively marketed. They are held at the lower of their carrying amount at the point of transfer or fair value less material selling costs and are not depreciated. They are derecognised on disposal, when the recipient obtains control of them.

Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102, in full, to all of its financial instruments.

Recognition and measurement of financial instruments

Financial assets and financial liabilities are recognised when the Charity becomes a party to the contractual provisions of the instrument.

Classification of financial instruments

Financial instruments are classified as liabilities and equity instruments according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities.

Basic financial assets

Basic financial assets, which include trade and other debtors, amounts owed by subsidiary undertakings, related party debtor and accrued income, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost being the transaction price less any amounts settled and impairment losses.

Cash at bank and in hand

Cash at bank and in hand includes cash and deposits with a maturity of three months or less from the date of opening the deposit account.

Basic financial liabilities

Basic financial instruments including trade, group and other creditors (including accruals) payable within one year that do not constitute a financing transaction, are initially measured at the transaction price and subsequently measured at amortised cost, being transaction price less any amounts settled.

Where the arrangement with a creditor constitutes a financing transaction, the creditor is initially measured at the present value of future payments discounted at a market rate of interest for a similar instrument and subsequently measured at amortised cost, being transaction price less any amounts settled and the cumulative amortisation (using the effective interest method) of any difference between the amount at initial recognition and the maturity amount. The effective interest rate is the rate that discounts estimated future cash payments to the carrying amount of the financial liability.

Borrowings are initially recognised at the transaction price, including transaction costs. Finance costs are disclosed as interest paid on the SOFA.

Trade investments

Trade investments are equity investments over which the Charity has no significant influence, joint control or control and are initially measured at transaction price (less transaction costs).

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

The level of investment funds held by the Charity takes into account income requirements and risk profile. The investment managers have a fully discretionary investment management mandate with the risk profile being one of medium risk with an emphasis on capital growth with income. Performance is monitored by the Finance, Audit and Investment Committee.

Investments in subsidiaries are accounted for at cost and subsequently held at cost less any accumulated impairment losses.

Pension schemes

Defined contribution plans

Jewish Care operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of Jewish Care in an independently administered fund. The pension costs charged in the financial statements represent the contributions payable during the year.

Defined benefit plans

Jewish Care also operated a defined benefit pension scheme – the Jewish Care Pension Scheme, for the benefit of the employees. The scheme was closed to new entrants on the 1 February 2006 and closed to future benefit accrual as at 31 March 2011.

The assets of the scheme are administered by the Jewish Care Pension Scheme Trustee in a fund separate from that of the Charity.

Pension scheme assets are measured at fair value.

Pension scheme liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses. Actuarial gains and losses are recognised immediately in other recognised gains and losses. See note 18 for further details.

Taxation

As a registered charity Jewish Care is entitled to certain exemptions from corporation tax on profits from investments and any trading activities carried on in furtherance of the Charity's primary objectives.

The subsidiary company, CTL, ordinarily makes a qualifying donation of its taxable profits to the parent charity, Jewish Care, under Gift Aid. However, following the acquisition of JSAS, CTL was unable to surrender all taxable profits at the end of 2024-25 due to negative distributable reserves. As a result, a portion of CTL's taxable profits may be subject to corporation tax.

Fund accounting

Jewish Care maintains various types of funds as follows:

Restricted funds

Restricted funds represent grant income and donations and legacies received which are allocated by the donor to a specific project. The restrictions are binding on the Trustees of the Charity (note 21).

Permanent endowment funds

These are funds where the assets must be held permanently by the Charity, principally in the form of investments. Income from endowments is included either in unrestricted income or, in some cases, in restricted income if a donor specified a particular purpose towards which it should be used (note 22).

Designated funds

Designated funds represent funds which are unrestricted, but the Trustees have designated them for a specific purpose to further the objectives of Jewish Care. Further information can be found in the analysis of net assets (note 19).

Pension fund

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

Unrestricted (General) fund

General funds are funds that are expendable at the discretion of the Trustees in the furtherance of the objects of Jewish Care. Such funds are held for the general running of the Charity's and group's operations, to repay borrowings and to fund working capital and capital investment (note 20).

Significant areas of estimation & judgement

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the Charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The key areas that are deemed to be material for these financial statements are as follows:

- **Accruing for income derived from legacies** where complicated issues surrounding the measurement of the group's entitlement to receipt existed at the year end. At the end of March 2025 a review of the legacy pipeline resulted in a legacy debtor (accrued income) of £6.2m (March 2024: £6.5m) where the conditions of entitlement, probability and measurement were met with prudent judgements of value used on more complicated estates. Legacy income represented cash received during 2024–25 less the increase in the legacy debtor.
- **The present value of the Jewish Care Pension Scheme** defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 18, will impact the carrying amount of the pension liability. Furthermore, a roll forward approach which projects results from the latest full actuarial valuation performed at 1 April 2022 has been used by the actuary in valuing the pensions liability at 31 March 2025. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

3. Net income

Net income is stated after (crediting)/charging:

	2024–25	2023–24
Depreciation & amortisation	4,416	3,991
Net interest on defined pension liability	391	332
Operating leases – buildings	286	303
Operating leases – plant & machinery	157	134
Internal audit fees (exc. VAT)	36	27
External audit fees (exc. VAT)		
- 2024–25 audit fees including £79k in respect of the Charity	95	-
- 2023–24 audit fees including £75k in respect of the Charity	2	114
- 2022–23 audit fees including £83k in respect of the Charity	-	19
- Non audit services including £36k in respect of the Charity	36	54

Jewish Care's external auditor, RSM UK Audit LLP, also provided tax advisory and bank covenant review services during 2023–24 and 2024–25.

4. Donations & legacies

All values in £'000	Unrestricted	Restricted	2024–25 Total	2023–24 Total
Donations	10,683	3,202	13,885	12,615
Legacies	7,420	404	7,824	8,190
Donations & legacies	18,103	3,606	21,709	20,805
Capital project donations	-	9,079	9,079	1,172
	18,103	12,685	30,788	21,977

All but £10k of the capital donations were for the Redbridge development.

5. Charitable activity income

Group All values in £'000	Unrestricted	Restricted	Endowment	2024–25 Total	2023–24 Total
Care homes	37,790	164	63	38,017	35,510
Retirement living	5,949	-	-	5,949	5,671
Day centres	1,034	-	-	1,034	635
Mental health	170	-	-	170	207
Social work	65	-	-	65	-
Other	79	-	-	79	96
	45,087	164	63	45,314	42,119

Care homes generate most of their income from self-funder fees, contributions from local & health authorities and charges for one-to-one additional care. Year-to-year changes reflect annual fee uplifts for both self-funder and local authority-funded places, as well as changes to the ratio, or mix, of self-funded and local authority-funded residents.

Income from self-funder fees rose by 7%, increasing from £18.8 million in 2023–24 to £20.2 million in 2024–25. This growth was driven by fee increases, partially offset by a decline in the number of self-funding residents.

Contributions from local & health authorities grew by 5%, rising from £15.0 million to £15.8 million, to reflect inflationary increases in costs.

Income from one-to-one additional care increased significantly, from £0.9 million to £1.9 million, reflecting the growing complexity of residents' needs and the corresponding demand for personalised support.

Retirement living increased due to annual fee uplifts and more support service charges.

Following a significant increase in income due to the post-pandemic recovery, **day centres** have now seen a slight decrease.

6. Investment income

Group All values in £'000	2024–25	2023–24
Rental income from investment properties	407	742
Dividends	556	652
Interest, short term deposits & sundry income	739	201
	1,702	1,595

Income from short-term deposits increased because we made more use of fixed-term and overnight deposits.

7. Disposal of land and buildings

2024-25

Jewish Care closed its care home in Brighton, Hyman Fine House, in September 2022 due to low demand.

The property was sold on 31 January 2025.

Hyman Fine House was owned by the Brighton & Hove Jewish Home Trust (the Trust). Jewish Care is the sole corporate Trustee of the Trust and Trust is a linked charity of Jewish Care (see page 86). Consequently, the proceeds must be treated as restricted reserves, after deducting closure and maintenance costs that were covered by unrestricted funds between the closure announcement in 2022 and 31 March 2024.

Jewish Care plans to use the remaining proceeds to support community services for Brighton and Sussex's Jewish community, such as day centres and social work.

Group & Charity, all values in £'000	2024-25	2023-24
Consideration	4,060	7,900
Value of assets	(577)	(770)
Disposal of land & buildings	3,483	7,130
Legal and other costs	(126)	(125)
Profit on disposal	3,357	7,005
Reimbursement of unrestricted funds, which covered closure and maintenance costs between the closure announcement in 2022 and 31 March 2024	(977)	n/a
Balance to be recognised in the restricted reserve on 31 March 2025	2,380	n/a

2023-24

Jewish Care sold three sites that were surplus to requirement, generating proceeds of £7.9m.

8. Expenditure

Group						2024–25
All values in £'000	Staff	Fundraising	Property	Client	Central	Total
Care homes	28,593	-	9,133	3,281	6,026	47,033
Day centres	3,204	-	1,476	1,124	828	6,632
Retirement living	2,764	-	1,900	808	537	6,009
Mental health	2,362	6	682	243	492	3,785
Social work	1,855	-	120	41	454	2,470
Community services	1,107	-	151	84	114	1,456
Charitable activities total	39,885	6	13,462	5,581	8,451	67,385
Fundraising	2,248	1,507	270	206	312	4,543
Investment fees	-	-	-	-	234	234
Disposals	-	-	138	-	-	138
Total expenditure	42,133	1,513	13,870	5,787	8,997	72,300

Staff	Salaried and agency staff <i>providing charitable services</i> , national insurance and pension contributions, staff benefits, professional development and training costs.
Fundraising	Cost of events, marketing and local fundraising committees.
Property	Cost of maintenance, insurance, security, depreciation, utilities, cleaning, waste & recycling.
Client	Cost of catering, medical supplies, therapists and GPs.
Central	See note 8A. This includes costs for staff in <i>non-charitable</i> administrative roles.

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

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

- **Staff costs** increased in most categories due to the reasons outlined in note 9.
- **Mental health costs** increased and Day centre costs decreased in most categories because costs arising from Jami's day centres were classified under Day centres last year, but now those costs are classified under Mental health.
- **Property costs** decreased due to the disposal of Hyman Fine care home (£0.2m), the reclassification of some costs to Central (£0.3m) and less repairs and maintenance (£0.1m).
- **Community services costs:** These were negative in 2023–24 due to the reversal of a bad debt provision.

8A. Central service costs

Group						2024–25
All values in £'000	Facilities	HR	Finance	IT	Governance	Total
Care homes	1,973	1,276	1,317	1,057	403	6,026
Day centres	271	175	181	145	56	828
Retirement living	176	114	118	93	36	537
Mental health	161	104	108	86	33	492
Social work	149	96	99	80	30	454
Community services	38	24	25	19	8	114
Charitable activities total	2,768	1,789	1,848	1,480	566	8,451
Fundraising	102	66	68	55	21	312
Investment fees	-	-	234	-	-	234
Total expenditure	2,870	1,855	2,150	1,535	587	8,997

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

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

9. Staff costs

All values in £'000	2024–25		2023–24	
	Charity	Group	Charity	Group
Wages & salaries	37,404	37,611	31,830	34,625
National insurance	3,511	3,527	2,893	3,156
Pension costs – defined contribution	1,322	1,328	1,108	1,194
Pension costs – defined benefit	776	776	585	585
Agency staff	3,462	3,468	2,924	2,932
Redundancies & terminations	92	92	124	353
Gross costs	46,567	46,802	39,464	42,845
Less capitalised staff costs	(137)	(137)	(152)	(152)
Net costs	46,430	46,665	39,312	42,693

Wages and salaries, together with employer national insurance and defined contribution pension costs, and agency staff costs increased in line with the annual pay review. This includes a 10% uplift to the London Living Wage, which benefited a significant number of staff.

Agency staff costs also rose due to increased need for one-to-one additional care. These requirements are inherently difficult to forecast, contributing to the variability in expenditure.

Staff numbers	2024–25		2023–24	
	Charity	Group	Charity	Group
Care homes	809	809	768	768
Day centres	111	111	96	96
Retirement living	72	72	69	69
Mental health	58	66	-	91
Social work	53	53	56	56
Community services	30	30	10	10
Fundraising	37	37	39	39
Central services	101	101	98	98
Total headcount	1,271	1,279	1,136	1,227

Employees received £141,000 of benefits in kind, which are not included above (2023–24: £113,000).

Volunteers do not receive any remuneration for their time; however, they may claim expenses.

Staff numbers

The Charity's headcount increased following the integration of Jami staff into Jewish Care. At the Group level, headcount rose due to the recruitment of more relief staff, which has supported improvements in our staffing mix for care provision.

Staff by pay band

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

Leadership remuneration

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

Staff by pay band	2024–25		2023–24	
	Charity	Group	Charity	Group
£60,001–£70,000	14	14	12	13
£70,001–£80,000	9	9	8	9
£80,001–£90,000	6	6	6	6
£90,001–£100,000	-	-	2	3
£100,001–£110,000	4	4	6	6
£110,001–£120,000	2	2	1	1
£120,001–£130,000	1	1	2	2
£130,001–£140,000	1	1	-	-
£160,001–£170,000	-	-	-	1
£210,001–£220,000 CEO	-	-	1	1
£220,001–£230,000 CEO	1	1	-	-
	38	38	38	42

Leadership remuneration All values in £'000	2024–25		2023–24	
	Charity	Group	Charity	Group
Executive leadership	1,398	1,398	1,324	2,023
Trustees	-	-	-	-

10. Tangible fixed assets

All tangible assets are used for charitable purposes primarily.

All assets under construction relate to the Redbridge project except £0.1m for a care home refurbishment (group and charity).

Group					2024–25
All values in £'000	Land & property	Equipment	Vehicles	Assets under construction	Total

Cost

At 1 April 2024	166,759	8,768	47	2,176	177,750
Additions	186	1,159	-	8,933	10,278
Disposals	(1,423)	-	-	-	(1,423)
Transfer to investment properties	(2,577)	-	-	-	(2,577)
At 31 March 2025	162,945	9,927	47	11,109	184,028

Accumulated depreciation

At 1 April 2024	32,121	5,753	21	-	37,895
Depreciation charge	3,689	650	7	-	4,346
Disposals	(846)	-	-	-	(846)
Transfer to investment properties	(593)	-	-	-	(593)
At 31 March 2025	34,371	6,403	28	-	40,802

Net Book Values

At 31 March 2024	134,638	3,015	26	2,176	139,855
At 31 March 2025	128,574	3,524	19	11,109	143,226

Charity					2024–25
All values in £'000	Land & property	Equipment	Vehicles	Assets under construction	Total

Cost

At 1 April 2024	161,223	8,699	27	2,206	172,155
Additions	186	1,159	-	9,339	10,684
Transfer resulting from merger	1,422	15	-	-	1,437
Transfer to investment properties	(2,577)	-	-	-	(2,577)
Disposals	(1,423)	-	-	-	(1,423)
At 31 March 2025	158,831	9,873	27	11,545	180,276

Accumulated depreciation

At 1 April 2024	32,067	5,731	6	-	37,804
Depreciation charge	3,232	644	4	-	3,880
Transfer resulting from merger	238	3	-	-	241
Transfer to investment properties	(593)	-	-	-	(593)
Disposals	(846)	-	-	-	(846)
At 31 March 2025	34,098	6,378	10	-	40,486

Net Book Values

At 31 March 2024	129,156	2,968	21	2,206	134,351
At 31 March 2025	124,733	3,495	17	11,545	139,790

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

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

11. Intangible assets

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

Group & Charity 2024–25
All values in £'000

Cost

At 1 April 2024	2,490
Additions	-
At 31 March 2025	2,490

Accumulated amortisation

At 1 April 2024	2,379
Amortisation charge	70
At 31 March 2025	2,449

Net Book Values

At 31 March 2024	111
At 31 March 2025	41

12. Investments

Group			2024–25	2023–24
All values in £'000	Investment properties	Financial investments	Total	Total
Market value at 1 April	1,619	33,301	34,920	32,770
Transfer from land & property*	1,984	-	1,984	-
Additions at cost	-	7,377	7,377	5,662
Disposal proceeds	-	(6,345)	(6,345)	(6,587)
Cash movements	-	(724)	(724)	442
Realised gain/(loss)	-	209	209	(61)
Unrealised gain	210	214	424	2,694
Market value at 31 March	3,813	34,032	37,845	34,920

Charity			2024–25	2023–24
All values in £'000	Investment properties	Financial investments	Total	Total
Market value at 1 April	1,479	33,590	35,069	32,887
Transfer from land & property*	1,984	-	1,984	-
Transfer resulting from group restructure**	140	405	545	-
Additions at cost	-	7,377	7,377	5,682
Disposal proceeds	-	(6,345)	(6,345)	(6,575)
Cash movements	-	(724)	(724)	442
Realised gain/(loss)	-	209	209	(61)
Unrealised gain	210	214	424	2,694
Market value at 31 March	3,813	34,726	38,539	35,069

Investment properties

Jewish Care was given a property portfolio worth £1,334,000 in 2018, per valuation by Strettons. A desktop review by Herschell Consulting Ltd valued the portfolio at **£1,508,250** as at 31 March 2025 (2024: £1,424,250).

Jewish Care owns a one-third interest in a residential care home for adults with learning difficulties, which was valued at **£55,000** by Knight Frank in 2016. A desktop review by Herschell Consulting Ltd indicated no change to this valuation as at 31 March 2025.

*Jewish Care owns two properties, which had a net book value of £1,984,000 on 31 March 2024, that had been leased to Jami. Jami vacated these properties during 2024, and they have been leased out to external entities, which has triggered the reclassification. A desktop review by two valuers indicates that the properties are worth around **£1,250,000** and **£900,000** as at 31 March 2025.

Jewish Care owns a property, originally gifted to Jami with a probate value of £140,000 during 2022–23. A desktop review by Herschell Consulting Ltd valued the leasehold at **£100,000 as at 31 March 2025.

Analysis of investments on 31 March 2025

All values in £'000	Charity		Group	
	Market value	Cost	Market value	Cost
Equities & convertibles	27,267	18,833	26,573	18,544
Sterling & foreign currency bonds	6,680	6,762	6,680	6,762
Deposits	779	779	779	779
Financial investments	34,726	26,374	34,032	26,085
Investment properties	3,813	3,103	3,813	3,103
	38,539	29,477	37,845	29,188

13. Financial instruments

All values in £'000	31 March 2025		31 March 2024	
	Charity	Group	Charity	Group
Financial assets measured at fair value (listed investments: equities & convertibles and bonds)	33,206	33,206	32,029	31,750

14. Inventory

Group & Charity, all values in £'000	31 March 2025	31 March 2024
Food & cleaning	126	115
Personal protective equipment	13	22
	139	137

15. Receivables

All values in £'000	31 March 2025		31 March 2024	
	Charity	Group	Charity	Group
Trade receivables	2,601	2,613	2,159	2,182
Amounts owed by CTL (subsidiary)	-	-	706	-
Other receivables	252	252	108	116
HMRC (VAT & Gift Aid)	114	56	84	63
Accrued income	6,471	6,486	6,550	6,722
Prepayments	864	863	391	466
	10,302	10,270	9,998	9,549

Almost all the accrued income balance originates from legacies, which are donations or bequests made to the charity through a will or estate plan.

16. Payables

All values in £'000	31 March 2025		31 March 2024	
	Charity	Group	Charity	Group
Trade payables	2,255	3,808	1,665	2,291
Amounts owed to CTL (subsidiary)	681	-	-	-
Other payables	39	43	15	16
Defined benefit pension	326	326	292	302
HMRC (PAYE & National Insurance)	826	826	722	850
Accruals	1,232	1,261	882	931
Deferred income	158	158	89	96
Funds held on behalf of residents	1,650	1,650	1,546	1,546
	7,167	8,072	5,211	6,032

Amounts owed to CTL comprise a charge of £1.5m for the construction of Redbridge, partially offset by a social investment of £0.6m in the Head Room Café and Gift Aid of £0.2m.

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

Deferred income

These are donor receipts subject to performance conditions, recognised when those conditions are met.

All values in £'000	Charity	Group
Deferred income at 1 April 2024	89	96
Earned income (released to SOFA)	(389)	(398)
Unearned income received	458	460
Deferred income at 31 March 2025	158	158

17. Bank borrowings

Group & Charity, all values in £'000	31 March 2025	31 March 2024
Amounts repayable by instalments falling due:		
More than 5 years	-	-
In the second to fifth years, inclusive	7,885	8,217
Non current (more than 1 year)	7,885	8,217
Current (less than 1 year)	415	83
Total	8,300	8,300

The remaining balance of £8.3m relates to the development of the Wohl Court Retirement Living facility in Hendon. The loan is repayable in quarterly instalments of £83k from February 2025 until February 2029 when the remaining balance of £7.0m is repayable as a lump sum. Barclays took the £83k repayment scheduled for February 2025 in April 2025.

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

18. Pensions

Defined contribution scheme

Jewish Care has two pension schemes, the first being the Group Personal Pension plan, a defined contribution scheme administered by Legal and General, with total contributions (employer and employee) of £2.8m during 2024–25 (2023–24: £2.4m). The liability with the Group Personal Pension plan on 31 March 2025 is £322,000 (31 March 2024: £302,000, which were contributions unpaid at the year end and included in payables).

Defined benefit scheme

The second scheme is the Jewish Care Pension Scheme, a defined benefit arrangement. It was closed to new members on 1 February 2006 and ceased future benefit accrual on 31 March 2011. The scheme's assets are held separately from the Charity and are managed by the Trustees of the Jewish Care Pension Scheme.

A full actuarial valuation of the scheme was conducted on 1 April 2022 by Barnett Waddingham. The next valuation, conducted on 1 April 2025, will be reported in late 2025.

Amounts recognised on the Balance Sheet

The Scheme had a deficit of £6,381,000 on 31 March 2025, which is £1,835,000 less than the deficit on 31 March 2024. The main reasons for the deficit reduction are:

- **Higher bond yields** – These reduced the estimated cost of future pension payments.
- **Updated life expectancy assumptions** – New data suggests members may not live as long as previously expected, lowering future liabilities.
- **Lower inflation** – This reduced the expected increase in pension payments.

Group & Charity, all values in £'000	31 March 2025	31 March 2024
Fair value of assets	37,026	40,420
Present value of funded obligations	(43,407)	(48,636)
Pension deficit	(6,381)	(8,216)

Reconciliation of pension deficit

Group & Charity, all values in £'000	2024–25	2023–24
Deficit at 1 April	(8,216)	(7,145)
Net interest	(391)	(332)
Employer contributions	1,000	1,058
Administration costs	(390)	(317)
Experience gain/(loss) on defined benefit obligation	465	(451)
Return on plan assets less interest	(3,413)	(1,405)
Gain from changes to actuarial assumptions	4,564	376
Deficit at 31 March	(6,381)	(8,216)

Analysis of scheme assets

Group & charity, all values in £'000	31 March 2025	31 March 2024
Equities	11,818	12,197
Credit funds	10,472	9,849
Liability driven investments	9,262	12,669
Liquidity	4,520	4,775
Cash	506	753
Insured assets	448	177
	37,026	40,420

Reconciliation of assets

Group & Charity, all values in £'000	2024–25	2023–24
Fair value of assets at 1 April	40,420	41,876
Interest on assets	1,954	2,002
Employer contributions	1,000	1,058
Benefits paid	(2,545)	(2,794)
Administration costs	(390)	(317)
Return on plan assets less interest	(3,413)	(1,405)
Fair value of assets at 31 March	37,026	40,420

Reconciliation of defined benefit obligation

Group & Charity, all values in £'000	2024–25	2023–24
Obligation at the beginning of the year	48,636	49,021
Interest cost	2,345	2,334
Benefits paid	(2,545)	(2,794)
Experience (gain)/loss on defined benefit obligation	(465)	451
Changes to demographic assumptions	(785)	(138)
Changes to financial assumptions	(3,779)	(238)
Obligation at the end of the year	43,407	48,636

Remeasurements

Group & Charity, all values in £'000	2024–25	2023–24
Loss on scheme assets in excess of interest	3,413	1,405
Experience (gain)/loss on liabilities	(465)	451
(Gain) from changes to demographic assumptions	(785)	(138)
(Gain) from changes to financial assumptions	(3,779)	(238)
Total re-measurement (gain)/loss	(1,616)	1,480

Amounts recognised on the SOFA

Group & Charity, all values in £'000	2024–25	2023–24
Interest on liabilities	2,345	2,334
Interest on assets	(1,954)	(2,002)
Net interest	391	332
Administration costs	390	317
	781	649

Deficit reduction plan

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

In agreement with the Pension Trustees, Jewish Care will contribute £1,667,000 per annum to the scheme between 1 April 2025 and 31 March 2031.

During 2024–25, the employers contributed £1,000,000 to the scheme (2023–24: £1,058,000). The charge to the accounts was £781,000 (2023–24: £649,000). The contribution rate made by the Charity as a percentage of pensionable salary was 4% (2023–24: 4%).

Risks

Like most defined benefit pension schemes, this Scheme exposes the Charity to several financial risks. These include market ups and downs affecting investments, changes in interest rates and inflation impacting future pension costs, and the possibility that members live longer or take less cash at retirement than expected.

Principal actuarial assumptions

	31 March 2025	31 March 2024
Discount rate	5.75% p.a.	4.95% p.a.
Retail price index (RPI) inflation	3.50% p.a.	3.45% p.a.
Consumer price index (CPI) inflation	2.95% p.a.	3.00% p.a.
Pension increases		
RPI max 5%	3.35% p.a.	3.35% p.a.
RPI max 2.5%	2.20% p.a.	2.20% p.a.
CPI max 3%	2.30% p.a.	2.35% p.a.
Pre and Post retirement mortality assumption (see table below for more detail)	101% (male) / 98% (female) of the S4PXA tables with CMI_2023 projections using a long-term improvement rate of 1.25% p.a., initial addition of 0.25% p.a. and 2020/21/22/23 weight parameters of 0%/0%/15%/15%	S3NA tables with CMI 2022 projections using a long-term improvement rate of 1.25% p.a., initial addition of 0.25% p.a. and 2020/2021/2022 weight parameters of 0%/0%/25%
Tax free cash	Members are assumed to commute 20% of their pension as tax free cash	Members are assumed to commute 20% of their pension as tax free cash

Mortality assumptions

Life expectancy at age 65 for:	31 March 2025	31 March 2024
Male currently aged 45	22.8	23.3
Male currently aged 65	21.4	22.0
Female currently aged 45	25.6	25.9
Female currently aged 65	24.2	24.6

Sensitivity to changes in assumptions

All values in £'000	Approximate effect on liability
Discount rate -0.5%	2,233
Inflation +0.5%	1,365
Remove allowance for commutation at retirement	(288)
Increase long-term mortality rate to 1.5% p.a.	211

19. Analysis of Net Assets between Funds

Group						31 March 2025
All values in £'000	Endowment	Restricted	Designated	General	Pension	Total
Fixed assets	13,535	10,969	118,763	-	-	143,267
Investments	3,120	1,885	4,000	28,840	-	37,845
Cash & cash equivalents	126	6,635	-	9,871	-	16,632
Inventory	-	-	-	139	-	139
Receivables	-	-	-	10,270	-	10,270
Payables	-	(1,650)	(415)	(6,422)	-	(8,487)
Bank loan	-	-	(7,885)	-	-	(7,885)
Pension	-	-	-	-	(6,381)	(6,381)
Net Assets	16,781	17,839	114,463	42,698	(6,381)	185,400

Restricted fixed assets include assets under construction for our care & community campus in Redbridge (£11.0m). These will be transferred to designated reserves when the campus becomes operational in 2026.

The designated funds consist of unrestricted fixed assets, £8.3m of borrowings and £4m of investments. The Board has earmarked investments to match a pledge from a major donor that will create a restricted fund to support certain capital expenditure over many decades.

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

All values in £m	Endowment <i>Note 22</i>	Restricted <i>Note 21</i>	Designated	General	Pension
Fixed assets	JET & MJT contributions towards Wohl Court & Sandringham respectively (9.3 + 4.2)	Redbridge campus (11.0)	All other fixed & intangible assets (118.8)	-	-
Investments	JET + MJT + Other (2.0 + 0.5 + 0.6)	Sandringham (1.9)	Investments for Sandringham match funding (4.0)	All other investments (28.8)	-
Cash	Specific Trusts bank account (0.1)	Cash held on behalf of residents + Redbridge + Sunridge + Hyman Fine (1.7 + 1.7 + 0.2 + 3.0)	-	All other cash (9.9)	-
Inventory & Receivables	-	-	-	All (0.1 + 10.3)	-
Current liabilities	-	Funds held on behalf of residents (1.7)	Bank loan (0.4)	All other current liabilities (6.4)	-
Non-current liabilities	-	-	Bank loan (7.9)	-	DB Pension (6.4)

Charity						31 March 2025
All values in £'000	Endowment	Restricted	Designated	General	Pension	Total
Fixed assets	13,535	11,404	114,892	-	-	139,831
Investments	3,120	1,885	4,000	29,534	-	38,539
Cash & cash equivalents	126	6,200	-	9,255	-	15,581
Inventory	-	-	-	139	-	139
Receivables	-	-	-	10,302	-	10,302
Payables	-	(1,650)	(415)	(5,517)	-	(7,582)
Bank loan	-	-	(7,885)	-	-	(7,885)
Pension	-	-	-	-	(6,381)	(6,381)
Net Assets	16,781	17,839	110,592	43,713	(6,381)	182,544

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

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

20. Summary of Funds

Group							
All values in £'000	Note	1 April 2024	Income	Expenditure	Gain/Loss	Transfers	31 March 2025
General funds		40,286	65,430	(64,653)	706	929	42,698
Designated funds		120,267	-	(4,804)	-	(1,000)	114,463
Pension fund	18	(8,216)	-	219	1,616	-	(6,381)
Restricted funds	21	4,462	16,344	(2,912)	(126)	71	17,839
Endowment funds	22	16,815	63	(150)	53	-	16,781
Total Funds		173,614	81,837	(72,300)	2,249	-	185,400

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

Charity							
All values in £'000						Transfer resulting from group restructure	31 March 2025
	Note	1 April 2024	Income	Expenditure	Gain/Loss	Transfers	
General		40,768	65,372	(65,814)	694	929	43,713
Designated		114,733	-	(3,141)	-	(1,000)	110,592
Pension	18	(8,216)	-	219	1,616	-	(6,381)
Restricted	21	4,287	16,344	(2,912)	(126)	71	17,839
Endowment	22	16,815	63	(150)	53	-	16,781
Total Funds		168,387	81,779	(71,798)	2,237	-	182,544

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

Transfers between funds comprise:

- £1m from designated to restricted funds, relating to the Sandringham Fund (see note 21, paragraph 6).
- £977k from restricted to general funds, representing the reimbursement of unrestricted expenditure following the sale of the Hyman Fine property. Note 7 provides more details.
- £48k from general to restricted funds, reflecting a reclassification of income originally recognised as unrestricted.

The transfer resulting from the group restructure reflects the integration of Jami (formerly a subsidiary) into Jewish Care (the parent charity). Further information can be found in note 24.

21. Restricted Funds

All values in £'000	1 April 2024	Income	Expenditure	Loss	Transfer	31 March 2025
Care Homes & Retirement Living ¹						
Sunridge	150	-	-	-	-	150
Rosetrees	-	20	(23)	-	48	45
Stella & Harry Freedman	-	46	(40)	-	-	6
Sidney Corob	-	73	(73)	-	-	-
Anita Dorfman	-	54	(54)	-	-	-
Shebson Lodge	-	40	(40)	-	-	-
Selig Court	-	25	(17)	-	-	8
Otto Schiff	-	17	(17)	-	-	-
Other ²	-	37	(37)	-	-	-
Day & Community Centres ¹						
JC Direct & Community Support	-	560	(560)	-	-	-
S Herts Hub (Sandringham)	-	551	(551)	-	-	-
North London Hub (BALC)	45	360	(365)	-	-	40
NW London Hub (Michael Sobell)	-	303	(303)	-	-	-
East London & Essex Hub	-	63	(63)	-	-	-
Disability Arts & Dementia	-	57	(57)	-	-	-
Other ²	-	19	(15)	-	-	4
Other Community Services						
Brighton & Sussex ³	600	3,504	(170)	-	(977)	2,957
Jami ⁴	-	297	(357)	-	175	115
Capital projects						
The Redbridge Campus ⁵	3,492	9,137	-	-	-	12,629
Sandringham Campus	-	4	(4)	-	-	-
Other						
Sandringham Fund ⁶	-	1,012	(1)	(126)	1,000	1,885
Government subsidies	-	165	(165)	-	-	-
Total – Charity	4,287	16,344	(2,912)	(126)	246	17,839
Jami ⁴	175	-	-	-	(175)	-
Total – Group	4,462	16,344	(2,912)	(126)	71	17,839

1. We receive restricted donations for specific care homes and day & community centres to support our current residents and members.
2. The "Other" categories generally pertain to funds allocated for entertainment and therapeutic services for residents in our homes and users of our centres.
3. Hyman Fine House was sold in January 2025, and the remaining funds will be used to deliver community services, such as day centres and social work, for the Jewish community in Brighton and Sussex. This fund's name has changed from "Hyman Fine" to "Brighton & Sussex". See note 7 or further details.
4. Jami received restricted donations to support initiatives such as support worker training, early intervention for children, and suicide prevention. Most of the year-end balance is allocated to a counselling and talking therapy service for individuals in emotional distress, as well as funding for the Head Room café, which offers a safe community space and support groups for those affected by mental illness.
5. We have received donations over the years to fund our care & community campus in Redbridge. These funds are paying for the assets under construction. When the campus opens in 2026, thereby fulfilling the conditions of the restricted donations, the asset will be transferred to designated funds, in line with the treatment of previous developments.
6. The Sandringham Fund is a matched funding initiative launched with a £1m donation recognised as income in 2024–25, matched by Jewish Care from unrestricted (designated) funds, with the potential to grow to support the long-term conservation of the stunning properties and grounds at the Sandringham campus.

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

Income, excluding government subsidies, relates to all fundraising income specifically raised for the services as detailed above. Expenditure relates to all expenditure linked to that with which it was fundraised for.

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

22. Endowment Funds

Group & Charity, all values in £'000	1 April 2024	Income	Expenditure	Gain/(Loss)	31 March 2025
Maitland Joseph Trust ¹	9,805	-	-	4	9,809
Joel Emanuel Trust ²	5,987	63	(124)	66	5,992
Maurice and Samuel Lyon Home	523	-	(26)	-	497
Other trusts	500	-	-	(17)	483
	16,815	63	(150)	53	16,781

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

Note 23 outlines the purpose and history of these Trusts.

1. £7m of the Maitland Joseph endowment funds were applied to the care campus at Sandringham at Stanmore, £2.3m of the same fund was applied to Betty and Asher Loftus campus in prior years.

2. Please refer to the financial statements for the Joel Emanuel Trust for further information on this Trust.

23. Subsidiary undertakings & linked charities

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

Detailed financial results for Community Trading Limited and the Joel Emanuel Trust are presented in note 25.

Name of subsidiary /linked charity	Basis of Control – Direct except where stated as indirect
Subsidiary	
Community Trading Limited	CRN 02449362 100% subsidiary
Linked charities	
A E Franklin Fund	Linked charity – 802559-16
Alexander Jacob Memorial Fund	Linked charity – 802559-17
Board of Guardians & Trustees for the Relief of the Jewish Poor (Jewish Welfare Board)	Linked charity – 802559-8
Brighton & Hove Jewish Home	Linked charity – 802559-4
George Julian Egerton Fund	Linked charity – 802559-1
H E David Fund	Linked charity – 802559-10
Jewish Blind Society	Linked charity – 802559-9
Jewish Convalescent Home (Brighton Branch)	Linked charity – 802559-18
Jewish Home & Hospital at Tottenham	Linked charity – 802559-7
Joel Emanuel Trust	Linked charity – 802559-12
Levy Charitable Trust	Linked charity – 802559-3
Maurice & Samuel Lyon Home	Linked charity – 802559-2
Nathan Simpson Trust	Linked charity – 802559-20
R A Schlesinger Fund	Linked charity – 802559-19
Redbridge Jewish Youth & Community Centre	Linked charity – 802559-6
Sophia Gardner Fund	Linked charity – 802559-15
Stepney Jewish (B'nai B'rith) Clubs & Settlement	Linked charity – 802559-5
Endowment Funds as linked charities	
Clara Baroness De Hirsch Convalescent Fund	Linked charity – 802559-14
Maitland Joseph Trust	Linked charity – 802559-11
The Anthony & Annie Muller Seaside Convalescent Home	Linked charity – 802559-13
Dormant subsidiaries	
Friends of the London Jewish Hospital Limited	CRN 00267419 Common Management control
Jewish Care Community Foundation Limited	CRN 03071151 Common Management control
Jewish Family Services Limited	CRN 03196138 100% subsidiary
Jewish Care Pension Trustees Limited	CRN 02493041 100% subsidiary
Sunridge Housing Association Limited	FCA IP18002R 100% subsidiary

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

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

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

Linked charities

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

A E Franklin Fund

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

Alexander Jacob Memorial Fund

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

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

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

Brighton & Hove Jewish Home

- Objective: To provide residence for aged, poor, and ailing respectable persons of the Jewish faith aged 60 or over who have resided in Sussex for at least 3 years prior to application.
- The residence, Hyman Fine House, was sold in January 2025 (note 7), and we intend to use the funds to deliver community services, such as day centres and social work, for the Jewish community in Sussex. However, to do so, the Trust's current charitable objective must be amended, which is pending approval from the Charity Commission.
- Established by a declaration of trust in 1952.
- Registered as a linked charity in 2008.

George Julian Egerton Fund

- Objective: To assist Jewish ladies and gentlemen of good family who, after living comfortably earlier in life, find themselves in reduced circumstances in middle or old age.
- Established by the will of George Julian Egerton in 1961.
- Registered as a linked charity in 2008.

- Funds applied to Jewish Care's general purposes as agreed with the Charity Commission in 2009.

H E David Fund

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

Jewish Blind Society

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

Jewish Convalescent Home (Brighton Branch)

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

Jewish Home & Hospital at Tottenham

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

Joel Emanuel Trust

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

Levy Charitable Trust

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

Maurice & Samuel Lyon Home

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

Nathan Simpson Trust

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

R A Schlesinger Fund

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

Redbridge Jewish Youth & Community Centre

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

Sophia Gardner Fund

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

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

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

Clara Baroness De Hirsch Convalescent Fund

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

Maitland Joseph Trust

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

The Anthony & Annie Muller Seaside Convalescent Home

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

24. Merger of Jewish Care and Jami

As described on page 25, the Jewish Association for Mental Illness (Jami) merged with Jewish Care on 1 April 2024. The merger has been treated as a 'hive-up' under the Charity SORP and FRS 102. The term 'hive up' is commonly used to describe group reorganisations where the business undertaken by a subsidiary are transferred up into the parent company. This approach transfers Jami's net assets directly into Jewish Care without restating prior year accounts. The financial impact of the transfer on the Charity's balance sheet on 1 April 2024 is shown below:

All values in £'000	Notes	31 March 2024 Parent charity	+	31 March 2024 Jami subsidiary	→	1 April 2024 Parent charity
Tangible fixed assets	10	134,351		1,196		135,547
Intangible fixed assets		111		-		111
Investments	12	35,069		545		35,614
Non-current assets		169,531		1,741		171,272
Inventory		137		-		137
Receivables		9,998		563		10,561
Cash & cash equivalents		10,448		228		10,676
Current assets		20,583		791		21,374
Payables		(5,211)		(607)		(5,818)
Bank loan		(83)		-		(83)
Current liabilities		(5,294)		(607)		(5,901)
Bank loan		(8,217)		-		(8,217)
Pension		(8,216)		-		(8,216)
Non-current liabilities		(16,433)		-		(16,433)
Net assets		168,387		1,925		170,312
Restricted funds	21	4,287		175		4,462
Restricted endowment funds		16,815		-		16,815
Total Restricted		21,102		175		21,277
Pension reserves		(8,216)		-		(8,216)
Unrestricted designated funds		114,733		1,196		115,929
Unrestricted general funds		40,768		554		41,322
Total unrestricted		147,285		1,750		149,035
Total funds		168,387		1,925		170,312

Whilst JAMI Sales & Services (JSAS) merged with Community Trading Limited (CTL) on 1 April 2024, there has been no impact on the financial reporting in the group account because both of these entities were reported in the Group figures only both before and after the restructure.

25. Summarised accounts of subsidiaries and linked charities

Community Trading Limited (CTL)

CTL is a subsidiary of Jewish Care. It's incorporated in England and Wales, company registration number 02449362. CTL's registered address is the same as Jewish Care's as shown on page 95. The following is a summary of its audited financial statements for 2024–25.

Statement of Income and Retained Earnings

Turnover and cost of sales increased in 2024–25 to reflect a full 12 months of construction of our new care and community campus in Redbridge, which began in September 2023.

All values in £'000	2024–25	2023–24
Turnover	11,411	2,038
Cost of sales	(10,654)	(1,753)
Gross profit	757	285
Administrative expenses	(152)	(175)
Operating profit	605	110
Interest receivable	-	-
Profit before taxation	605	110
Taxation expense	-	-
Profit after taxation	605	110
Qualifying charitable donation to Jewish Care	(210)	(110)
Transfer resulting from group restructure	(398)	-
Total shareholders' funds at the start of the year	13	13
Total shareholders' funds at the end of the year	10	13

Statement of Financial Position

All values in £'000	31 March 2025	31 March 2024
Non-current assets	319	-
Current assets	1,737	933
Current liabilities	(1,642)	(920)
Non-current liabilities	(404)	-
Total shareholders' funds	10	13

CTL's balance sheet shows a £0.3m increase in non-current assets during 2024–25, reflecting the transfer of a social investment following the merger with JSAS during the year. The investment, originally made by JSAS a few years ago to support the Head Room café, a social enterprise now operated by CTL, qualifies as a social investment under the Charities SORP, as it furthers Jewish Care's charitable objectives while also aiming to generate a financial return.

The Joel Emanuel Trust (JET)

JET is a Registered Social Landlord wholly owned by Jewish Care; linked charity number 802559-12 and Registered Social Landlord number A2670. The following is a summary of its audited financial statements for 2024–25.

Statement of Comprehensive Income

All values in £'000	2024–25	2023–24
Turnover	1,921	1,686
Operating expenditure	(2,166)	(2,010)
Operating deficit for the year	(245)	(324)
Dividend & interest receivable	38	-
Net interest payable	(145)	(99)
Gains on investments	104	199
Deficit for the year	(248)	(224)
Reserves at the start of the year	5,509	5,733
Reserves at the end of the year	5,261	5,509

Statement of Financial Position

All values in £'000	31 March 2025	31 March 2024
Fixed assets	6,207	6,178
Current assets	5	79
Liabilities	(951)	(748)
Net Assets	5,261	5,509

Reserves

All values in £'000	31 March 2025	31 March 2024
Income and expenditure account	(945)	(769)
Revaluation reserve	205	182
Designated reserve	9	9
Endowment reserve	5,992	6,087
Total Reserves	5,261	5,509

26. Related party transactions

Jewish Care is a parent of the subsidiaries and linked charities listed in note 25. These organisations are regarded as related parties with which Jewish Care has had various material transactions during the year. These transactions and any balances outstanding at year-end are listed below:

Community Trading Limited (CTL) (Subsidiary)

- Transfer of trading profits to Jewish Care: £209,929 (2023–24: £109,679)
- Capital funding from Jewish Care to CTL for construction activities: £8,361,558 (2024: £792,789)
- Capitalised value of construction work transferred to Jewish Care: £9,010,389 (2023–24: £2,648,679)
- Amount owed to CTL from Jewish Care as of 31 March 2025: £254,449 (2024: owed by CTL £341,111)
- Michael Brodtman and Jonathan Rose, JC Trustees, are also Directors of CTL.

Joel Emanuel Trust (JET) (Linked charity)

- Jewish Care operates Sidney Corob House and the Wohl Court Retirement Living scheme on behalf of JET
- Operational charges incurred by Jewish Care on behalf of JET: £2,166,901 (2023–24: £2,009,482)
- Operational income received by Jewish Care on behalf of JET: £1,959,275 (2023–24: £1,730,663)
- Interest charges relating to Wohl Court paid by JET to Jewish Care: £144,676 (2023–24: £143,464)
- Amount owed by JET to Jewish Care as of 31 March 2025: £831,620 (2024: £625,289)

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

- The SBA is a separate charity that provides relief and assistance to Jewish Care staff. Loans are issued to beneficiaries by an independent loans committee, via Jewish Care, and repaid via salary deductions.
- Reimbursement to Jewish Care during 2024–25: £41,927 (2023–24: £450,094)
- Amount owed by Jewish Care as of 31 March 2025: £1,681 (2024: owed to Jewish Care £27,046)
- Daniel Carmel Brown, Jewish Care's CEO, is also the sole director of the SBA.

JC Switzerland Foundation (Common Trustee)

JC Switzerland is an independent foundation that Jewish Care deposited 50,000 CHF in, which amounted to £43,779 on 31 March 2025 (2024: £43,908). There were no transactions, interest or dividends during 2023–24 and 2024–25.

Trustees, Management & co-opted members to the Finance, Audit & Investment Committee

None of the Trustees received any remuneration for their work with the Charity, nor did any of them claim reimbursement for travel or other expenses (2023–24: £400 reimbursed to one Trustee).

11 Trustees made donations totalling **£64,750** in 2024–25 (2023–24: £104,000 from 12 Trustees). Of the 2024–25 donations, £13,000 was designated for specific activities and was therefore classified as restricted income.

Stephanie Cooper, trustee, is also a trustee of the Langdon Foundation, which paid **£42,445** to Jewish Care for rent.

Jonathan Zenios, Chairman and Trustee until September 2024, and Suzi Woolfson, co-opted member of the Finance, Audit & Investment Committee, are also Trustees of the Jewish Leadership Council, to which Jewish Care paid an annual membership fee of **£32,500**, attended training courses costing **£975** and co-sponsored an event for **£1,000**.

Suzi Woolfson, co-opted member of the Finance, Audit & Investment Committee, was a senior partner at PwC to which Jewish Care paid **£13,200** for professional advice. The PwC Foundation contributed **£2,500** for fundraising event tickets.

Leah Hurst, trustee, is employed as the General Counsel and Company Secretary of the Royal Opera House Covent Garden Foundation to which Jewish Care paid **£9,480** to host an event.

Amanda King, Chief Financial Officer, was a trustee for the Holocaust Memorial Day Trust until July 2024, to which Jewish Care paid **£5,000** to support events marking the 80th anniversary of Holocaust Memorial Day.

Marcus Sperber, Chair, is a non-executive director of Savills plc. Jewish Care paid **£3,974** to Savills UK Ltd for services.

27. Consolidated Statement of Financial Activities for 2023–24

All values in £'000	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
Donations & legacies	19,113	1,692	-	20,805
Capital project donations	-	1,172	-	1,172
Charitable activities	42,119	-	-	42,119
Investment income	1,595	-	-	1,595
Other trading activities	354	-	-	354
Other income	159	-	-	159
Disposal of land & buildings	7,130	-	-	7,130
Total income	70,470	2,864	-	73,334
Fundraising costs	4,223	-	-	4,223
Charitable activities	61,358	1,748	165	63,271
Investment fees	218	-	-	218
Disposal costs	125	-	-	125
Total expenditure	65,924	1,748	165	67,837
Net gain on investments	2,358	-	275	2,633
Net income	6,904	1,116	110	8,130
Transfer between funds	(1,480)	-	-	(1,480)
Pension scheme revaluation	293	(293)	-	-
Net movement in funds	5,717	823	110	6,650
Total funds at start of the year	146,692	3,567	16,705	166,964
Total funds at end of the year	152,409	4,390	16,815	173,614

Net income for the Charity only was £7,047,000 and the net movement in funds was £7,966,000.

28. Operating lease commitments

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

Group & charity	Within one	Between one	More than	31 March
All values in £'000	year	and five years	five years	2025
Land & property	207	827	2,294	3,328
Equipment	81	89	-	170
	288	916	2,294	3,498

On 1 April 2024, Jami transferred its lease of the Head Room Café, valid until May 2041, to Jewish Care.

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

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

29. Capital commitments

Since 2023–24, the Jewish Care group, specifically CTL, approved and signed contracts with suppliers to build the Sugar & Ronson campus in Redbridge. The remaining value of future payments under these contracts was £7,953,000 on 31 March 2025 (2024: £16,203,000). As noted on page 19, this project should be completed in June 2026.

30. Contingent assets

In line with the charity's accounting policy, legacy income is only recognised when entitlement is established, receipt is virtually certain, and the amount can be measured reliably. Jewish Care had been notified of its legal entitlement to several legacies at 31 March 2025, but the values remained subject to finalisation of estate administration or other uncertainties. Accordingly, these legacies are disclosed as contingent assets and have not been quantified due to the lack of reliable valuation.

6. CHARITY INFORMATION

Principal Office & Registered Address	Amélie House Maurice and Vivienne Wohl Campus 221 Golders Green Road London NW11 9DQ
Website	www.jewishcare.org
General information & requests	info@jcare.org
Charity Registration Number	802559
Company Registration Number	02447900
Banker	Barclays Commercial Bank Level 28, 1 Churchill Place London E14 5HP
Investment Advisors	Quilter Cheviot Ltd 1 Kingsway London WC2B 6AN Navera Investment Management Ltd <i>known as Meridiem until June 2025</i> Riverside House 2A Southwark Bridge Road London SE1 9HA
Pension Advisor	Barnett Waddingham LLP Decimal Place Chiltern Avenue Amersham HP6 5FG
Solicitors	Broadfield Law UK LLP <i>known as BDB Pitmans until December 2024</i> 1 Bartholomew Close London EC1A 7BL Bates Wells 10 Queen Street Place London EC4R 1BE
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JEWISH CARE

England & Wales - Charity number 802559

Accounts

JEWISH CARE

A charitable company limited by guarantee

Annual Report & Accounts

For the year ended 31 March 2024



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A YEAR IN NUMBERS

2023-24



care
homes
Page 8



retirement
living schemes
Page 8



community
centres
Page 8



care
campuses
Page 20

89%
occupancy in
care homes

99%
occupancy in
retirement
living schemes

157
people waiting
to move in



12,000
lives touched every week

Page 8

2,700
volunteers

Page 24

1,227
staff

Page 58

24,684
helpline enquiries

Page 8



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

Page 22



1,948

referrals for social work &
community support services

Page 24

13 compliments to every
complaint recieved

Page 23



20
fundraising
events with
6k attendees

generating
£22m
in donations

Pages 23 & 54

£11.95
London Living
Wage

0%
gender pay gap
(median)

Page 30



1 care and community
campus being
built in Redbridge

Page 26

1. TRUSTEES' ANNUAL REPORT

The Trustees have pleasure in submitting their Report incorporating the strategic report and audited financial statements for the year ended 31 March 2024.

Chair's introduction

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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



Jonathan Zenios, Chair of Trustees during 2023-24

Chief Executive's introduction

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

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

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

We are incredibly grateful to The Wohl Foundation for their continued generous contribution towards helping Jewish Care to remain the employer of choice in the care sector through a commitment to align with the London Living Wage for all front line staff. The grant provided by The Wohl Foundation has helped Jewish Care to acknowledge the incredible dedication, hard work, and round-the-clock care that our staff provide to older people in the community every single day, by paying them a higher rate of pay for the vital work they do.

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

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

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

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



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

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

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

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

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

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



Daniel Carmel-Brown

What we do

Jewish Care is the largest health and social care charity serving the UK Jewish community in London and the South-East. Together with our 1,200 staff members, our 2,700 volunteers, and our dedicated Trustees and Lay Leaders lending their time and expertise, we run nine care homes, four retirement living schemes, ten community centres, three dementia day centres and many support services and groups, which touch the lives of over 12,000 people every week.

Our care and support services include the following services:

Care homes – All our nine care homes are committed to enabling residents to receive high quality residential, nursing and dementia care in an environment that promotes meaningful lives. Electronic care plans support evidence-based care and treatment, while providing an educational function for staff with active input to policies and procedures. Our care homes are regulated and inspected by the Care Quality Commission and we aim to provide the very best standards of care. We also offer a unique style of care that reflects the traditions, beliefs and culture shared by Jewish people. Our staff are trained to understand the Jewish culture and help residents to observe and celebrate Shabbat and the Jewish festivals in a comfortable "heimische" atmosphere. The Jewish way of life is celebrated in all our homes, which have ongoing relationships with the community. We are open to safe admissions following strict Public Health England guidelines and measures across our care homes.

Retirement Living – Our four beautifully finished, secure, purpose-built apartments are designed for people over 60. Tenants benefit from the peace of mind of knowing 24-hour support is available from our staff should they ever need it. These apartments enable couples or individuals to enjoy a unique blend of stylish housing, tailor-made care and support. They are designed with independence and wellbeing in mind, and they give tenants the freedom to make their home their own, to live life the way they want to live. But they also give tenants the extra security of video entry systems, CCTV and a concierge service. Should a tenant's needs change as they grow older, they can change the type of care and support they receive. Most of our retirement communities are located within easy access of local amenities and transport connections. And they all give tenants the freedom to be part of a community within a bigger Jewish community.

Community support and social work services – We have five specialist teams who can guide, support, advise and advocate in the areas of ageing and dementia, disability and welfare rights, family carers, holocaust survivors, refugees, and palliative care. Our teams work closely together with community networks, with GPs, synagogues, voluntary agencies, and other organisations, including the NHS, local authorities, and other care service providers to deliver the best possible outcomes for our clients.

Community and day centres – Our community centres are places where people can stay active, develop new skills, stay in touch with old friends and make new ones. We try to cater for all interests, by offering a wide variety of enjoyable activities for all ages, including exercise, discussions, computer lessons, social events, support groups and more. All our centres celebrate the Jewish festivals and stay in touch with their communities by participating in activities with local synagogues and schools.

Jewish Care Direct helpline – This is a confidential first port of call information and advice helpline, offering assistance, with a wide range of health and social care queries. Our trained advisers are friendly, knowledgeable and helpful, and provide details of all Jewish Care's community support services in a sensitive and compassionate manner. The Helpline had over 24,684 enquiries between April 2023 and March 2024.

Mental health and wellbeing – Jami (The Jewish Association for Mental Illness) and Jewish Care deliver a single integrated mental health service for the Jewish community. The services provided offer support, advice, and care to people with mental health needs, their families and loved ones. The highly experienced and skilled teams provide individual support to clients through therapeutic, social and cultural activities, enabling people to maintain their independence and enhance their wellbeing.

Dementia care – Our person-centred care encourages individuals to remain active and helps people to maintain their dignity and quality of life. We also have a specialist dementia development team to train and support our staff working in dementia care throughout the organisation. Our Singing for Memory and Memory Way Café groups continue to meet regularly online (and where possible, in person) each week.

Other services

Support groups and social clubs – We facilitate over 40 different groups that offer support, encouragement and advice to all those who attend. These groups offer support with addiction, bereavement, caring for someone, isolation and loneliness, living with dementia, and divorce. Other groups provide social opportunities to increase confidence, enhance wellbeing, and support those with mental health needs, such as Sunday socials, the Wednesday Social Club and Singular Challenge.

Holocaust Survivor and Refugee Services – We offer a unique range of therapeutic services for Holocaust survivors and refugees, tailored to meet their specific needs. Staff in the Shalvata centre offer practical and emotional support related to past trauma and current difficulties.

Disability services – We offer specialist services for people with disabilities, promoting independence, choice and providing support and enabling development.

Family carers support – Our services for family carers provide vital information, support, and representation to help people manage their caring role. We aim to offer individual support and advice on coping strategies, as well as specialist support groups. Our Social Work and Community Support Team supported over 2,000 people over the last year.

Meals on Wheels – Our community support services also deliver kosher, nutritious Meals on Wheels to a client's doorstep, delivering over 4,000 meals a month.

Befriending – Our befriending teams stay connected with hundreds of clients regularly via a phone or video call, to ensure that they do not become isolated and lonely. They make over 3,000 calls a month.

Jewish Care Explore – Our Jewish Care Explore team exists to offer support with technology to all adults within the Jewish community. We have two dedicated centres, based in Golders Green and Stanmore, with equipment available for people to use independently or with support from the team. Help and advice is also available for any questions.

Jewish Care Presents – Jewish Care Presents is a full programme of online events and activities that clients can attend from the comfort of their own home or from wherever they are. This series of online events is like a virtual community centre, with 9,500 people joining over the last 12 months.

Role of volunteers

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

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

Fundraising performance

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

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

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

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

Fundraising approach

Jewish Care undertakes fundraising activity to achieve both revenue and capital projects income. We are a member of the Fundraising Regulator and adhere to the Fundraising Code of Practice. We also hold organisational membership of the Institute of Fundraising. Income is generated from the community and existing supporters via a number of channels, including donations, direct mail, challenge events, special events, supporters who raise income on behalf of Jewish Care, legacies, trust and foundations, and two major gifts giving programmes – Patrons and Friends of Jewish Care. We have recently enhanced our Celebrate with Jewish Care and our Giving in Memory channels to encourage giving from a broader cross section of the community. Jewish Care does not use any third-party fundraising organisations.

As members of the Fundraising Regulator we abide to the Fundraising Promise:

- ✓ We will commit to high standards
- ✓ We will be clear, honest and open
- ✓ We will be respectful
- ✓ We will be fair and reasonable
- ✓ We will be accountable and responsible

Jewish Care's fundraising activity also complies with the Data Protection Act 2018 and other data protection regulations. We send communications via mail, email and through social media and advertising. Consent is obtained where required and recorded. All information is stored securely. Supporters are aware of their rights; are in control of the information they share with us and are able to change the way they hear from Jewish Care at any time.

We also ensure that we take careful steps to protect vulnerable and other members of the community from behaviours that may be deemed unreasonable. In line with the Institute of Fundraising's guidance on Treating Donors Fairly, we have a clear policy for treating people in vulnerable circumstances.

Fundraising governance is overseen by the Fundraising Governance Committee (formerly the Campaign Oversight Group). The Fundraising Governance Committee is chaired by a Trustee and is made up of ex-Trustees and other members of the Community with relevant professional experience. The Committee meets regularly and is responsible for managing fundraising risk, ensuring compliance with the Fundraising Regulator and GDPR, and that all donations are appropriate and do not give rise to reputational risk.

Our Vision, Purpose, Values & Strategy

Our Vision

For Jewish Care to be the care and community services provider of choice for older people in the Jewish community and to support family members every step of the way.

Our Purpose

To deliver excellent care and community support services to the community that are Jewish at heart, either directly or with others.

Jewish Care is an organisation where Jewish culture and values are shared and celebrated throughout our work. The Jewish values of care and respect for others run through all we do. We will be distinguished by the Jewishness of the services we offer, and people will choose us because of this.

Our Values

Our values are central to the way we work. They are what make us distinctive and drive how we act as individuals and as an organisation. They shape our culture. They are:

Excellence

Innovation

Compassion

Inclusiveness

Integrity

Our Strategy

Our strategic plan for 2020–2025 is available to view at www.jewishcare.org/strategy. Our strategy sets out an ambitious plan in a world of increasing change, complexity, challenges, and choice. We will need to be agile and responsive to ensure the organisation's sustainability for generations to come. Our strategic vision faces the following challenges: the changing need for care, the changing nature of Jewishness, the widening care funding gap, the growth of regulation and the changing economic landscape. We will have to make tough choices internally and constantly challenge ourselves to ensure that the care we provide, the people who provide it, and the systems that support it are the most efficient and the most effective every day, in every interaction. The future of Jewish Care will be characterised by outstanding engagement, excellent experience, clarity of purpose, agility, efficiency, and the strength of our values.

Our strategy sets out the seven priorities we want to achieve across the organisation from 2020–2025, how we are approaching them and some of the ways with which we will measure success. The seven priorities are as follows and are underpinned by partnerships, as everything we do requires the coming together of our workforce, our army of volunteers, our donors and the community at large.

Jewish Care will be distinctively Jewish – Our aim is to ensure that the Jewishness of the experience we offer is clear, distinct and meets the needs and expectations of the community we serve. We want people to experience the Jewish values of kindness, giving and being welcomed in every interaction with us.

Jewish Care will be recognised for quality and innovation – Our aim is to be the social care provider of choice for older people in the Jewish community, universally recognised for the quality of our services. Jewish Care should always deliver quality, best practice, and achieve full compliance with all legal and regulatory requirements.

Jewish Care will be integrated in our community – Our aim is for the Jewish community and Jewish Care to remain central to each other. Jewish Care will develop alongside members of the community we serve as we navigate a changing world of care. We will evolve to provide the support that is needed and work together with our communities to shape the future of care and sustain our ability to meet their changing expectations and needs. We will engage effectively with supporters, volunteers, leaders, partners and clients to respond to their needs and provide them with first-class care and services.

Jewish Care will be the customer's choice – Our aim is to develop staff and volunteers, our insights, our systems and tools, so that we can become the social care provider of choice to the Jewish community. We want to be known for the speed and excellence of our service.

Jewish Care will be an employer of choice – Our aim is to be the employer of choice for talented people who share our values and have the skills we need to deliver our ambitions.

Jewish Care will be the champion of volunteering – Our aim is to enable people to enjoy a first-class experience as volunteers, making the most of their skills and recognising the impact they make on the communities we serve.

Jewish Care will be a continued leader for the community for generations to come – Our aim is to ensure that the governance, leadership, financial state, health, resources and reputation of the organisation continue to be robust and well managed, and allow us to serve the community for generations.

Over the last couple of years we have been improving our Measures of Success and the following are Jewish Care's key Measures of Success.

Strategic Priority	Measure of Success	Our performance in 2023–24
Distinctively Jewish Recognised for quality and innovation Customer's choice	• CQC ratings ○ To maintain a "Good" rating at every care home and aim for "Excellent" ratings. • Health & Safety ratings ○ To retain compliant ratings from external audits across all workstreams and sites; to maintain 85% coverage on Health & Safety staff training and keep accidents to a minimum. • Occupancy ○ To achieve the budgeted level of occupancy. • Compliments and complaints ○ To receive at least eight compliments for each complaint.	• Achieved. We retained "Good" ratings at every care home. • Achieved. All resources were compliant in terms of audit; there was no unexplained increase in accidents, and more than 90% of staff had completed their Health & Safety training by 31 March 2024. • Achieved. We exceeded our budgeted level of occupancy by 1%. • Achieved. We received 13 compliments for each complaint.
Integrated in our community	• Community recognises valuable work done and donates generously to appeals, at events and via legacies.	• Achieved fundraising target. See page 10.
Champion of volunteering	• Number of volunteers ○ To maintain at least 3,000 volunteers.	• 2,700 volunteers. This is less than the target due to a permanent reduction post COVID and cleaning up our volunteer data.
Employer of choice	• Staff turnover ○ To maintain care staff churn at below the industry average.	• Achieved. Voluntary care staff churn was 17% and total churn was 24%. This is significantly below the industry average of 28%.
Continued leader for generations to come	• Occupancy • Amount of funds raised • Proportion of self-funder residents	• As above • As above • Not achieved. Ambitious target was 47%, but increasing competition led to fall from 46% to 42% during 2023–24.

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

Structure, governance & management

Our constitution

Jewish Care is a registered Charity (reg no. 802559) and a Charitable Company limited by guarantee and not having a share capital (reg no. 02447900). Jewish Care was registered as a Charity in November 1989, though the predecessor organisations to Jewish Care have been providing care and support for the community since the 1850s. It is governed by its Memorandum and Articles of Association, as amended in June 2017.

Subsidiaries & linked charities

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

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

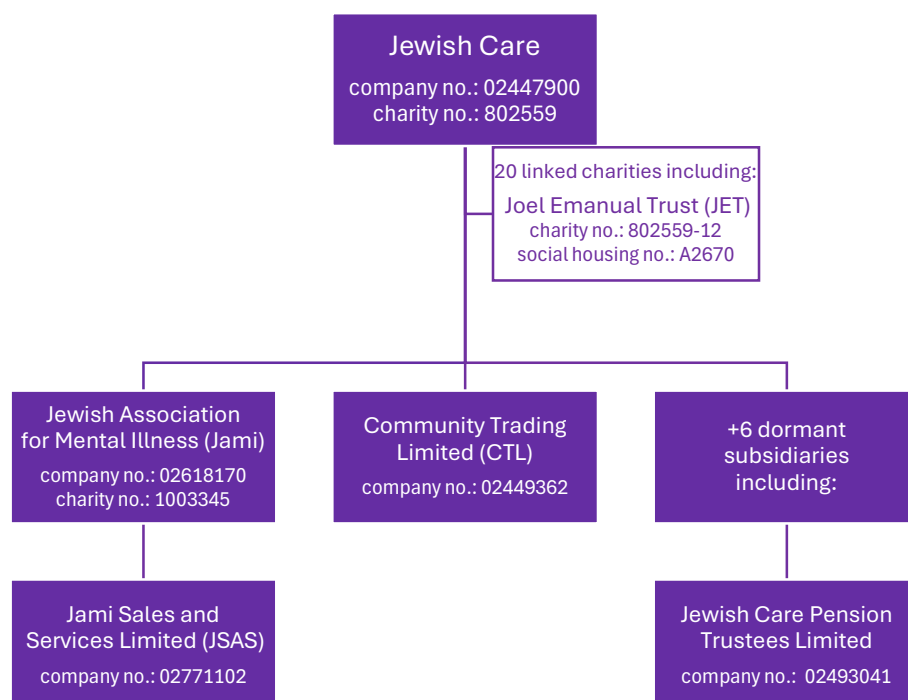
The subsidiaries are consolidated into the group accounts. Their summarised accounts are shown in note 24.

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

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

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

Jewish Care also has close working relationships and partnerships with other Jewish charities, sharing knowledge and support to actively enhance each of their respective objectives.



Jewish Association for Mental Illness (Jami)

Jami provides an integrated mental health service for the Jewish community providing support to clients through therapeutic, social and cultural activities, enabling them to maintain independence and enhance their wellbeing. Jewish Care is the sole company law member of Jami. The Jewish Care group financial statements for the year ended 31 March 2024 include Jami's results. Jami owns a 100% trading subsidiary, Jami Sales and Services Limited. Jewish Care supported Jami with a grant of £805,000 during 2023–24 (2022–23: £805,000) and a loan of £260,000, which are included in Jami's own financial statements.

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

Community Trading Limited (CTL)

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

Joel Emanuel Trust (JET)

JET is a linked charity and registered social landlord, whose objectives are the provision of housing for poor persons of the Jewish faith. JET operates Sidney Corob House, a mental health residential home for those over 50, offering residents different levels of care to suit their individual needs. JET also holds an interest in Wohl Court which is a Retirement Living facility. The overall affairs of the JET are managed and controlled by the corporate trustee (Jewish Care) which has appointed the JET Executive Committee. JET has, therefore, been managed by the executive committee during 2023–24, focussing on the facilities at Sidney Corob House and Wohl Court.

Trustees

The current Directors of Jewish Care are the Board of Trustees (who are listed on the next page). The Board of Trustees comprises 13 Trustees. The minimum requirement is 10 Trustees with a maximum of 20. The Trustees have delegated the day-to-day decision making to the Executive Leadership Team, who report directly to the Board of Trustees. Once in every 12-month period, one third of the Directors or, if their number is not three or a multiple of three, the number nearest to one third, shall retire from office by rotation. The Directors to retire by rotation shall be those who have been longest in office since their last appointment or re-appointment. A person retiring from the office of Director shall be eligible for re-election, provided that no Director shall serve for a consecutive period of more than six years, save with the approval of at least two-thirds of the other Directors.

The Board of Trustees meets every six to eight weeks alongside the Executive Leadership Team, to discuss the strategic priorities, performance of the organisation against key performance indicators (as summarised on page 12), to agree any changes in the way the organisation operates, strategic initiatives and to focus on the future. The Trustee Board has been selected based on skills and abilities chosen from a broad range of backgrounds, including health care, business, property, law, accountancy and public life, to meet the collective requirements of the organisation. Trustees are often recruited from our broader Lay Leadership team although when looking for very specific skills, advertising and / or non-executive specialist recruiters have been used. All new Trustees are given an induction pack on appointment with meetings and training organised with key charity personnel. Development and training of Trustees continues throughout their term of appointment. At the beginning of every Board meeting, Trustees are asked to disclose any conflicts they may have, given what is

being discussed. If any Trustee has a conflict, that conflict is minuted and that Trustee is asked to absent him or herself from the specific discussion.

At the 31 March 2024, the Board of Trustees was supported by ten committees and five expert groups. Some of these were set up following a governance review carried out in 2019–20. The governance review involved a review of the charity's organisational structure, its constitution, board composition and all other best practice recommendations to include recommendations from the Charity Governance Code.

Key management personnel

Trustees (who are also company Directors of the charity)

Jonathan Zenios*	Chair until 25 September 2024; resigned 25 September 2024
Marcus Sperber	Chair from 26 September 2024
Gayle Klein	Joint Vice Chair
Arnold Wagner OBE*	Joint Vice Chair
Darren Braham	Treasurer; appointed 18 September 2023
Michael Brodtman*	
Stephanie Cooper	
Adam Dawson	
Harold Gittelmon	
Leah Hurst	
Jonathan Rose	
Dr Jonathan Shapiro	
Amy Woolf	
Simon Friend*	Resigned 11 December 2023

*in line with the Articles of Association, these trustees were re-appointed as Trustees in September 2023.

The Group has maintained insurance cover for the benefit of its Trustees, Directors and Officers (including Pension Trustees) against any liability incurred by them in carrying out their duties in such capacities. The premium paid in respect of such insurance was £30,833 (2022–23 £29,618).

Executive Leadership Team

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

Committees

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

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

The Care & Housing Quality Committee has delegated responsibility on behalf of the Board of the Charity to oversee the quality of all care and housing. It considers operational performance, health and safety aspects of Jewish Care's care and housing operations, facilities management, satisfaction surveys and tenant policy. The purpose of the Committee is to ensure the delivery of the highest possible quality of service within the Charity's residential care facilities, having regard to financial budgetary constraints and best practice, by facilitating the development of effective strategic and operational policies and monitoring performance.

The Clinical Governance Committee is responsible for scrutinising, providing assurance and oversight of Jewish Care's clinical governance arrangements with a focus on residential care. The Committee ensures that adequate and appropriate governance and clinical risk structures, processes and controls are in place across Jewish Care. The membership of the Clinical Governance Committee comprises Trustees and non-Trustees, who have relevant current expertise in the areas of clinical governance. The Charity's Chief Executive and Directors for Care Services and Community Services also attend and represent the Executive Leadership Team.

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

The Community Services & Volunteers Committee has delegated responsibility on behalf of the Board of the Charity for helping to shape and to monitor progress on Jewish Care's Community Services and Volunteer Strategy, including but not limited to, community centres or community hubs. It makes recommendations for their timely and effective implementation; helping to develop the overall strategy in assisting Jewish Care source and develop partnerships with other organisations. It supports the effort to fulfil the seven strategic objectives, particularly community integration, recognition for quality and innovation, a champion of volunteering and the customer's choice; and helping develop Jewish Care's response to the changing demographics of the Jewish community in the UK meeting the needs of older Jewish people living in those communities.

The Fundraising Governance Committee oversees the Governance aspects of Jewish Care's day-to-day fundraising practices and provides assurance that those practices are appropriate in all respects, whilst also providing support to allow Jewish Care's strategic objectives to be met, and to address and to mitigate risk around donations. This in turn enables the Board of Trustees to be assured that appropriate scrutiny processes are in place. The Committee also monitors fundraising data and communications with donors.

The Finance, Audit & Investment Committee has delegated authority to assist the Board in its duty to supervise the broad direction of the Charity's financial affairs and those of its subsidiaries and linked charities. The Committee exercises, on behalf of the Board, supervisory oversight of all aspects of the Charity's corporate financial policies and operations. On an annual basis, it reviews the operating plan and budget, the rolling longer-term plan, and the reserves and the investment policies, for recommendation to the Board. It oversees preparation of the Annual Report and Accounts, including accounting policies and judgements, and reviews the performance, independence and objectivity of the external auditors.

The Internal Audit, Assurance & Risk Committee is responsible for overseeing internal audit and identifying and overseeing Jewish Care's risk framework. The membership of this committee comprises Trustees and non-Trustees who have relevant current expertise in the areas of finance, and/or risk management. The Charity's Chief Executive and most of the executive leadership team attend this committee. The Committee oversees the appropriate systems in place (which include corporate governance, legal, financial, and regulatory compliance systems) to manage the risks to which the Charity is exposed and mechanisms to manage risk to include the appointment of internal auditors.

The Property Strategy Committee has delegated responsibility on behalf of the Board of the Charity to oversee the management of property strategy and to make recommendations to the Board (either as a whole committee or a group appointed for that purpose by the Committee Chair) regarding high-value property acquisitions and disposals. Management of major capital projects, however, continues to be delivered by the Community Trading Ltd Board. The Committee provides advice and guidance on strategic property issues; likely costs to provide for major repairs, alterations and refurbishment; and in keeping abreast of modern designs and methods within the remit of health and social welfare. Its remit includes advising and supporting the Board on issues relating to legislative maintenance, estate planning, minor works programme, major capital works and legacy properties.

The Remuneration Committee oversees the remuneration and terms and conditions of the Chief Executive and executive leadership team, together with other direct reports to the Chief Executive, which are recommended by the Chief Executive and will be made by the Committee on appointment. Variations to the terms and conditions and remuneration of Directorate and other direct reports to the Chief Executive will also be recommended by the Chief Executive and made by the Committee. The Chief Executive will be responsible for determining the remuneration and the terms and conditions of other staff employed by Jewish Care. However, the Committee will oversee the development and implementation of Jewish Care's remuneration policies and practices for Jewish Care staff.

The Nominations Committee is responsible for the recruitment and selection of Trustees and the Executive Leadership Team. It consists of Trustees and the Chief Executive and is chaired by the Chair of the Board. The Committee oversees the balance of skills, knowledge and experience and evaluates the requirements of all appointments to ensure an adequate balance of requisite skills. The Committee oversees the process for the appointment and initial framework for the remuneration of the Chief Executive, whilst also ensuring that all actions in relation to both the Board of Trustees and the Executive Leadership Team reflect the requirements of the Fit and Proper Person test.

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

Expert Groups

These Expert Groups exist to advise the Trustees and the Executive Leadership Team. They do not have decision-making powers. They consist of Trustees and other experts, whose selection is based on skills and abilities relevant to a group's expertise requirement.

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

Trustee membership of Committees and Expert Groups during 2023–24

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

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

The table above only lists Trustees. A number of the committees and expert groups have co-opted members who are not Trustees. A full list of both Trustee and non-Trustee members are available in the Annual Review, which can be found on Jewish Care's website.

Pay & remuneration policy for key management personnel

The Trustees consider the Executive Leadership Team, as well as the Trustees, as the key management personnel of the Charity in charge of directing, controlling, running and operating the Charity on a day-to-day basis. In determining the remuneration policy for key management personnel, consideration is given to pay staff at a level where they are motivated to enhance the organisation, their individual performance and quality of care and delivery of services in line with our objectives and strategy, notwithstanding the Charity's ability to pay.

The aim is to pay key management personnel within the median to upper quartile of salaries within the London charity care sector, so that we are competitive in relevant markets, but not to compete on pay with the public or private sectors. None of the Trustees received any remuneration or expenses from their work associated with the Charity.

Public benefit

The Trustees have considered the requirements of the Charities Act 2011 and have satisfied themselves that they have complied with their duty to have regard to the Public Benefit guidance published by the Charity Commission. The activities and achievements of Jewish Care are outlined throughout this report, and fully demonstrate that the Charity is providing public benefit.

Access to Jewish Care's services is by need and not by the ability to pay. Clients are asked to contribute towards the cost of the service they use, which itself is often heavily subsidised. Clients are not refused a service if they cannot pay. The cost may then be reduced or waived altogether, depending on their circumstances. This funding gap is subsidised by donations from the community.

Clients are not refused access to a care home if their family is unable to pay the requested third party/family contribution. Barnet Local Authority continues to pay an agreed 5% increase on rates for all care services provided by Jewish Care to residents of Barnet, which considers our culturally specific service. Fee assistance (to meet the gap between the cost of care and the rate paid by the local authority for residents) is provided by Jewish Care in appropriate cases after assessing the needs and means of applicants, their families, and any further contribution from the local authority.

Jewish Care's community and day centres are subsidised by voluntary donations, which enable entrance fees to be kept lower than they would otherwise be. Some beneficiaries of services, such as carer's support and social work, are not required to pay any fee. There is no geographic restriction to people using the services; however, most are based in or around London and the South East. Jewish communities living in these areas are those benefiting most from them. The various services available are advertised to the public through Jewish Care's website as well as in local papers, the Jewish press and in many synagogue magazines.

Streamlined energy & carbon reporting

Jewish Care is committed to the Energy Savings Opportunities Scheme (ESOS) that applies to large undertakings as defined by the Companies Act 2006. The energy consumption reports the energy and carbon consumption for the Jewish Care charity only.

Total energy consumption

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

	2020-21		restated 2021-22		restated 2022-23		2023-24	
Energy consumption by fuel type (kWh)								
Grid supplied electricity	5,843,922	38%	5,097,135	36%	6,266,617	39%	5,711,232	41%
Natural gas	9,459,883	61%	9,133,122	63%	9,726,764	60%	8,064,188	57%
Grey fleet mileage	128,879	1%	117,483	1%	80,166	1%	259,043	2%
Total energy consumption	15,432,684	100%	14,347,740	100%	16,073,547	100%	14,034,463	100%
Emissions (tCO₂e)								
Grid supplied electricity	1,301.6	42%	1,082.3	34%	1,297.7	34%	1,182.5	41%
Natural gas	1,736.0	56%	2,082.4	65%	2,478.1	65%	1,624.1	57%
Grey fleet mileage	39.7	2%	28.9	1%	19.6	1%	60.8	2%
Total gross emissions	3,077.3	100%	3,193.6	100%	3,795.4	100%	2,867.4	100%
Intensity ratio (tCO₂e/m²)								
Estate m ²	62,126		53,198		56,084		52,554	
Intensity ratio	0.05		0.06		0.07		0.05	

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

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

Methodology

Data used in calculating Total Energy Consumption includes summary data, supplier invoices, automatic meter readings in downloadable format e.g. half-hourly electricity data and transport mileage data provided by Jewish Care (and Sustainable Advantage until 2023). All fuel conversions to kWh and CO₂ emissions data have been calculated in line with the 2013 UK Government environmental reporting guidance using the UK Government's greenhouse gas conversion factors for company reporting for the relevant period.

Intensity measurement ratio

The intensity measurement ratio is a measure of environmental impact; the quantity of energy per unit of output. We have chosen the entire estate square meterage.

Measures taken to improve energy efficiency

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

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

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

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

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

Engagement with employees (including disabled persons)

Our people, both staff and volunteers, are our greatest asset. One of the seven priorities of our 2020-2025 strategy is to be the employer of choice for talented people, who share our values and have the skills we need to deliver our ambitions. We recognise, support and engage with our staff by celebrating success, creating wide-ranging and robust learning both online available 24/7 and face to face. We offer development programmes, provide flexible working, and importantly listen to our staff managing a staff forum where concerns can be raised, discussed and resolutions proposed. We have invested in pay and for the lowest paid we align to the London Living Wage. For others we aim to pay a fair rate taking into account our charitable status. Staff are supported by the Remuneration Committee, a committee of the Board. We believe these decisions have had a positive impact as voluntary staff churn was 17%, which is significantly below the industry average of 28%.

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

Engagement with suppliers, customers, and other business relationships

Our organisation is defined by partnerships. Everything we do requires the coming together of our workforce, our army of volunteers, our donors, our suppliers, our clients, our purchasers of services that include local authorities, Integrated Care Boards and our regulators. Our 2020-2025 strategy underpins the value and contribution from all these stakeholders. We encourage feedback from all stakeholders, especially client feedback, as this is a critical part of the mechanism that allows the development and improvement of our front-line services. Oversight of our frontline services is provided by various Board committees.

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

Funds held as custodian Trustee on behalf of others

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

2. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

Distinctively Jewish

- ✓ In June 2023, we re-established the Jewish in Jewish Care committee.
- ✓ 240 staff were trained in the Jewish way of life and how this works across the organisation.
- ✓ We continue to provide external training sessions for other charities on the Jewish way of life.
- ✓ We produced a booklet and training on end-of-life requirements, understanding, culture, and End of Life Care Plans, importance of obtaining information, and what information is required from a Jewish perspective.
- ✓ We continue to run community-wide engagement projects, such as the Rosh Hashanah Reflections booklet and Challah Cloth project.
- ✓ A new booklet for staff compiling contacts to assist with Jewish burials has been produced for our care home staff, enabling an easier and smoother process when these services are required.

Recognised for our quality and innovation

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

Integrated in communities

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

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

The customer's choice

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

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

An employer of choice

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

A champion of volunteering

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

A continued leader for the community for generations to come

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

Future aims

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

An Employer of Choice

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

A continued leader for generations to come

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

Recognised for quality & innovation with Jami

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

Distinctively Jewish

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

A Champion of Volunteering

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

The Customer's Choice

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

Construction of our Care & Community Campus in Redbridge

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

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

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

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

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

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

Project milestones & progress

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

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

Monitoring & visits

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

Financial overview

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

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

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

Environmental credentials

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

Risk policy

The Internal Audit, Assurance and Risk Committee ensures a risk assessment review is undertaken annually and that all key risks are identified, reported to the Board and suitable controls are implemented. Jewish Care identifies and manages risks that endanger the achievement of the strategic aims, as defined in its Memorandum and Articles of Association and its published Vision and Mission.

The principal risks and uncertainties faced by the organisation are:

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

Our Internal Auditors present an internal audit plan to the Internal Audit and Risk Committee at the start of each financial year. Audits are selected by the Internal Audit and Risk Committee after reviewing the organisation's top ten risks, internal audit coverage over the last five years, sector wide risks and areas that the Executive Leadership team feel would benefit from an internal audit review. Internal audit reviews, recommendations and management action are presented to the Internal Audit and Risk Committee upon completion.

Business Continuity and Disaster Recovery plans continue to be reviewed and updated at an organisational and departmental/service level. Plans are tested and reported to the Internal Audit and Risk Committee.

Section 172 statement

The Trustees have considered the requirement to promote the success of the Charity for the benefit of all stakeholders and to achieve its charitable purposes, and in doing so the Trustees have had regard to the following requirements of section 172 of the Companies Act 2006.

The likely consequences of any decision in the long term

The Board of Trustees meet every six to eight weeks alongside the Executive Leadership Team to discuss strategic initiatives, priorities and to agree any changes in the way the organisation operates with a focus on the future of the organisation. Board discussions during 2023–24 have included the Redbridge development, the integration of Jami into Jewish Care, services to the Brighton Community, achieving financial sustainability, fundraising, Health & Safety, and making care homes more efficient. There was a Trustee away-day held in November 2023 when the Board considered numerous strategic issues, including succession planning and service impacts. The development of initiatives and plans by the Executive Leadership Team are also supported with focused expertise and oversight from our many committees. Our 2020–2025 strategy also sets out the organisation's long-term focus in a changing and challenging landscape, a strategy that is underpinned by its stakeholder partnerships. During 2023–24, the Board has worked with the Jewish Leadership Council to consider the most effective ways it can address the challenges facing the community.

The interests of the company's employees

Our people, both staff and volunteers, are our greatest asset. One of the seven priorities of our 2020–2025 strategy is to be the employer of choice for talented people, who share our values and have the skills we need to deliver our ambitions. We recognise, support and engage with our staff by celebrating success and creating wide-ranging and robust learning both online (available 24/7) and face to face. We offer development programmes; provide flexible working; and importantly listen to our staff, managing a staff forum where concerns can be raised, discussed and resolutions proposed. We have also created new staff networks (see page 30) and these will be an invaluable source of feedback, as well as driving our equality, diversity and inclusion agenda. Whilst the networks will be self-managing and led by members of the network, the Director of People and Head of Talent will regularly meet with the chairs of all the networks.

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

The need to foster business relationships with suppliers, customers & others

Our organisation is defined by partnerships. Everything we do requires the coming together of our workforce, our army of volunteers, our donors, our suppliers, our clients, our purchasers of services that include local authorities, Integrated Care Boards and our regulators. Our 2020–2025 strategy underpins the value and contribution from all these stakeholders. We encourage feedback from all stakeholders, especially client feedback, as this is a critical part of the mechanism that allows the development and improvement of our front-line services. Oversight of our frontline services for the most part of 2023–24 was provided by five committees of the Board, namely the Residential Care Services Committee, the Clinical Governance Committee, the Retirement Living Committee, the Internal Audit Assurance and Risk Committee, and the Community Services and Volunteers Committee. The Residential Care Services and Retirement Living committees have merged to create the Care & Housing Quality committee. During 2023–24, the Board paid particular attention to the Redbridge construction project, the potential impact of social care reform on the organisation, and its mental health strategy, including Jami.

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

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

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

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

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

The desirability of the company maintaining a reputation for high standards of business conduct

Our organisation is strongly committed to maintaining a reputation of high standards in all our charitable deliverables and business conduct. Organisational and departmental risk registers are kept and overseen by the Internal Audit, Assurance and Risk Committee – a committee of the Board. Our independent internal audit function performs a critical role in reviewing processes involving higher levels of risk and, in some cases, lower levels of controls. During 2023–24 internal audit reviewed recruitment of staff, the balance sheet and personal allowances within care homes. In addition, specialist consultancies reviewed Health & Safety processes and safeguarding of residents and clients. Internal audit reports include recommendations rated high, medium or low priority and the Internal Audit and Risk Committee track the delivery of all high and medium-priority recommendations.

As a CQC regulated charity, we also respond to regulatory findings obtained during inspections to understand how service improvements can be made. All regulatory finding reports are reported to the Board of Trustees. Aligned to reputational management is our process for reporting serious incidents (SIR) to the Charity Commission. The SIR process is a robust one and has resulted in several reports being made in previous years. During 2023–24, there were no reports made to the Charity Commission. The SIR Committee did meet during the period, but found no circumstances which necessitated any recommendations to report. The SIR process requires any potential incident to be reported to a committee of various members of the Board, whereupon the committee will convene to discuss each incident, and the Board is informed whether the potential incident is reported to the Charity Commission or not.

The need to act fairly as members of the company

All Trustees and Directors of subsidiary entities act in the best interests of the charitable organisation in meeting its charitable objectives. Declaration of any conflicts of interest are a standing agenda item at each Board and committee meeting. Conflicts of loyalty are dealt with in the same way. The Trustees did not identify any conflicts of loyalty between Jewish Care and its subsidiaries during the financial year.

Employment policy

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

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

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

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

The directors are committed to maintaining and developing communication and consultation procedures with employees who, in turn, are encouraged to become aware of and involve themselves in the performance of the Charity. Please refer to the section 172 statement on page 28 about the interest of the company's employees.

Gender pay gap

Jewish Care's values are at the heart of everything we do, and we are committed and proud of our diverse and inclusive organisation where people are treated fairly with dignity and respect. Jewish Care's median gender pay gap is 0%. This means there is no difference between the median pay awarded to each gender. By way of wider context, the UK's average median pay gap is 14.3% for all employees (full-time and part-time). Men and women are relatively equally distributed in all pay quartiles.

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

Actions to address the gender pay gap:

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

Disability and Inclusivity Commitment

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

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

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

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

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

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

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

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

Modern slavery & human trafficking

Jewish Care is committed to eliminating the existence or prospect of modern-day slavery and human trafficking within its own business and that of its supply chain. The Trustees and Executive Leadership team are responsible for assessing and bolstering Jewish Care's effectiveness, to ensure that slavery and human trafficking are not taking place in its business or supply chains. They do so by providing adequate resources, training and investment. Jewish Care's performance is measured annually and members of staff responsible for procurement are required to complete courses with respect to modern slavery capacity building and reporting. More information is available in our Anti-Slavery and Human Trafficking statement and available at www.jewishcare.org

Financial overview

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

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

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

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

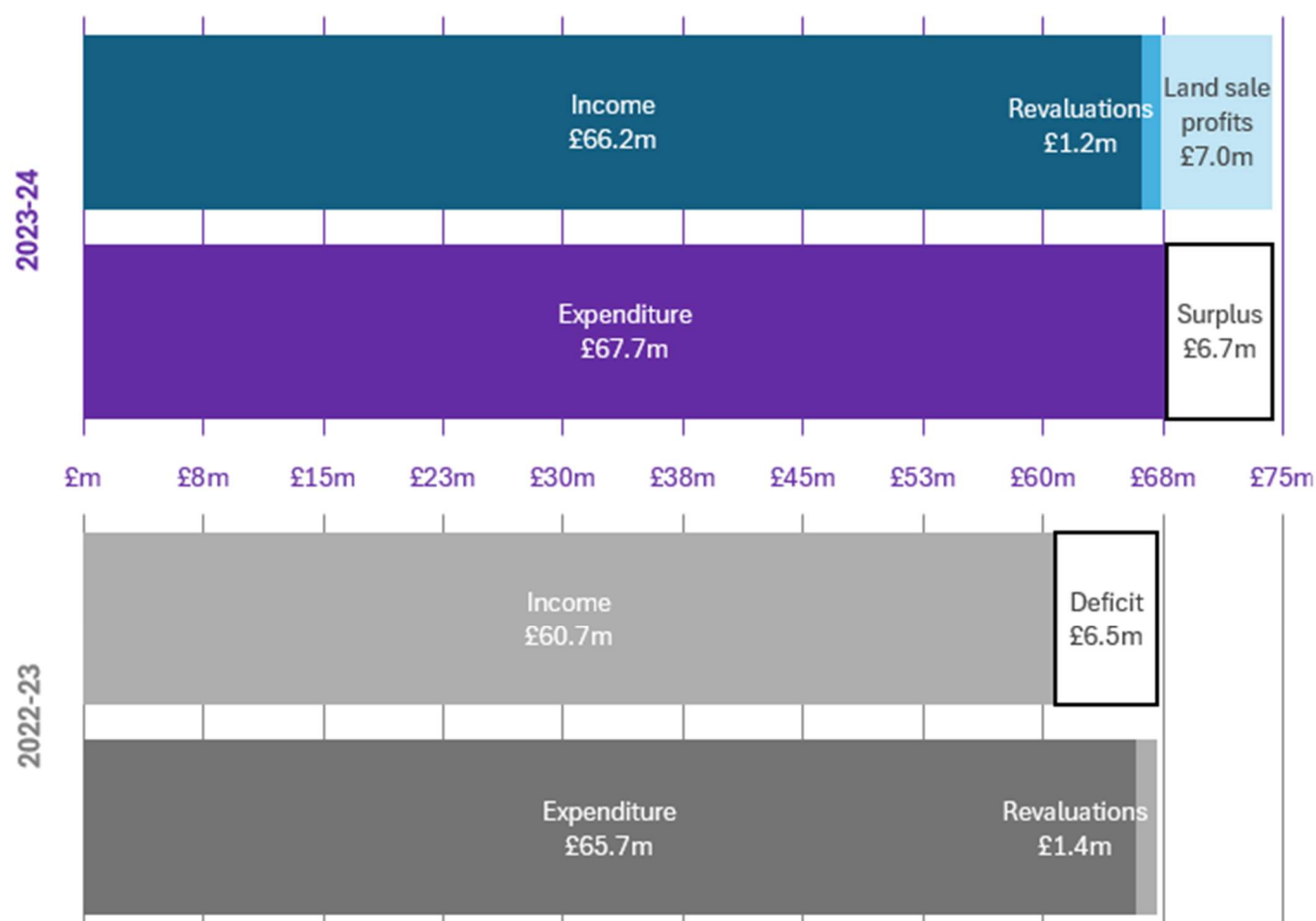


Figure 2 We turned our deficit for 2022–23 into a surplus for 2023–24 by selling some land & property and keeping expenditure under control. Source: Statement of Financial Activity, page 44.

Our main sources of funding & income

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

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

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

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

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

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

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



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

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

How we spent the funds

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

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

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

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

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

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

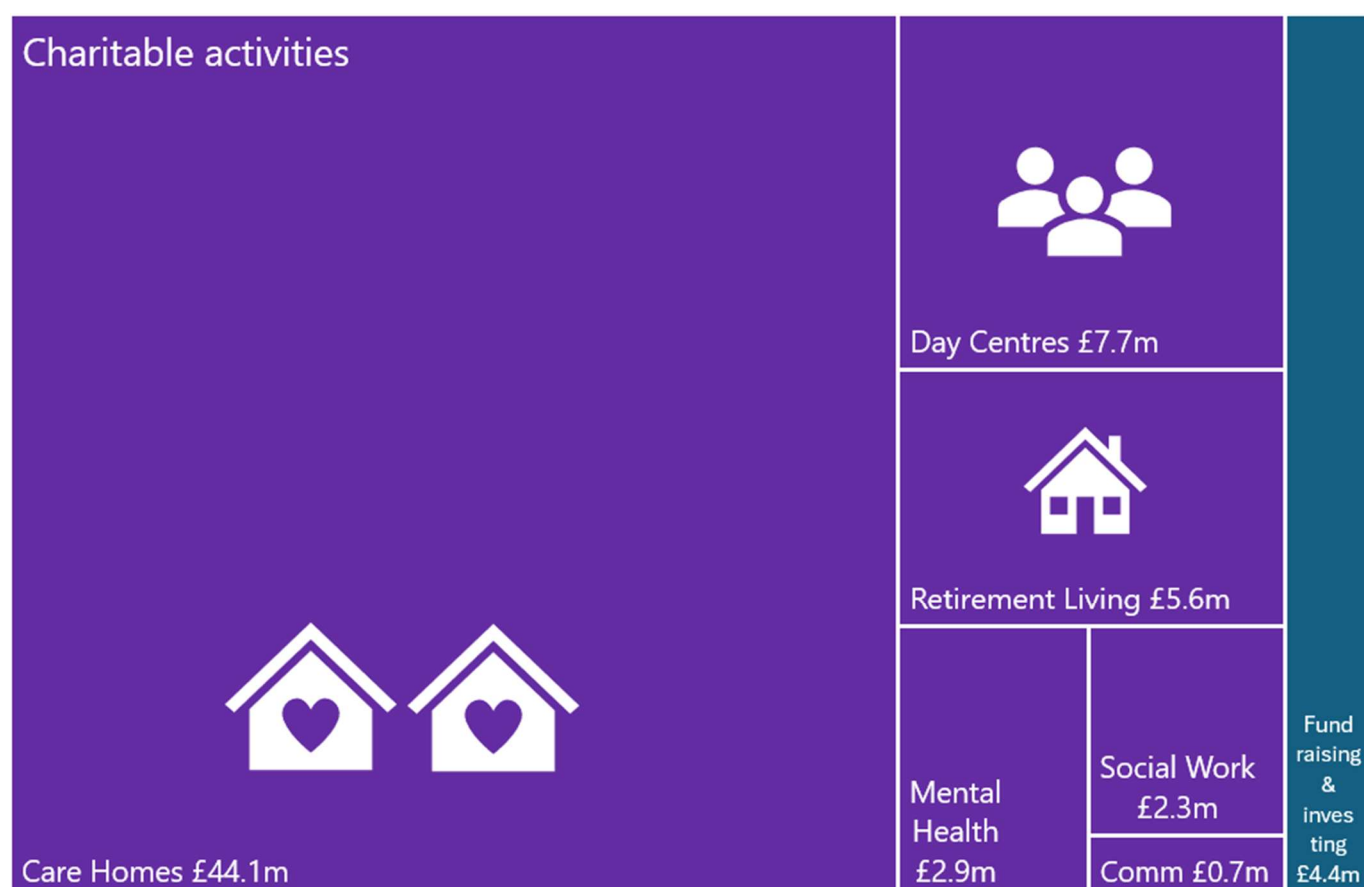


Figure 4 This is how we spend our funds by activity (including support costs).
Comm = community services e.g. meals on wheels. Source: Financial Statements, Note 7.

Our balance sheet

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

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

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

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

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

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

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

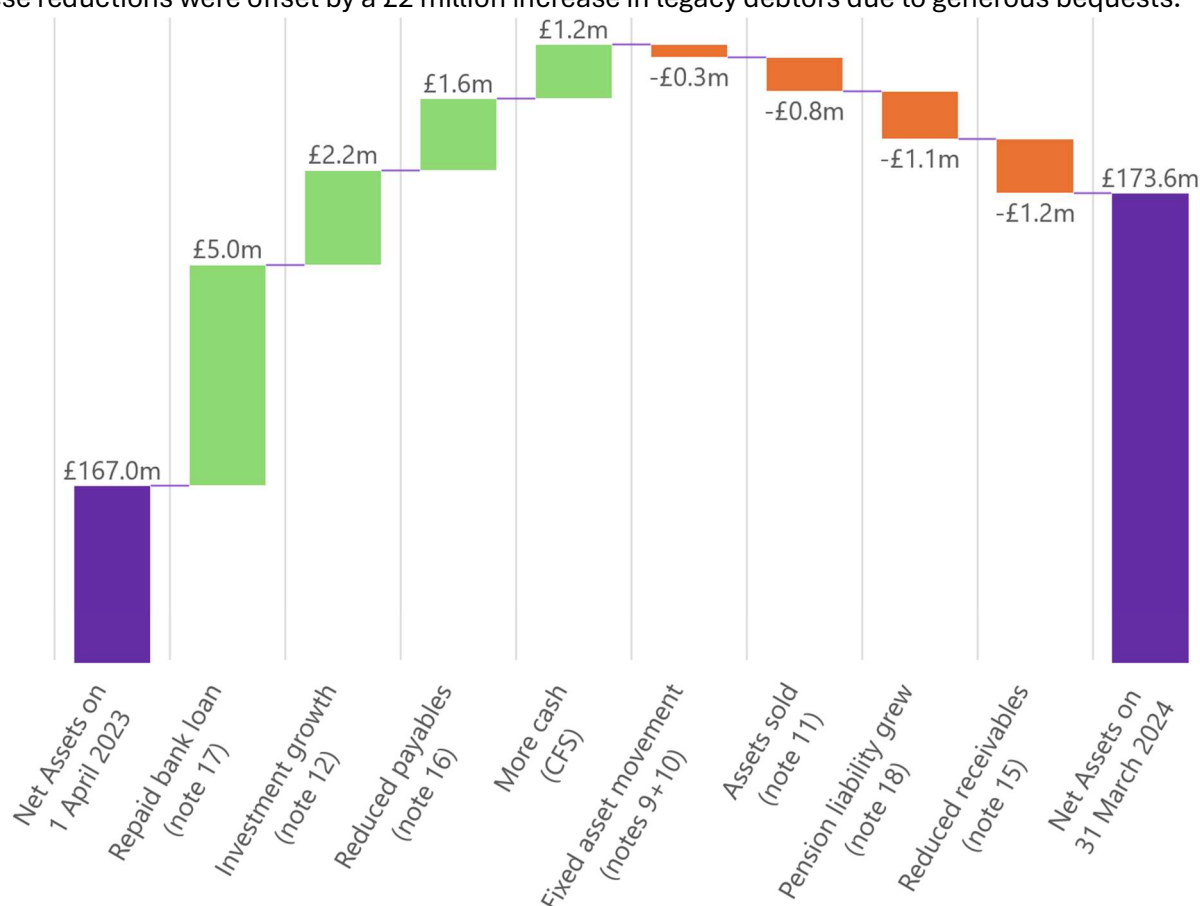


Figure 5 Balance sheet movements during 2023-24. Source: Financial Statements.

Capital expenditure

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

Our reserves

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

1. Restricted Reserves

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

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

2. Endowment Reserves

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

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



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

3. Unrestricted Reserves

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

Our reserves policy

Jewish Care's reserves policy focuses on the level of its free (general) reserves, excluding restricted, designated and the pension reserves. The reserves policy is updated and approved by the Finance, Audit and Investment Committee and the Trustee Board on an annual basis. The approach adopted by Jewish Care to develop its reserves policy is the "risk identification approach" recommended by the Charity Commission. It reviews the financial impact of risk, the stability of future income streams and the funding of future expenditure plans. The Finance, Audit and Investment Committee then monitors Jewish Care's performance against budget and recommends action to bridge any gap in reserves if and when necessary. The Committee deemed £25 million in free reserves appropriate to cover major risks in 2023–24 and 2024–25.

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

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

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

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

Investment Objectives, Powers and Performance

Our investment powers are defined in our Memorandum of Association, which grants us the power “to invest the monies of the Charity not immediately required for its purposes in or upon such investments, securities real or personal property as may be thought fit”.

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

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

Figure 8 Investment manager performances

Taxation

Jewish Care and its subsidiary charitable entities are exempt from income tax and corporation tax on its charitable activities. Jewish Care's trading subsidiary and other related trading subsidiaries are liable to corporation tax where they have taxable profits. Jewish Care is unable to reclaim much of its input VAT, which is included as an expense in the appropriate expenditure headings.

Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operation for the foreseeable future. The reasonable expectation of the Trustees is based on reviewing financial plans, including projected free reserves and on reviewing significant organisational risks and deciding a free reserves policy. The Charity is projected to make a net margin surplus in 2024–25 but a cash deficit after capital expenditure (excluding construction of our care & community campus in Redbridge which is funded by capital fundraising). Brought-forward excess free reserves more than cover this deficit and longer-term financial plans project a breakeven position after capital expenditure. On this basis, the accounts have been prepared on a going concern basis.

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

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

3. RESPONSIBILITIES OF TRUSTEES

The Trustees, (who are also directors of Jewish Care for the purposes of company law) are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law, the Trustees have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland. Under Company law, the Trustees must not approve the financial statements unless satisfied that they give a true and fair view of the state of the group's and the charitable company's affairs and the group's and charitable company's net movement in funds, including the income and expenditure for that period.

In preparing those financial statements, which give a true and fair view, the Trustees should:

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

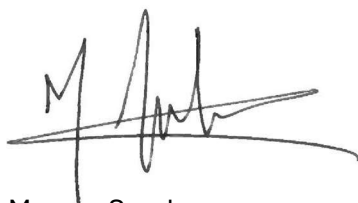
The Trustees are responsible for keeping proper group accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and group, and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible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

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

In so far as we are aware:

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

The Trustees Annual Report which incorporates the Strategic Report and the Directors Report as required by company law has been approved and authorised for issue by the Board of Trustees in their capacity as directors on the 18 November 2024 and signed on their behalf by:



Marcus Sperber
Chair of Trustees

18 November 2024

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

Opinion

We have audited the financial statements of Jewish Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities (including Income and Expenditure account), the Group and Company Balance Sheets, the Consolidated Statement of Cashflows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- ✓ give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- ✓ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ✓ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees' Annual Report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material

misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ✓ the information given in the Trustees' Annual Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ✓ the Directors' Report and the Strategic Report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Annual Report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 39, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, tax legislation and the parent charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report and remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to the Care Act 2014, Care Quality Commission regulations, health and safety regulations and General Data Protection Regulations. We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

The group audit engagement team identified the risk of management override of controls and revenue recognition as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing of revenue, testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

HCatchpool

HANNAH CATCHPOOL (Senior Statutory Auditor)

For and on behalf of

RSM UK AUDIT LLP, Statutory Auditor

Chartered Accountants

25 Farringdon Street

London

EC4A 4AB

13th December 2024

5. FINANCIAL STATEMENTS 2023–24

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

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

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

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

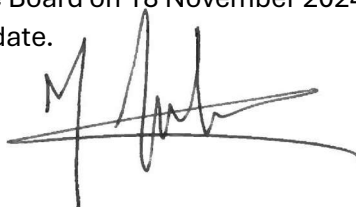
Balance Sheets

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

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

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

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



Consolidated Cash Flow Statement

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

Analysis of net debt

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

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

Notes to the accounts

Notes to the accounts provide additional information required by statute and accounting standards to explain a particular feature of the financial statements. The notes which follow will also provide explanations and additional disclosure to assist readers' understanding and interpretation of the financial statements.

The notes are structured as follows:

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

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

Jewish Care is a charitable company registered in England, company number 02447900, limited by guarantee and not having a share capital. It is a registered charity in England and Wales, Charity Commission number 802559, with its registered office at Amelie House, Maurice and Vivienne Wohl Campus, 221 Golders Green Road, NW11 9DQ. The group structure is as follows. The Jewish Care Pension Trustees Limited is not consolidated because it's financially dormant. More information about the group structure plus its activities can be found in the Trustees' Annual and Strategic Report on pages 4 to 38.

2. Accounting Policies

Statement of compliance

The Group and Charity financial statements have been prepared in accordance with the Statement of Recommended Practice: "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (SORP) issued on 2 October 2019 and the "Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" (FRS 102). They also comply with the reporting requirements of the Companies Act 2006. Jewish Care meets the definition of a public benefit entity under FRS 102.

Basis of preparation

The Group and Charity financial statements have been prepared on a going concern basis, under the historical cost convention, as modified by the revaluation of listed investments, investment assets and assets held for sale. The principal accounting policies applied in the preparation of the Group and Charity financial statements are set out below. These policies have been consistently applied to all the years presented.

The financial statements are prepared in British sterling, rounded to the nearest thousand pounds, which is the functional currency of the Group and Charity.

Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operation for the foreseeable future. The reasonable expectation of the Trustees is based on reviewing its financial plan to 2028 including projected free reserves and on reviewing significant organisational risks and deciding a free reserves policy. The Charity is projected to make a small surplus during 2024–25, but it'll make a deficit after capital expenditure. Brought forward excess free reserves and property disposals will more than cover this deficit and longer-term financial plans project a return to a breakeven position. On this basis the accounts have been prepared on a going concern basis.

Basis of consolidation

The Charity operated three financially active subsidiaries and twenty linked charities during the period as listed in note 23 with further analysis of the material components in note 24. Subsidiaries are consolidated into the group accounts on a line by line basis, and linked charities are accounted for as branches in the accounts of the Charity.



A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 Companies Act 2006.

The Charity has taken advantage of the exemption in FRS 102 from preparing a statement of cash flows, on the basis that it is a qualifying entity and the Group statement of cash flows included in these financial statements includes the cash flows of the Charity.

All intra-group transactions, balances, and unrealised gains on transactions between group companies, are eliminated on consolidation. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the parent Charity.

Income & endowments

All income and endowments are recognised when the criteria of entitlement, measurement and probability of receipt have been satisfied. Income from the endowment funds is split between restricted and unrestricted funds according to the specific terms of each fund. Income received relating to future accounting periods is deferred and recognised as a creditor within the balance sheet.

Donations

Donations are recognised when income has been received. Gift Aid income on donations is accrued when there is a valid declaration from the donor.

Legacies

For legacies, entitlement is taken as the earlier of the date on which either: Jewish Care is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered virtually certain when the amount can be measured reliably and Jewish Care has been notified of the executor's intention to make a distribution. Income is recognised net of estimated expected estate costs where relevant.

Charitable activities

Income from charitable activities includes care home residential and nursing fee income. It is accounted for on a receivable basis.

Grant income

Grant income (including government grants) is recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as deferred income.

Trading income

Trading income (shops/retail income) is recognised at the point of sale.

Event income

Event income is recognised on the date of the event. Where income is received in advance, recognition is deferred and included in creditors and where entitlement arises before income is received, the income is accrued.

Investment income

Investment income, including interest receivable and other miscellaneous income, is also accounted for on a receivable basis.

Donated services & facilities

Donated services and facilities are only included in these accounts at the value to the Charity where this can be accurately and reliably quantified. The majority of the Charity's donated services represent the contribution of many thousands of hours by its 2,700 unpaid volunteers which complements the work of the Charity's paid staff. These volunteers support many aspects of the Charity from youth groups right through to the Trustee Board. The SORP does not permit the accounting for such contributions due to the inherent uncertainty in applying an accurate and reliable financial measurement in accordance with the SORP. Further details of the contribution of volunteers are included in the Trustees' Report.

Expenditure

Expenditure is accounted for on an accruals basis where there is a legal and constructive obligation to make a payment to a third party and the amount of the obligation can be measured reliably. Expenditure is allocated to the appropriate headings relevant to the charitable activities; namely fundraising, care homes, day centres, retirement living, social work, community services, mental health and project costs. Where expenditure relates to more than one cost category it is apportioned. The method of apportionment uses the most appropriate basis for each activity. Refer to note 7 for further information on the allocation of costs. Any irrecoverable VAT is included with the costs to which it relates.

The cost of raising funds are those costs that are attributable to raising funds for the Charity, other than costs incurred in undertaking the charitable activities or investing activities. The costs of raising funds represent direct costs and overheads associated with raising donated income and, they also include an allocation of central costs as shown in note 7A.

The central costs which include governance costs are shown in note 7A and support the whole of the charitable activities. Central costs are allocated to the charitable activity headings based on headcount across the charitable activities. Central costs include human resources, information technology, facilities, finance, governance and investment costs.

Operating leases

The Charity classifies the lease of property, buses and printing equipment as operating leases when substantially all of the risks and rewards incidental to ownership remain with the relevant lessors. The annual rental charges applicable to operating leases are charged to profit or loss on a straight-line basis over the term of the lease.

Employee benefits

Short term benefits

Short term benefits are recognised as an expense in the period in which the service is rendered.

Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Fixed assets & depreciation

Tangible fixed assets are stated at cost less depreciation and any impairment losses. All single items of equipment with a useful life of more than one year and a value of more than £1,000 are capitalised. Only expenditure on property that is a new build or an improvement or an extension of existing facilities has been defined as fixed assets. Assets under construction are stated at cost and will be depreciated in accordance with the rates below when the assets are available for use. No depreciation is charged on freehold land. Depreciation is calculated on a straight-line basis. The costs of fixed assets are written off over their useful lives, which are estimated to be:

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

Intangible assets & amortisation

Intangible assets are stated in the balance sheet at historic cost less amortisation and impairment. Amortisation on software development costs is provided using the straight-line method over 4 years. Costs recognised with maintaining computer software are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of unique software products are recognised as intangible fixed assets.

Impairment of fixed assets

An assessment is made at each reporting date of whether there are any indications that the value of a fixed asset may be impaired. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairment losses where applicable.

Investment properties

Investment properties are initially recognised at their transaction value and are subsequently measured at their fair value (market value) as at the balance sheet date. Investment Properties are valued by an annual desktop review performed by management experts.

Assets held for sale

Fixed assets and investment properties are reclassified as held for sale when they are available for immediate sale in their present condition and are being actively marketed. They are held at the lower of their carrying amount at the point of transfer or fair value less material selling costs and are not depreciated. They are derecognised on disposal, when the recipient obtains control of them.

Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102, in full, to all of its financial instruments.

Recognition and measurement of financial instruments

Financial assets and financial liabilities are recognised when the Charity becomes a party to the contractual provisions of the instrument.

Classification of financial instruments

Financial instruments are classified as liabilities and equity instruments according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities.

Basic financial assets

Basic financial assets, which include trade and other debtors, amounts owed by subsidiary undertakings, related party debtor and accrued income, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost being the transaction price less any amounts settled and impairment losses.

Cash at bank and in hand

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

Basic financial liabilities

Basic financial instruments including trade, group and other creditors (including accruals) payable within one year that do not constitute a financing transaction, are initially measured at the transaction price and subsequently measured at amortised cost, being transaction price less any amounts settled.

Where the arrangement with a creditor constitutes a financing transaction, the creditor is initially measured at the present value of future payments discounted at a market rate of interest for a similar instrument and subsequently measured at amortised cost, being transaction price less any amounts settled and the cumulative amortisation (using the effective interest method) of any difference between the amount at initial recognition and the maturity amount. The effective interest rate is the rate that discounts estimated future cash payments to the carrying amount of the financial liability.

Borrowings are initially recognised at the transaction price, including transaction costs. Finance costs are disclosed as interest paid on the SOFA.

Trade investments

Trade investments are equity investments over which the Company has no significant influence, joint control or control and are initially measured at transaction price (less transaction costs).

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

The level of investment funds held by the Charity take into account income requirements and risk profile. The investment managers have a fully discretionary investment management mandate with the risk profile being one of medium risk with an emphasis on capital growth with income. Performance is monitored by the Finance, Audit and Investment Committee.

Investments in subsidiaries are accounted for at cost and subsequently held at cost less any accumulated impairment losses.

Pension schemes

Defined contribution plans

Jewish Care operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of Jewish Care in an independently administered fund. The pension costs charged in the financial statements represent the contributions payable during the year.

Defined benefit plans

Jewish Care also operated a defined benefit pension scheme - the Jewish Care Pension Scheme, for the benefit of the employees. The scheme was closed to new entrants on the 1 February 2006 and closed to future benefit accrual as at 31 March 2011.

The assets of the scheme are administered by the Jewish Care Pension Scheme Trustee in a fund separate from that of the Charity.

Pension scheme assets are measured at fair value.

Pension scheme liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses. Actuarial gains and losses are recognised immediately in other recognised gains and losses. See note 18 for further details.

Taxation

As a registered charity Jewish Care is entitled to certain exemptions from corporation tax on profits from investments and any trading activities carried on in furtherance of the Charity's primary objectives. The subsidiary companies make qualifying donations of all taxable profits to the parent charity and thus do not incur corporation tax.

Costs are recorded net of recoverable VAT as the Group is able to reclaim a proportion of VAT paid, because of its trading activities, using the partial exemption method.

Fund accounting

Jewish Care maintains various types of funds as follows:

Restricted funds

Restricted funds represent grant income and donations and legacies received which are allocated by the donor to a specific project. The restrictions are binding on the Trustees of the Charity (note 21).

Permanent endowment funds

These are funds where the assets must be held permanently by the Charity, principally in the form of investments. Income from endowments is included either in unrestricted income or, in some cases, in restricted income if a donor specified a particular purpose towards which it should be used (note 22).

Designated funds

Designated funds represent funds which are unrestricted, but the Trustees have designated them for a specific purpose to further the objectives of Jewish Care. Further information can be found in the analysis of net assets (note 19).

Pension fund

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

Unrestricted (General) fund

General funds are funds that are expendable at the discretion of the Trustees in the furtherance of the objects of Jewish Care. Such funds are held for the general running of the Charity's and group's operations, to repay borrowings and to fund working capital and capital investment (note 20).

Significant areas of estimation & judgement

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the Charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The key areas that are deemed to be material for these financial statements are as follows:

- **Accruing for income derived from legacies** where complicated issues surrounding the measurement of the group's entitlement to receipt existed at the year end. At the end of March 2024 a review of the legacy pipeline resulted in a legacy debtor (accrued income) of £6.5m (March 2023: £2.9m) where the conditions of entitlement, probability and measurement were met with prudent judgements of value used on more complicated estates. Legacy income represented cash received during 2023–24 less the increase in the legacy debtor.
- **The present value of the Jewish Care Pension Scheme** defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 18, will impact the carrying amount of the pension liability. Furthermore, a roll forward approach which projects results from the latest full actuarial valuation performed at 1 April 2023 has been used by the actuary in valuing the pensions liability at 31 March 2024. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

3. Net income

Net income is stated after (crediting)/charging:

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

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

4. Donations & legacies

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

5. Charitable activity income

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

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

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

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

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

6. Investment income

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

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

7. Expenditure

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

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

Group						2022–23
All values in £'000	Personnel	Fundraising	Property	Client	Central	Total
Care homes	26,375	-	8,779	3,662	4,555	43,371
Day centres	3,198	-	1,402	1,659	551	6,810
Retirement living	2,384	-	1,776	824	441	5,425
Mental health	1,897	313	380	167	-	2,757
Social work	1,785	-	77	23	362	2,247
Community services	871	-	38	12	62	983
Project costs	76	57	1	3	-	137
Charitable activities total	36,586	370	12,453	6,350	5,971	61,730
Fundraising	1,792	1,180	210	333	245	3,760
Investment fees	-	-	-	-	219	219
Disposals	-	-	29	-	-	29
Total expenditure	38,378	1,550	12,692	6,683	6,435	65,738

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

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

7A. Central service costs

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

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

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

8. Staff costs

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

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

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

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

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

Staff numbers

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

Staff by pay band

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

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

Leadership remuneration

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

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

9. Tangible fixed assets

All tangible assets are used for charitable purposes primarily.

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

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

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

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

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

10. Intangible assets

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

Group & Charity	2023–24
All values in £'000	

Cost

At 1 April 2023	2,490
Additions	-
At 31 March 2024	2,490

Accumulated amortisation

At 1 April 2023	2,257
Amortisation charge	122
At 31 March 2024	2,379

Net Book Values

At 31 March 2023	233
At 31 March 2024	111

11. Assets held for sale

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

None of the properties were pledged to secure banking facilities.

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

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

12. Investments

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

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

Investment properties

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

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

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

Analysis of investments on 31 March 2024

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

13. Financial instruments

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

14. Inventory

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

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

15. Receivables

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

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

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

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

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

16. Payables

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

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

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

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

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

Deferred income

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

17. Bank borrowings

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

The remaining balance of £8.3m relates to the development of the Wohl Court Retirement Living facility in Hendon. The loan is repayable in quarterly instalments of £83k from February 2025 until February 2029 when the remaining balance of £7.0m is repayable as a lump sum.

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

18. Pensions

Defined contribution scheme

Jewish Care has two pension schemes, the first being the Group Personal Pension plan, a defined contribution scheme administered by Legal and General, with total contributions (employer and employee) of £2.4m during 2023–24 (2022–23: £2.3m). The liability with the Group Personal Pension plan on 31 March 2024 is £302,000 (31 March 2023: £340,000, which were contributions unpaid at the year end and included in creditors).

Defined benefit scheme

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

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

Amounts recognised on the Balance Sheet

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

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

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

Reconciliation of pension deficit

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

Analysis of scheme assets

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

Reconciliation of assets

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

Reconciliation of defined benefit obligation

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

Remeasurements

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

Amounts recognised on the SOFA

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

Deficit reduction plan

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

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

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

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

Principal actuarial assumptions

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

Mortality assumptions

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

Sensitivity to changes in assumptions

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

19. Analysis of Net Assets between Funds

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

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

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

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

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

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

Group						31 March 2023
All values in £'000	Endowment	Restricted	Designated	General	Pension	Total
Fixed assets	13,787	968	125,509	-	-	140,264
Investments	2,791	-	-	29,979	-	32,770
Cash & cash equivalents	127	2,599	-	8,402	-	11,128
Inventory	-	-	-	109	-	109
Receivables	-	-	-	10,783	-	10,783
Payables	-	-	(5,000)	(7,645)	-	(12,645)
Bank loan	-	-	(8,300)	-	-	(8,300)
Pension	-	-	-	-	(7,145)	(7,145)
Net Assets	16,705	3,567	112,209	41,628	(7,145)	166,964

Charity						31 March 2023
All values in £'000	Endowment	Restricted	Designated	General	Pension	Total
Fixed assets	13,788	968	119,916	-	-	134,672
Investments	2,791	-	-	30,096	-	32,887
Cash & cash equivalents	126	2,567	-	7,338	-	10,031
Inventory	-	-	-	109	-	109
Receivables	-	-	-	10,364	-	10,364
Payables	-	-	(5,000)	(7,197)	-	(12,197)
Bank loan	-	-	(8,300)	-	-	(8,300)
Pension	-	-	-	-	(7,145)	(7,145)
Net Assets	16,705	3,535	106,616	40,710	(7,145)	160,421

20. Summary of Funds

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

Group							
All values in £'000	Note	1 April 2022	Income	Expenditure	Gain/Loss	Transfers	31 March 2023
General funds		51,763	52,350	(61,208)	(1,158)	81	41,828
Designated funds		109,114	4,462	(3,636)	-	2,069	112,009
Pension fund	18	(8,041)	-	1,081	(185)	-	(7,145)
Restricted funds	21	3,567	3,887	(1,737)	-	(2,150)	3,567
Endowment funds	22	17,025	-	(238)	(82)	-	16,705
Total Funds		173,428	60,699	(65,738)	(1,425)	-	166,964

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

Charity							
All values in £'000	Note	1 April 2022	Income	Expenditure	Gain/Loss	Transfers	31 March 2023
General funds		48,766	50,246	(57,025)	(1,158)	81	40,910
Designated funds		103,949	3,990	(3,592)	-	2,069	106,416
Pension fund	18	(8,041)	-	1,081	(185)	-	(7,145)
Restricted funds	21	3,535	3,887	(1,737)	-	(2,150)	3,535
Endowment funds	22	17,025	-	(238)	(82)	-	16,705
Total Funds		165,234	58,123	(61,511)	(1,425)	-	160,421

21. Restricted Funds

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

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

Group & Charity, all values in £'000	1 April 2022	Income	Expenditure	Gain/Loss	31 March 2023
Care Homes & Retirement Living ¹					
Hyman Fine	658	-	-	-	658
Vi & John Rubens	-	297	(297)	-	-
Stella & Harry Freedman House	-	129	(129)	-	-
Anita Dorfman	-	100	(100)	-	-
Pears Court	-	53	(53)	-	-
Otto Schiff	-	47	(47)	-	-
Rosetrees	-	15	(15)	-	-
Sunridge	-	5	(5)	-	-
Kun Mor & George Kiss	-	2	(2)	-	-
Selig Court	-	1	(1)	-	-
Day & Community Centres ¹					
Michael Sobell Community Centre	-	258	(258)	-	-
JC Direct & Community Support	-	243	(243)	-	-
Stepney Community Centre	-	162	(162)	-	-
Disability Arts & Dementia	-	45	(45)	-	-
Capital projects					
The Redbridge Campus ²	2,877	-	-	-	2,877
Sandringham Campus ³	-	2,150	-	(2,150)	-
Other					
Others ⁴	-	323	(323)	-	-
Government subsidies	-	57	(57)	-	-
Total – Charity	3,535	3,887	(1,737)	(2,150)	3,535
Jami ⁵	32	-	-	-	32
Total – Group	3,567	3,887	(1,737)	(2,150)	3,567

Income, excluding government subsidies, relates to all fundraising income specifically raised for the services as detailed above.

Expenditure relates to all expenditure linked to that with which it was fundraised for.

1. We receive restricted donations for specific care homes and day & community centres to support our current residents and members.
2. We have received donations over the years to partially fund our care & community campus in Redbridge. These funds are being capitalised during the planning and construction phases. Once the campus becomes operational in 2026, thereby fulfilling the conditions of the restricted donations, the asset will be transferred to designated funds, in line with the treatment of previous developments.
3. We continue to receive donations to partially fund the Sandringham Campus that became fully operational in 2021. Now that the Campus is operational, thereby fulfilling the conditions of the donations, the funds related to the asset have been transferred to designated funds, in line with the treatment of previous developments.
4. The "Other" category generally pertains to funds allocated for entertainment and therapeutic services for residents in our homes and users of our centres.
5. Jami received restricted donations for various initiatives including support worker training, suicide prevention, early intervention and support for children, and a project aimed at supporting individuals to re-engage in education, voluntary or paid employment. For further details, please refer to Jami's accounts.

22. Endowment Funds

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

Group & Charity, all values in £'000	1 April 2022	Income	Expenditure	Gain/(Loss)	31 March 2023
Maitland Joseph Trust ¹	9,776	-	-	(10)	9,766
Joel Emanuel Trust ²	6,184	-	(209)	(52)	5,923
Maurice and Samuel Lyon Home	576	-	(27)	-	549
Other trusts	489	-	(2)	(20)	467
	17,025	-	(238)	(82)	16,705

Note 23 outlines the purpose and history of these Trusts.

1. £7m of the Maitland Joseph endowment funds were applied to the care campus at Sandringham at Stanmore, £2.3m of the same fund was applied to Betty and Asher Loftus campus in prior years.

2. Please refer to the financial statements for the Joel Emanuel Trust for further information on this Trust.

23. Subsidiary undertakings & linked charities

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

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

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

Name of subsidiary /linked charity	Basis of Control – Direct except where stated as indirect
Subsidiary	
Community Trading Limited	CRN 02449362 100% subsidiary
Jewish Association for Mental Illness (Jami)	CRN 02618170 Charity No. 1003345 100% subsidiary
Jami Sales & Service Limited (JSAS)	CRN 02771102 100% subsidiary of Jami – indirect
Linked charities	
A E Franklin Fund	Linked charity – 802559-16
Alexander Jacob Memorial Fund	Linked charity – 802559-17
Board of Guardians & Trustees for the Relief of the Jewish Poor (Jewish Welfare Board)	Linked charity – 802559-8
Brighton & Hove Jewish Home	Linked charity – 802559-4
George Julian Egerton Fund	Linked charity – 802559-1
H E David Fund	Linked charity – 802559-10
Jewish Blind Society	Linked charity – 802559-9
Jewish Convalescent Home (Brighton Branch)	Linked charity – 802559-18
Jewish Home & Hospital at Tottenham	Linked charity – 802559-7
Joel Emanuel Trust	Linked charity – 802559-12
Levy Charitable Trust	Linked charity – 802559-3
Maurice & Samuel Lyon Home	Linked charity – 802559-2
Nathan Simpson Trust	Linked charity – 802559-20
R A Schlesinger Fund	Linked charity – 802559-19
Redbridge Jewish Youth & Community Centre	Linked charity – 802559-6
Sophia Gardner Fund	Linked charity – 802559-15
Stepney Jewish (B'nai B'rith) Clubs & Settlement	Linked charity – 802559-5
Endowment Funds as linked charities	
Clara Baroness De Hirsch Convalescent Fund	Linked charity – 802559-14
Maitland Joseph Trust	Linked charity – 802559-11
The Anthony & Annie Muller Seaside Convalescent Home	Linked charity – 802559-13
Dormant subsidiaries	
Friends of the London Jewish Hospital Limited	CRN 00267419 Common Management control
Jewish Care Community Foundation Limited	CRN 03071151 Common Management control
Jewish Family Services Limited	CRN 03196138 100% subsidiary
Jewish Care Pension Trustees Limited	CRN 02493041 100% subsidiary
Sunridge Housing Association Limited	FCA IP18002R 100% subsidiary
Raphael – The Jewish Counselling Service	CRN 1166313 100% subsidiary of the Jami - indirect

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

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

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

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

Linked charities

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

A E Franklin Fund

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

Alexander Jacob Memorial Fund

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

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

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

Brighton & Hove Jewish Home

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

George Julian Egerton Fund

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

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

H E David Fund

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

Jewish Blind Society

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

Jewish Convalescent Home (Brighton Branch)

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

Jewish Home & Hospital at Tottenham

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

Joel Emanuel Trust

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

Levy Charitable Trust

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

Maurice & Samuel Lyon Home

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

Nathan Simpson Trust

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

R A Schlesinger Fund

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

Redbridge Jewish Youth & Community Centre

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

Sophia Gardner Fund

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

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

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

Clara Baroness De Hirsch Convalescent Fund

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

Maitland Joseph Trust

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

The Anthony & Annie Muller Seaside Convalescent Home

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

24. Summarised accounts of subsidiaries and linked charities

Community Trading Limited (CTL)

CTL is a subsidiary of Jewish Care. It's incorporated in England and Wales, company registration number 02449362. The following is a summary of its audited financial statements for the year ended 31 March 2024.

Statement of Income and Retained Earnings

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

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

Statement of Financial Position

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

The Joel Emanuel Trust (JET)

JET is a Registered Social Landlord wholly owned by Jewish Care; linked charity number 802559-12 and Registered Social Landlord number A2670. The following is a summary of its audited financial statements for the year ended 31 March 2024.

Statement of Comprehensive Income

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

Statement of Financial Position

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

Reserves

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

The Jewish Association for Mental Illness (Jami)

Jami is a subsidiary of Jewish Care by reference to Jewish Care being its sole member. It is registered in England and Wales, company registration number 02618170 and Charity Commission number 1003345. The following is a summary of its audited financial statements for the year ended 31 March 2024.

Statement of Financial Activities

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

Statement of Financial Position

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

Charity Funds

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

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

Jami Sales and Services Limited (JSAS)

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

25. Related party transactions

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

Community Trading Limited (CTL) (Subsidiary)

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

Joel Emanuel Trust (JET) (Linked charity)

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

Jewish Association for Mental Illness (Jami) (Subsidiary)

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

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

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

JC Switzerland Foundation (Common Trustee)

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

Trustees

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

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

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

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

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

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

26. Consolidated Statement of Financial Activities for 2022–23

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

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

27. Operating lease commitments

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

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

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

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

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

28. Capital commitments

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

29. Contingent assets

At 31 March 2024, the Group had been notified of their legal entitlement to legacies but the amount is subject to finalisation. Amounts due will be recognised in the accounts when the values are determined with reasonable certainty. It is impractical to disclose these amounts due to the nature of legacies and the inherent uncertainty of future events that determine their existence and probability of receipt.

30. Post balance sheet events

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

6. CHARITY INFORMATION

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

JEWISH CARE

England & Wales - Charity number 802559

Accounts

JEWISH CARE

A charitable company limited by guarantee

Trustees' Report and Group Accounts

For the year ended 31 March 2023

JEWISH CARE

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JEWISH CARE

1. CHARITY INFORMATION

Bankers

Barclays Commercial Bank
Level 28, 1 Churchill Place
London E14 5HP

Investment Advisors

Quilter Cheviot Limited
1 Kingsway
London WC2B 6AN

Veritas Investment Management LLP
Riverside House
2A Southwark Bridge Road
London SE1 9HA

Auditors

External

RSM UK Audit LLP
25 Farringdon Street
London EC4A 4AB

Auditors

Internal

haysmacintyre LLP
10 Queen Street Place
London EC4R 1AG

Solicitors

BDB Pitmans LLP
1 Bartholomew Close
London EC1A 7BL

Bates Wells
10 Queen Street Place
London
EC4R 1BE

Pension Advisors

Barnett Waddingham LLP
Decimal Place
Chiltern Avenue
Amersham HP6 5FG

Principal Office & Registered Address

Amélie House
Maurice and Vivienne Wohl Campus
221 Golders Green Road
London NW11 9DQ

Charity Registration Number

802559

Company Registration Number

02447900

Website

www.jewishcare.org

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

The Trustees have pleasure in submitting their Report incorporating the strategic report and audited financial statements for the year ended 31 March 2023.

Chair's overview 2022-23

It is a relief finally to refer to the pandemic in the past tense (although I still look forward to when it is not mentioned at all). It was a test of resilience for Jewish Care to which we responded by keeping going no matter what, something that the whole community leant into. Today, all of our care homes and retirement living schemes are back to full occupancy, and our community centres and dementia day centres are operating normally. We have our wonderful volunteers and workforce and the continuing support of our donors to thank for getting us back to this point.

I also want to thank our lay and professional leadership who make running the organisation look so simple, and at a personal level make being Chairman so easy. In my role I am supported by the counsel and conscientiousness of our President Steven Lewis and our Life President Lord Michael Levy and by a fantastic Board of Trustees to which I warmly welcome Stephanie Cooper as our newest Trustee and from which I wish a fond farewell to Julie Bekhor who stepped down earlier in the year.

As the organisation's lay leadership, the Board recognises that our primary role is to act as custodians of a critical foundation of the organised Jewish community of this country. Above all else in that role, we value the close partnership we have with our particularly talented directorate team led by CEO Daniel Carmel-Brown, whose contribution to the wider world of care was rightly acknowledged when he was voted number two in Care Talk's prestigious Social Care Top 30. Our executive leadership manage an organisation whose devotion to quality is reflected in our ratio of eleven compliments for every complaint and whose concern for the workforce is seen in our exceptionally low staff turnover (15% compared to the sector average of 29%) and an average tenure of six and a half years among our front-line staff.

If to keep on going was the organisational response to Covid, the organisational imperative has always been to keep on developing. Over the past decade, our estate has been almost completely transformed by the opening of three new campuses and we are delighted to announce that we now have planning permission to develop our fourth new campus at Redbridge, which we're aiming to open in 2026. Building this has been made financially possible through the incredible philanthropy of its cornerstone donors, the Sugar and Ronson Families, a continuation of both families' decades-long generosity and support to Jewish Care.

Opening new buildings is part of our mission to provide safe, high-quality care and services, which are effective, efficient, are sustainable in the long term and are in fit-for-purpose facilities. This mission sometimes requires us to make the difficult decision to close a home and sadly in July 2022, we began the process of closing our Hyman Fine House care home in Brighton. Hyman Fine House was built to meet the care needs of a different generation when it opened in 1971. Over the past ten years, the needs, as well as the aspirations, of our care home residents have changed dramatically. Many of Hyman Fine House's bedrooms were no longer fit for purpose in terms of size and accessibility, with many having no wet room facilities. In addition, Hyman Fine House faced enormous pressure financially because of significant declining occupancy over the last 5 years, compounded by the loss of seven residents during the pandemic. There was not sufficient demand for places at Hyman Fine House to bring capacity levels up to an acceptable level with only 21 of the 45 rooms available for use there occupied. Cost increases further challenged the financial viability of the home.

By September 2022, we had completed the closure process with all residents having found alternative accommodation at new care homes. We continue conversations with the Sussex Jewish Representative Council and the Brighton and Hove Jewish Welfare Board, as we develop alternative community-based care provision for the local community more reflective of its current and future needs.

The environment for elderly care is rapidly changing. Some of that is a consequence of Covid, some a consequence of rising inflation, but secular trends are the key drivers: new technology and increased digitisation, the demographic shift to an older population with a higher prevalence of dementia and perhaps most importantly of all, people's clearly expressed preference for living out their days in their own homes wherever it is not impossible to do so. Jewish Care strives to respond to these changes by making changes of its own.

Our new website launched in December 2022 and alongside many new, industry leading features such as a Cost of Care Calculator and virtual tours of care homes, it is now much easier to navigate the layout. A more streamlined process for booking a place at our events, both for fundraising and community events, is also now available, enabling a better user experience. The website also includes a new virtual community centre, where our online programme of events called 'JC Presents' is easily

JEWISH CARE

accessible to members who can now register for online events and watch recordings of events or talks they may have missed. JC Presents had some 9,500 people joining its online activities and events over the last twelve months, whether that's from their homes or in some cases from their hospital beds.

These Jewish Care services, together with the Holocaust Survivors' Centre, the Social Work & Family Carers Team, Jewish Care Direct helpline, and over 30 support groups receive no government funding at all. Happily, we are part of an extremely generous community who recognise the need to look after its more frail and vulnerable members and their desire as Atul Gawande has put it "to be permitted, insofar as possible, to keep shaping the story of their life in the world – to make choices and sustain connections." This is our purpose at Jewish Care and with the support of our donors and our volunteers and the dedication and hard work of our workforce we will continue to fulfil it.

Jonathan Zenios, Chair

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

CHIEF EXECUTIVE'S OVERVIEW FOR 2022-23

Following the bounce back and return to many of our in-person services, relative visits, activities, and events after the pandemic, at Jewish Care, we are pleased to share that we have confidently weathered many changes. Having said this, as we brace ourselves for the coming financial year, we are under no illusion that all storms have passed and the financial and cost of living crisis weighs on us as it does everyone else.

We still have much to be proud of.

This year, our staff and services have been shortlisted as finalists for twelve national awards in the social care sector and winning four. Three of our services being inspected by CQC, with Stella & Harry Freedman House, Anita Dorfman House and Pears Court at Sandringham all rated 'good' across the board, ensuring the standards continue to remain strong with every single one of our regulated services across the organisation. Our Retirement Living schemes have also recently been inspected by the regulatory organisation ARCO who referred to them as 'setting an industry standard', which is excellent news as Wohl Court approaches its fourth birthday.

Our fantastic Meals on Wheels teams have delivered over 100,000 meals across our community since the start of the pandemic. We now deliver 4,000 meals a month and make over 3,000 calls and visits to vulnerable, older members of the community. As restrictions eased further, we continued to hold many of our calendar-staple, in-person fundraising events again. Our Family Fun Day in June saw over 3,000 people join us for a day of rides, activities, and festivities, and in July, we were able to hold our Annual Campaign Dinner in person once again, which saw 900 people raise £5 million.

We held our annual Volunteer Awards, recognising the amazing contributions that our fantastic volunteers make across our services. We also held our Staff Awards in person for the first time since the pandemic, paying tribute to our staff who have been nominated by their colleagues for going above and beyond in so many ways.

In addition to acknowledging our staff through awards, we are incredibly grateful to The Wohl Foundation for their continued generous contribution towards helping Jewish Care to become the employer of choice in the care sector through a commitment to align with the London Living Wage for all front-line staff. The grant provided by The Wohl Foundation has helped Jewish Care to acknowledge the incredible dedication, hard work, and round-the-clock care that our staff provide to older people in the community every single day, by paying them a higher rate of pay for the vital work they do.

In July 2022, we were delighted to share the next stage of our plans for a stunning £25 million state of the art care and community campus in the Redbridge and Essex areas, which includes a wonderful community centre space. This space will house a centre for people living with dementia along with a 66-bed care home, which our residents at Vi & John Rubens House in Gants Hill will relocate to. Additionally, our Social Work and Meals on Wheels teams will also be based on site. We are very pleased to share that we received planning permission in October 2023. We're aiming to start construction in early 2024 and to open the campus in 2026.

In September 2022, we also marked the passing of Her Majesty Queen Elizabeth II across our services. The period of national mourning was especially meaningful for those we support within Jewish Care because for so many of them, their memories will extend beyond the 70 years of her reign.

As ever, we are always grateful to our community, our lay leaders, and our hardworking staff and volunteers for their generous support. We are proud of the amount we have achieved this year and look forward to the year ahead with continued support for the challenge we may face.

Daniel Carmel-Brown, Chief Executive Officer

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

2a. WHAT WE DO

Jewish Care is the largest health and social care charity serving the UK Jewish community in London and the South-East. Together with our 1,200 staff members, our 3,000 volunteers, and our dedicated Trustees and Lay Leaders lending their time and expertise, we run nine care homes, four retirement living schemes, ten community centres, three dementia day centres and many support services and groups, which, touch the lives of over 10,000 people every week.

Our care and support services include the following services:

Care homes – all our nine care homes are committed to enabling residents to receive high quality residential, nursing and dementia care in an environment that promotes meaningful lives. Electronic care plans support evidence-based care and treatment, while providing an educational function for staff with active input to policies and procedures. Our care homes are regulated and inspected by the Care Quality Commission and we aim to provide the very best standards of care. We also offer a unique style of care which reflects the traditions, beliefs and culture shared by Jewish people. Our staff are trained to understand the Jewish culture and help residents to observe and celebrate Shabbat and the Jewish festivals in a comfortable "heimische" atmosphere. The Jewish way of life is celebrated in all our homes, which have ongoing relationships with the Community. We are open to safe admissions following strict Public Health England guidelines and measures across our care homes.

Retirement Living – Our four beautifully finished, secure, purpose-built schemes are designed for people over 60. Tenants benefit from the peace of mind of knowing 24-hour support is available from our staff should you ever need it. These apartments enable couples or individuals to enjoy a unique blend of stylish housing, tailor-made care and support. They are designed with independence and wellbeing in mind, and they give tenants the freedom to make their home their own, to live life the way they want to live. But they also give tenants the extra security of video entry systems, CCTV and concierge service. Should a tenant's needs change as they grow older, they can change the type of care and support they receive. Most of our Retirement Communities are located with easy access to local amenities and transport connections. And they all give tenants the freedom to be part of a community within a bigger Jewish community.

Community support and social work services – we have five specialist teams who can guide, support, advise and advocate in the areas of ageing and dementia, disability and welfare rights, family carers, holocaust survivors, refugees, and palliative care. Our teams work closely together with community networks, with GPs, synagogues, voluntary agencies, and other organisations including the NHS, local authorities, and other care service providers to deliver the best possible outcomes for our clients.

Community and day centres – Our community centres are places where people can stay active, develop new skills, stay in touch with old friends and make new ones. We try to cater for all interests, by offering a wide variety of enjoyable activities for all ages, including exercise, discussions, computer lessons, social events, support groups and more. All our centres celebrate the Jewish festivals and stay in touch with their communities by participating in activities with local synagogues and schools.

Jewish Care Direct – is a confidential first port of call information and advice helpline, offering assistance, with a wide range of health and social care queries. Our trained advisers are friendly, knowledgeable, and helpful and can provide details of all Jewish Care's community support services in a sensitive and compassionate manner. Between April 2022 and March 2023, the Helpline received 24,684 enquiries.

Mental Health and wellbeing – The Jewish Association for Mental Illness (JAMI) and Jewish Care deliver a single integrated mental health service for the Jewish Community. The services provided offer support, advice, and care to people with mental health needs, their families and loved ones. The highly experienced and skilled teams provide individual support to clients using therapeutic, social, and cultural activities, enabling people to maintain their independence and enhance their wellbeing.

Dementia care – our person-centred care encourages individuals to remain active and helps people to maintain their dignity and quality of life. We also have a specialist dementia development team to train and support our staff working in dementia care throughout the organisation. Our Singing for Memory and memory way café groups continue to meet regularly online (and where possible, in person) each week.

Other Services

Support groups and social clubs – we facilitate over 40 different groups that offer support, encouragement, and advice to all those who attend. These groups offer support in such areas as addiction, bereavement, carers, memory way cafés, living with dementia and divorce. Other groups promote social events to increase confidence, enhance wellbeing and support those with mental health needs, such as Sunday socials, the Wednesday Social Club and Singular Challenge.

Holocaust Survivor and Refugee Services – we also offer a unique range of therapeutic services for holocaust survivors and refugees, tailored to meet their specific needs. Staff in the Shalvata centre offer practical and emotional support related to past trauma and current difficulties.

Disability services – we offer specialist services for people with disabilities, promoting independence, choice and providing support and enabling development.

Family carers support – our services for family carers provide vital information, support, and representation to help people manage their caring role. We aim to offer individual support and advice about coping strategies and specialist support groups. Our Social Work and Community Support Team supported over 2,000 people over the last year.

Meals on Wheels – Our community support services also deliver kosher, nutritious Meals on Wheels to a client's doorstep, delivering over 4,000 meals a month.

Befriending – Our befriending teams stay connected with hundreds of clients regularly via a phone or video call, ensuring that they do not become isolated and lonely, making over 3,000 calls a month.

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

2a. WHAT WE DO (cont'd)

Jewish Care Explore- Our Jewish Care Explore team exists to offer support with technology to all adults within the Jewish community. We have two dedicated centres based in Golders Green and Stanmore with equipment available for people to use independently or with support from the team. Help and advice is also available for any questions.

Jewish Care Presents- Jewish Care Presents is a full programme of online events and activities which clients can attend from the comfort of their own home or from wherever they are, this series of online events is like a virtual community centre with 9,500 people joining online events over the last twelve months.

ROLE OF VOLUNTEERS

Our volunteers work closely alongside staff to deliver Meals on Wheels and make befriending calls, as well as assist in our Community and Day Centres, and care homes with activities, services and other needs as required. Volunteers are required to undergo training and appropriate checks before undertaking their roles. Our 3,000 volunteers are vital to ensuring that services at Jewish Care run smoothly.

All our Trustees and Lay Leaders are also volunteers and section 2c explains their role and how significant they are to Jewish Care.

FUNDRAISING APPROACH

Jewish Care undertakes fundraising activity to achieve both revenue and capital projects income. We are a member of the Fundraising Regulator and adhere to the Fundraising Code of Practice. We also hold organisational membership of the Institute of Fundraising. Income is generated from the community and existing supporters via a number of channels including donations, direct mail, challenge events, special events, supporters who raise income on behalf of Jewish Care, legacies, trust and foundations and two major gifts giving programmes - Patrons and Friends of Jewish Care. We have recently enhanced our Celebrate with Jewish Care and our Giving in Memory channels to encourage giving from a broader cross section of the community. Jewish Care does not use any third party fundraising organisations. As members of the Fundraising Regulator we abide to the Fundraising Promise:

- We will commit to high standards
- We will be clear, honest and open
- We will be respectful
- We will be fair and reasonable
- We will be accountable and responsible

We received one complaint about our fundraising in 2022-23 (2021-22: nil). We took the complaint, regarding the attendance of dogs at an event, seriously and are committed to improving arrangements at next year's event. We received no complaint investigations via the Fundraising Regulator this year or last year. The Fundraising Governance committee reviews all policies and procedures in addition to ensuring staff take part in appropriate Raisers Edge database training. There were four donations brought to the attention of the governance committee and all four were deemed to be proper and appropriate.

Jewish Care's fundraising activity also complies with the Data Protection Act 2018 and other data protection regulations. We send communications via mail, e-mail and through social media and advertising. Consent is obtained where required and recorded. All information is stored securely. Supporters are aware of their rights, are in control of the information they share with us and are able to change the way they hear from Jewish Care at any time. We also ensure that we take careful steps to protect vulnerable and other members of the community from behaviours that may be deemed unreasonable. In line with the Institute of Fundraising's guidance on Treating Donors Fairly, we have a clear policy for treating people in vulnerable circumstances. Fundraising governance is overseen by the Fundraising Governance Committee (formerly the Campaign Oversight Group). The Fundraising Governance Committee is chaired by a Trustee and is made up of ex Trustees and other members of the Community with relevant professional experience. The Committee meets regularly and is responsible for managing fundraising risk by ensuring compliance with the Fundraising Regulator and GDPR, and that all donations are appropriate and do not give rise to reputational risk.

JEWISH CARE

2b. OUR VISION, PURPOSE, VALUES AND STRATEGY

Our Vision

For Jewish Care to be the care and community services provider of choice for older people in the Jewish community and to support family members every step of the way.

Our Purpose

To deliver excellent care and community support services to the community that are Jewish at heart, either directly or with others.

Jewish Care is an organisation where Jewish culture and values are shared and celebrated throughout our work. The Jewish values of care and respect for others run through all we do. We will be distinguished by the Jewishness of the services we offer, and people will choose us because of this.

Our Values

Our values are central to the way we work. They are what make us distinctive and drive how we act as individuals and as an organisation. They shape our culture. They are:

- Excellence
- Innovation
- Compassion
- Inclusiveness
- Integrity

Our Strategy

Our strategic plan for 2020-2025 is available to view at www.jewishcare.org/strategy. Our strategy sets out an ambitious plan in a world of increasing change, complexity, challenges, and choice. We will need to be agile and responsive and ensure the organisation's sustainability for generations to come. Our strategic vision faces the following challenges: the changing need for care, the changing nature of Jewishness, the widening care funding gap, the growth of regulation and the changing economic landscape. We will have to make tough choices internally and constantly challenge ourselves to ensure that the care we provide, the people who provide it and the systems that support it are the most efficient and the most effective every day, in every interaction. The future of Jewish Care will be characterised by outstanding engagement, excellent experience, clarity of purpose, agility, efficiency, and the strength of our values.

Our strategy sets out the seven priorities we want to achieve across the organisation from 2020-2025, how we are approaching them and some of the ways with which we will measure success. The seven priorities are as follows and are underpinned by partnerships as everything we do requires the coming together of our workforce, our army of volunteers, our donors, and the community at large.

Jewish Care will be distinctively Jewish – our aim is that the Jewishness of the experience we offer is clear, distinct and meets the needs and expectations of the community we serve. We want people to experience the Jewish values of kindness, giving and welcoming in every interaction with us.

Jewish Care will be recognised for quality and innovation – our aim is to be the social care provider of choice for older people in the Jewish community, universally recognised for the quality of our services. Jewish Care should always deliver quality, best practice, and achieve full compliance with all legal and regulatory requirements.

JEWISH CARE

2b. OUR VISION, PURPOSE, VALUES AND STRATEGY (cont'd)

Our Strategy (cont'd)

Jewish Care will be integrated in our community - our aim is that the Jewish community and Jewish Care will remain central to each other. Jewish Care will develop with the members of the community we serve, as we navigate a changing world of care and evolve to provide the care that is needed and work together with our communities to shape the future of care and sustain our ability to meet their changing expectations and needs. We will engage effectively with supporters, volunteers, leaders, partners, and clients to respond to their needs and provide them with first-class care and services.

Jewish Care will be the customer's choice – our aim is to develop staff and volunteers, our insights, our systems and our tools, so that we can become the social care provider of choice to the Jewish community. We should be known for the speed and excellence of our service.

Jewish Care will be an employer of choice – our aim is to be the employer of choice for talented people who share our values and have the skills we need to deliver our ambitions.

Jewish Care will be the champion of volunteering – our aim is to enable people to enjoy a first-class experience as volunteers, making the most of these skills and the impact they make on the communities we serve.

Jewish Care will be a continued leader for the community for generations to come – our aim is to ensure that the governance, leadership, financial, health, resources and reputation of the organisation continue to be robust, well managed and allow us to serve the community for generations.

Over the last couple of years we have been improving our Measures of Success and the following are Jewish Care's key Measures of Success.

Strategic Priority	Measure of Success	Our performance in 2022-23
Distinctively Jewish Recognised for quality and innovation Customer's choice	- CQC ratings - To maintain a "Good" rating at every care home and aim for "Excellent" ratings. - Health and Safety ratings - To retain compliant ratings from external audit reviews across all workstreams and sites; to maintain 85% coverage on H&S staff training and keep accidents to a minimum. - Occupancy - To achieve the budgeted level of occupancy - Compliments and complaints - To receive at least eight compliments for each complaint	- Achieved. We retained "Good" ratings at every care home. - Achieved. All resources were compliant in terms of audit; there was no unexplained increase in accidents, and nearly all eligible staff had completed their H&S training on 31 March 2023. - Achieved. We exceeded our budgeted level of occupancy by 3%. Achieved. We received eleven compliments for each complaint
Integrated in our community Champion of volunteering	- Amount of funds raised - To achieve the budgeted level of fundraising - Number of volunteers - To maintain at least 3,000 volunteers	- Achieved - Achieved
Employer of choice	- Staff turnover - To maintain care staff churn at below the industry average	Achieved. Care staff churn was 15% which is significantly below the industry average of 29%.
Continued leader for generations to come	- Occupancy - Proportion of self-funder residents - Amount of funds raised	- As above - Achieved. We met our self-funder target. - As above

More information can be found about our aims, achievements, and performance on page 17.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT

Our Constitution

Jewish Care is a registered Charity (reg no. 802559) and a Charitable Company limited by guarantee and not having a share capital (reg no. 02447900). Jewish Care was registered as a Charity in November 1989, though the predecessor organisations to Jewish Care have been providing care and support for the community since the 1850s. It is governed by its Memorandum and Articles of Association, as amended in June 2017.

Subsidiaries & Linked Charities

At the year end, Jewish Care operated six subsidiaries and 20 linked charities (all subsidiaries are consolidated into the group accounts and all linked charities are incorporated into the Jewish Care accounts). Of the six subsidiaries and linked Charities, Community Trading Limited is a trading subsidiary wholly owned by Jewish Care, the Joel Emanuel Trust is a registered social landlord wholly owned by Jewish Care (linked Charity), and the Jewish Association for Mental Illness (JAMI) is a Charity of which Jewish Care is the sole company law member (see note 3 for a summary of the audited financial numbers for the year ended 31 March 2023). As detailed below, Community Trading Limited, the Joel Emmanuel Trust and JAMI nominate their own Board of Directors, Management Committee and Board of Trustees respectively. Jewish Care Pension Trustees Limited is also a dormant subsidiary (by virtue of the absence of financial transactions) of Jewish Care but it is active in its role as Trustee to the pension schemes operated by Jewish Care. The other 20 are trusts and linked Charities (see note 17 to the accounts) and are consolidated based on common management and control; work is continuing with the Charity Commission to rationalise these trusts. Jewish Care also has close working relationships and partnerships with other Jewish charities, sharing knowledge and support to actively enhance each of their respective objectives.

Community Trading Limited (CTL)

Community Trading Ltd (CTL) (company registration number 02449362) was incorporated in 1989. The principal activity of CTL is the provision of services to, and in connection with Jewish Care. The majority of activity during 2022-23 was oversight of the opening of Pears Court at Sandringham and assisting with the transition of that site from construction to an operational facility. It has also acted in an advisory capacity in respect of the pre-planning and planning stages of the capital project at Redbridge. CTL has also been used for certain fundraising events supporting Jewish Care's work where no gift aid can be claimed. CTL makes a qualifying payment, as a donation, to Jewish Care under a formal deed of covenant.

Joel Emanuel Trust (JET)

Joel Emanuel Trust (JET) is a linked Charity and registered social landlord, whose objectives are the provision of housing for poor persons of the Jewish faith. JET operates Sidney Corob House, a mental health residential home for those over 50, offering residents different levels of care to suit their individual needs. JET also holds an interest in Wohl Court which is a Retirement Living facility. The overall affairs of the JET are managed and controlled by the corporate trustee (Jewish Care) which has appointed the JET Executive Committee to focus on the facilities at Sidney Corob and Wohl Court.

Jewish Association for Mental Illness (JAMI)

Jewish Care with the Jewish Association for Mental Illness (JAMI) provides an integrated mental health service for the Jewish community providing support to clients using therapeutic, social, and cultural activities, enabling them to maintain independence and enhance their wellbeing. Jewish Care is the sole company law member of JAMI. The Jewish Care group financial statements for the year ended 31 March 2023 include the consolidated numbers of JAMI. JAMI owns a 100% trading subsidiary, JAMI Sales and Services Limited. Jewish Care supported JAMI with a grant of £805k during the year ended 31 March 2023 (2021-22: £715k) which is included in JAMI's own financial statements. JAMI's mental health café, Head Room, reopened in February 2023 following an extension and revamp that will give it space to deliver all the groups that the charity wants to run and to collaborate with more organisations.

Funds held as custodian Trustee on behalf of others

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

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Trustees

The current Directors of Jewish Care are the Board of Trustees (who are listed on page 15 of this document). The Board of Trustees comprises 13 Trustees, the minimum requirement is 10 Trustees with a maximum of 20. The Trustees have delegated the day-to-day decision making to the Executive Leadership Team, who report directly to the Board of Trustees. Once in every 12-month period, one third of the Directors or, if their number is not three or a multiple of three, the number nearest to one third, shall retire from office by rotation. The Directors to retire by rotation shall be those who have been longest in office since their last appointment or re-appointment. A person retiring from the office of Director shall be eligible for re-election, provided that no Director shall serve for a consecutive period of more than six years, save with the approval of at least two thirds of the other Directors. The Board of Trustees meets every six to eight weeks alongside the Executive Leadership Team, to discuss the strategic priorities, performance of the organisation against key performance indicators (as summarised on page 9), to agree any changes in the way the organisation operates, strategic initiatives and to focus on the future. The Trustee Board has been selected based on skills and abilities chosen from a broad range of backgrounds, including health care, business, property, law, accountancy, and public life to meet the collective requirements of the organisation. Trustees are often recruited from our broader Lay Leadership team although when looking for very specific skills advertising and / or a non-Executive specialist recruiter are used. All new Trustees are given an induction pack on appointment with meetings and training organised with key charity personnel. Development and training of Trustees continues throughout their term of appointment. Whilst training was suspended during the pandemic period, training resumed in June 2021 with a half-day session on safeguarding, health and safety and serious incident reporting. A further safeguarding training session took place in March 2023. At the beginning of every Board meeting, Trustees are asked to disclose any conflicts they may have, given what is being discussed. If any Trustee has a conflict, that conflict is minuted and that Trustee is asked to absent him or herself from the specific discussion.

At the 31 March 2023, the Board of Trustees was supported by ten sub-committees and seven expert groups. Some of these are recent creations and have been set up because of a governance review carried out in 2019/20. The governance review involved a review of the Charity's organisational structure, its constitution, board composition and all other best practice recommendations to include recommendations from the Charity Governance Code.

Sub-Committees

- Nominations
- Remunerations
- Fundraising Governance
- Clinical Governance
- Community Services & Volunteers
- Finance, Audit, & Investment
- Retirement Living
- Internal Audit, Assurance & Risk
- Residential Care Services
- Property Strategy

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

The Nominations Committee is responsible for the recruitment and selection of Trustees and the Executive Leadership Team. It consists of Trustees and the Chief Executive and is chaired by the Chair of the Board. The Committee oversees the balance of skills, knowledge and experience and evaluates the requirements of all appointments to ensure an adequate balance of requisite skills. The Committee oversees the process for the appointment and initial framework for the remuneration of the Chief Executive, whilst also ensuring that all actions in relation to both the Board of Trustees and the Executive Leadership Team reflect the requirements of the Fit and Proper Person test.

The Remuneration Committee oversees the remuneration and terms and conditions of the Chief Executive and Directorate, together with other direct reports to the Chief Executive, which are recommended by the Chief Executive and will be made by the Committee on appointment. Variations to the terms and conditions and remuneration of Directorate and other direct reports to the Chief Executive will also be recommended by the Chief Executive and made by the Committee. The Chief Executive will be responsible for determining the remuneration and the terms and conditions of other staff employed by Jewish Care. However, the Committee will oversee the development, and implementation of Jewish Care's remuneration policies and practices for Jewish Care staff. In general, Jewish Care aims to pay the London Living Wage for our lowest paid front line staff and the median in the market for all other staff. However, for the lowest paid, Jewish Care has had and will continue to have a policy of increasing pay above the median in the market.

The Fundraising Governance Committee oversees the Governance aspects of Jewish Care's day-to-day fundraising practices and provides assurance that those practices are appropriate in all respects, whilst also providing support to allow Jewish Care's strategic objectives to be met, and to address and to mitigate risk around donations. This in turn enables the Board of Trustees to be assured that appropriate scrutiny processes are in place. The Committee also monitors fundraising data and communications with donors.

The Clinical Governance Committee is responsible for scrutinising, providing assurance and oversight of Jewish Care's clinical governance arrangements with a focus on residential care. The Committee ensures that adequate and appropriate governance and clinical risk structures, processes and controls are in place across Jewish Care. The membership of the Clinical Governance Committee comprises Trustees and non-Trustees, who have relevant current expertise in the areas of clinical governance, the Charity's Chief Executive, Director of Care Services, Director of Community Services & Volunteers also attend and represent the Executive Leadership Team.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

The Community Services & Volunteers Committee has delegated responsibility on behalf of the Board of the Charity for helping to shape and to monitor progress on Jewish Care's Community Services and Volunteer Strategy, including but not limited to, community centres or community hubs. It makes recommendations for their timely and effective implementation; helping to develop the overall strategy in assisting Jewish Care source and develop partnerships with other organisations. It supports the effort to fulfil the seven strategic objectives, particularly community integration, recognition for quality and innovation, a champion of volunteering and the customer's choice; and helping develop Jewish Care's response to the changing demographics of the Jewish community in the UK meeting the needs of older Jewish people living in those communities.

The Finance, Audit & Investment Committee has delegated authority to assist the Board in its duty to supervise the broad direction of the Charity's financial affairs and those of its subsidiaries and linked charities. The Committee exercises, on behalf of the Board, supervisory oversight of all aspects of the Charity's corporate financial policies and operations. On an annual basis it reviews the operating plan and budget, the rolling five-year plan, and the reserves and the investment policies, for recommendation to the Board. It oversees preparation of the Annual Report and Accounts including accounting policies and judgements and reviews the performance, independence, and objectivity of the external auditors. The oversight of subsidiaries is being developed.

The Retirement Living Committee has delegated responsibility on behalf of the Board of the Charity to oversee all retirement living activities, including advising upon affordable housing strategy. It also considers operational performance, health and safety aspects of Jewish Care's retirement living operations, facilities management, satisfaction surveys and tenant policy.

The Internal Audit, Assurance & Risk Committee is responsible for overseeing internal audit and identifying and overseeing Jewish Care's risk assessment. The membership of the Audit and Risk Committee comprise Trustees and non-Trustees who have relevant current expertise in the areas of finance, and/or risk management. The Charity's Chief Executive, Director of Legal Affairs, Property & Procurement, Director of Finance & IT and Head of Health & Safety also attend and represent the Executive Leadership Team. The Committee oversees the appropriate systems in place (which include corporate governance, legal, financial, and regulatory compliance systems) to manage the risks to which the Charity is exposed and mechanisms to manage risk to include the appointment of internal auditors.

The Residential Care Services Committee has delegated responsibility on behalf of the Board of the Charity for residential care and support services. The purpose of Committee is to ensure the delivery of the highest possible quality of service within the Charity's residential care facilities, having regard to financial budgetary constraints and best practice, by facilitating the development of effective strategic and operational policies and monitoring performance.

The Property Strategy Committee has delegated responsibility on behalf of the Board of the Charity to oversee the management of property strategy and to make recommendations to the Board (either as a whole committee or a group appointed for that purpose by the Committee Chair) regarding high value property acquisitions and disposals. Management of major capital projects however continues to be delivered by the Community Trading Ltd (CTL) Board. The Committee provides advice and guidance on strategic property issues, likely costs to provide for major repairs, alterations, and refurbishment and in keeping abreast of modern designs and methods within the remit of health and social Welfare. Its remit includes advising and supporting the Board on issues relating to legislative maintenance, estate planning, minor works programme, major capital works and legacy properties.

Expert Groups

These Expert Groups exist to advise the Trustees and the Executive Leadership Team. They do not have decision making powers. They consist of Trustees and other experts, whose selection is based on skills and abilities relevant to a group's expertise requirement.

- Campaign Strategy Group
- Patrons Committee
- HR Sub-Committee (a sub-committee of the Remuneration Committee)
- Jewish in Jewish Care
- IT Expert Group
- Quality and Customer Experience
- Marketing and Communications Expert Group

The **Campaign Strategy Group** helps steer Jewish Care's fundraising strategy, ensuring the organisation can successfully raise funds required from the Community to support our services. The Committee also use their expertise to support types of fundraising which have been identified as having growth potential.

The **Patrons Committee** provides advice and guidance to the fundraising team, with regard to increasing the number of Patrons who support Jewish Care.

The **HR Sub-Committee** provides advice and guidance to the Human Resources and Training team (via the Remuneration Committee) to support the delivery of a people strategy, with a focus on delivering effective and impactful HR.

The **Jewish in Jewish Care Group** provides advice on the integration of Jewish aspects of service delivery and operations across the charity's work.

The **IT Expert Group** provides advice and guidance on the strategic direction of the organisation's digital infrastructure capabilities and advises on the introduction/development of applications that can be utilised throughout the organisation, specifically targeting the provision of services to end users.

The **Quality and Customer Experience Group** provides advice to the Quality and Customer Experience team.

The **Marketing and Communications Expert Group** provides advice and guidance on the strategic issues to include the development of a 2 year strategy.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Public Benefit

The Trustees have considered the requirements of the Charities Act 2011 and have satisfied themselves that they have complied with their duty to have regard to the Public Benefit guidance published by the Charity Commission. The activities and achievements of Jewish Care are outlined throughout this Report, and fully demonstrate that the Charity is providing public benefit.

Access to Jewish Care's services is by need and not by the ability to pay. Clients are asked to contribute towards the cost of the service they use, which itself is often heavily subsidised. Clients are not refused a service if they cannot pay. The cost may then be reduced or waived altogether, depending on their circumstances. This funding gap is subsidised by donations from the community.

Clients are not refused access to a care home if their family is unable to pay the requested third party/family contribution. Barnet Local Authority continues to pay an agreed 5% increase on rates for all care services provided by Jewish Care to residents of Barnet which considers our culturally specific service. Fee assistance (to meet the gap between the cost of care and the rate paid by the local authority for residents) is provided by Jewish Care in appropriate cases after assessing the needs and means of applicants, their families, and any further contribution from the local authority.

Jewish Care's Day and community centres are subsidised by voluntary donations which enable entrance fees to be kept lower than they would otherwise be. Some beneficiaries of services, such as carer's support and social work, are not required to pay a fee. There is no geographic restriction to people using the services; however, most are based in or around London and the South East. Jewish communities living in these areas are those benefiting most from them. The various services available are advertised to the public through Jewish Care's website (www.jewishcare.org) as well as in local papers, the Jewish press and in many synagogue magazines.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Streamlined Energy and Carbon Reporting

Jewish Care is committed to the Energy Savings Opportunities Scheme (ESOS) that applies to large undertakings as defined by the Companies Act 2006. The energy consumption reports the energy and carbon consumption for the company only.

Total Energy Consumption (TEC)

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

Fuel	2021		2022		2023	
<u>Energy Consumption breakdown (kWh)</u>						
Grid supplied electricity	5,843,922	38%	5,097,135	30%	6,266,617	34%
Natural gas	9,459,883	61%	11,369,396	69%	12,390,688	65%
Grey fleet mileage	128,879	1%	117,483	1%	80,166	1%
Unknown	-	-	-	-	-	-
Total energy consumption	15,432,684	100%	16,584,014	100%	18,737,471	100%
<u>Emissions (tCO₂e)</u>						
Grid supplied electricity	1,301.6	42%	1,082.3	34%	1,297.7	34%
Natural gas	1,736.0	56%	2,082.4	65%	2,478.1	65%
Grey fleet mileage	39.7	2%	28.9	1%	19.6	1%
Unknown	-	-	-	-	-	-
Total gross emissions	3,077.3	100%	3,193.6	100%	3,795.4	100%
<u>Intensity ratio (tCO₂e/m²)</u>						
Estate m ²	62,126		53,198		56,084	
Intensity ratio	0.05		0.06		0.07	

Electricity consumption appears to have increased in 2023 because electricity consumption at one facility was not included in 2021 and 2022 by accident. The 2021 and 2022 figures have not been restated. The 2023 figures include 1.2m kWh and 2,866m² for that facility.

Methodology

Data used in calculating Total Energy Consumption (TEC) includes summary data, supplier invoices, automatic meter readings in downloadable format e.g. half-hourly electricity data and transport mileage data provided by Jewish Care and Sustainable Advantage. All fuel conversions to kWh and CO₂ emissions data have been calculated in line with the 2013 UK Government environmental reporting guidance using UK Government GHG conversion factors for company reporting for the relevant period.

Intensity measurement ratio

The intensity measurement ratio is a measure of environmental impact; the quantity of energy per unit of output, we have chosen the entire estate square meterage.

Measures taken to improve efficiency

As part of the ESOS review, a report of findings indicated sixteen high level recommendations of potential energy savings amounting to 2,280,285 kWh per year. This suggests significant opportunities to improve management, energy efficiency, reduce energy waste and contribute to an improved working environment. These include the implementation of combined heat & power (CHP) systems, the installation of burner management controls to boilers and LED lighting upgrades to name but a few. None of these were done in 2020-21 or 2021-22 due to the pandemic but during 2022-23 we have recommissioned the CHP unit at Kun Mor and George Kiss and have re-lamped with LED lighting at the Maurice and Vivienne Wohl campus, at the Betty and Asher Loftus campus and at Sunridge Court. We have also entered into a three year contract with Telex UK to complete energy surveys of our estate and to fulfil our requirement to comply with ESOS phase three next year. It is hoped that this will highlight further energy saving opportunity. The first opportunity highlighted by Telex UK is to install a Voltage Optimiser at Stella and Harry Freedman House, which has been approved and is awaiting a date for installation.

Engagement with employees (including disabled persons)

Please see page 19 of the Strategic Report that provides information in relation to Jewish Care's engagement with employees.

Engagement with suppliers, customers, and others in a business relationship with Jewish Care

Please see page 19 of the Strategic Report that provides information in relation to Jewish Care's engagement with suppliers, customers, and others in a business relationship with Jewish Care.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Key Management Personnel: Trustee Board (Current Trustees and Directors)

Trustees (who are also company Directors of the Charity)

Jonathan Zenios	Chair
Julia Bekhor	resigned 16 May 2022
Michael Brodtman	
Stephanie Cooper	appointed 16 May 2022
Adam Dawson	
Simon Friend	resigned 12 December 2023
Harold Gittelmon	
Leah Hurst	
Gayle Klein	Joint Vice Chair
Jonathan Rose	
Dr Jonathan Shapiro	
Marcus Sperber	
Arnold Wagner OBE	Joint Vice Chair
Amy Woolf	
Darren Braham	appointed 15 November 2023

The Group has maintained insurance cover for the benefit of its Trustees, Directors and Officers (including Pension Trustees) against any liability incurred by them in carrying out their duties in such capacities. The premium paid in respect of such insurance was £29,618 (2021-22 £23,776).

Key Management Personnel: Executive Leadership Team

Daniel Carmel-Brown	Chief Executive Officer
Adam Overlander-Kaye	Director of Fundraising & Community Engagement
Ellisa Estrin	Director of Marketing, Communications & Customer Engagement
Angela Beerman	Director of Human Resources & Organisational Development
Rachel Jones	Director of Care Services & Housing
Richard Shone	Director of Community Services, Hospitality, Volunteering & Social Work
Jonathan West	Director of Legal Affairs, Property & Procurement
Amanda King	Director of Finance & IT

Pay and Remuneration Policy for Key Management Personnel

The Trustees consider the Executive Leadership Team, as well as the Trustees, as the key management personnel of the Charity in charge of directing, controlling, running, and operating the Charity on a day-to-day basis. In determining the remuneration policy for key management personnel, consideration is given to pay staff at a level where they are motivated to enhance the organisation, their individual performance and quality of care in line with our objectives and strategy, notwithstanding the Charity's ability to pay. The aim is to pay staff within the median to upper quartile of salaries within the UK and charity care sector, so that we are competitive in relevant markets, but not to compete on pay with the public or private sectors. None of the Jewish Care Trustees received any remuneration or expenses from their work associated with the Charity.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Trustee Membership of Committees of the Board and Expert Groups and who served as such as 31 March 2023:

Trustee	Committees										Expert Groups				
	Nominations	Remuneration	Fundraising Governance	Clinical Governance	Community Services & Volunteers	Finance, Audit & Investment	Retirement Living	Internal Audit, Assurance & Risk	Residential Care Services	Property Strategy	Campaign Strategy	Patrons	HR	Jewish in Jewish Care	Quality & Customer Experience
Michael Brodtman		✓				*				✓					
Stephanie Cooper								*							✓
Adam Dawson*		✓													
Simon Friend	✓			✓					*						
Harold Gittelmon					✓									✓	
Leah Hurst			✓				*								
Gayle Klein	✓		*		*						✓				
Jonathan Rose							✓			*					
Jonathan Shapiro				*					✓						
Marcus Sperber		✓						✓			*				
Arnold Wagner	✓	*						✓					*		
Amy Woolf			✓						✓						
Jonathan Zenios	*	✓				✓					✓	✓			

✓ member of sub-committee or expert group, * chair of sub-committee or expert group.

The table above only lists Trustees.

A number of the committees and expert groups have co-opted members who are not Trustees.

A full list of both Trustee and non-Trustee members are available in the Annual Review, which can be found on Jewish Care's website.

*Adam Dawson is also Chair of the Jewish Association for Mental Illness (JAMI)

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

Distinctively Jewish

- In June 2022, we re-established the Jewish in Jewish Care committee chaired by trustee, Harold Gittlemon.
- 240 staff were trained in the Jewish way of life and how this works across the organisation.
- We continue to provide external training sessions for other charities on the Jewish way of life.
- We produced a booklet and training on end-of-life requirements, understanding, culture and End of Life Care Plans, importance of obtaining information and what information is required from a Jewish perspective.
- We continue to run community wide engagement projects, such as the Chanukah Lamp Lighters project and Challah Cloth project.
- A new booklet for staff compiling contacts to assist with Jewish burials has been produced for our care home staff, enabling an easier and smoother process when these services are required.

Recognised for our quality and innovation

- All of our nine care homes continue to commit to enabling residents to receive high quality residential, nursing and dementia care in an environment that promotes meaningful lives. We have continued to achieve 'Good' ratings from CQC following inspections at Stella & Harry Freedman House, Anita Dorfman House at Sandringham and Pears Court at Sandringham.
- Electronic care plans continue to support evidence-based care and treatment, while providing an educational function for staff with active input to policies and procedures.
- We have begun to review the operational processes in the Social Work & Community Support service, which began with the appointment of a new Head of Social Work, Safeguarding & Mental Health and centralising the Duty Team which has brought more efficiencies to the service, allowing colleagues in the local teams to have more capacity.
- Jewish Care staff were shortlisted as finalists in twelve prestigious industry awards.

Integrated in communities

- We have successfully established a B'nei Mitzvah programme in north-west London.
- We have developed a community centre programme for those over 65 in three of our hubs with activities such as Bridge Clubs, Yoga, Pilates, Line Dancing and re-opening our previously successful Table Tennis group, appealing to people who wouldn't want to feel connected to a care environment. We have also opened two Parent & Toddler groups that run in conjunction with our homes. In combination this programme attracted over 13,000 attendees.
- We held 25 fundraising events which were attended by a total of approximately 6,700 people. This included a record number of attendees at our Topland Business Lunch and Family Fun Day. We have also re-established the Holocaust Survivor Centre Dinner and the Property Breakfast.

The customer's choice

- We launched a new website, which included the following digital tools to allow us to be more accessible and the customer's choice; JC Presents virtual community centre, costs of care calculator and a digitised version of 'ask the helpline'.
- We achieved high occupancy across our care homes ending the year with 90% of our care home beds full and self-funders at 46% across the estate.
- Every single one of our four Retirement Living schemes were fully occupied with strong waiting lists for three out of four of the schemes by the end of the financial year.
- We implemented a new, more transparent, and speedier family contribution rate scheme.
- Our admissions process was externally audited from end to end to help us identify how to improve occupancy and customer experience. All audit recommendations have been implemented.
- We shared communications and updates throughout the year regarding our upcoming new development in the Redbridge community.
- Our compliments to complaints ratio for 2022-23 was 10.65 to 1 made up of 714 compliments and 67 complaints. This is a significant improvement compared to the previous financial year where the ratio was 8.66 to 1.

An employer of choice

- In a highly competitive market, we remain an attractive employer and have been successful in recruiting staff in line with our values and business needs. We made a smooth transition to hybrid working arrangements for most of our support staff and are pleased with the balance of flexibility and staff engagement this has achieved. Voluntary staff turnover is 14.9% in Q4, and we continue to perform below sector benchmarks for turnover. At the end of March, we finalised the design of our new Benefits, Rewards and Wellbeing platform – Jewish Care Benefits, which launched 3 April 2023.
- All staff complete mandatory training on health and safety, safeguarding, GDPR, diversity and our values. Most complete fire safety training and often much more specific training, dependant on their role, e.g. infection control. We encourage our staff's self-development by offering a wide range of online training available 24/7, ranging from mental health resilience to unconscious bias. HR has led a suite of performance management tools and training, running eight courses with 361 participants between April 2022 to April 2023.
- We continue to align to the London Living Wage despite significant financial challenges, as investing in our staff is a priority.
- We are pleased to have introduced a new recruitment and onboarding system which not only makes the candidate's experience better, but makes our processes more efficient, effective and secure.

A champion of volunteering

- The Learning & Development team in the Volunteering Department have reviewed the training programme and effectively utilising Better Impact (our Volunteer Management software), ensuring that training of individual volunteers is up to date and relevant to their role. The team have developed training programmes that are online, face to face, and now using animation, can send online programmes for people to learn from home.
- We continue to hold our Volunteer Awards, recognising the significant role our 3,000 volunteers play in supporting services across Jewish Care.

JEWISH CARE

A continued leader for the community for generations to come

- Revenue fundraising was £18.1m, with our Major Gifts giving programmes remaining strong with a combined income of £10.3m from 290 Patrons and 490 Friends of Jewish Care versus a target of £10m. Legacy fundraising was successful with an income of £4.6m against a target of £4m, as was the events portfolio with income of £1.7m against a target of £1.4m.
- With a focus on fundraising for the Redbridge project, in addition to the initial £5m lead gift from one donor family, an additional £7m pledge from another donor family was also received.
- We ensured that all capital gifts due for Sandringham in 2022-23 were received and that all capital donor signage for Sandringham is complete, alongside individual plaques and dedication events. We raised £2.15m in capital fundraising alongside a calendar of dedication events and the unveiling of the main donor board. Dedications included that of The Sir Naim & Renée Dangoor Floor and the Zalman and Ruchi Noe Centre at Sandringham for people living with dementia. Planning also started for the official opening of the Sandringham site.
- The Fundraising Campaign Strategy Committee held its first meeting in February 2023 and is chaired by trustee, Marcus Sperber. Members of the committee have experience of working with Jewish Care in the fields of Patrons, Friends, Capital Gifts, Events, Legacies, Governance and Young Jewish Care.
- Giving in Memory raised over £50,000 from 239 donors and we ran our first legacy roadshow across all of our resources, enabling volunteers, staff, tenants and clients to learn more about the importance of legacy giving to Jewish Care. We recruited a Fundraising & Community Partnerships Lead who has increased the marketing of Celebrate with and started the planning of a roadshow to further promote this income stream to those who visit our resources. The portfolio saw 232 donors raise £48,639.
- Jewish Care made an operating loss of £1.0m which was adverse to budget. This was due to Care Homes making an operating loss of £3.4m in part due to the impact of high inflation. This was to some extent foreseen early in the financial year and as a consequence a Care Homes Efficiency initiative was planned and commenced in the last quarter of the financial year. There are a number of strands to the initiative including increasing the number of self funders in our care homes, increasing the number of permanent staff (and therefore reducing agency spend) and changing staff ratios in the afternoons. This initiative has continued into 2023-24 and it's delivering better financial performance at the time this report is approved.

Future aims for Jewish Care for financial year commencing 1 April 2023

Trustees and the management team have five major objectives for Jewish Care during 2023-24:

1. Focus on excellence in leadership and management by requiring all Care Home Managers to complete our people management programme in order to be an Employer of Choice and a continued leader for generations to come.
2. Maintain high occupancy across our Care Homes and Retirement Living sites and increase self funder occupancy to 49% by a marketing channel and enhancing some of our Care Homes in order to be the customer's choice and become more sustainable.
3. Expand our Regional Communities programme and launch our Youth Leadership programme in South Hertfordshire, continue to localise our volunteers programme and raise £17m from the Community in order to be integrated in our communities, a champion of volunteering and a continued leader for generations to come.
4. Obtain planning permission for our new Redbridge campus and start building, which was achieved in October 2023.
5. Strengthen and standardise the organisation's core processes by implementing new billing processes and system for Care Homes and Retirement Living, new electronic rostering system for Care Homes and Retirement Living, a new menu management system across our catering operations and new end to end processes and system for Meals on Wheels in order to be recognised for our quality and innovation and be the customer's choice.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

SECTION 172 STATEMENT

The Trustees have considered the requirement to promote the success of the Charity for the benefit of all stakeholders and to achieve its charitable purposes, and in doing so the Trustees have had regard to the following requirements of section 172 of the Companies Act 2006.

The likely consequences of any decision in the long term

The Board of Trustees meet every six to eight weeks alongside the Executive Leadership Team to discuss strategic initiatives, priorities and to agree any changes in the way the organisation operates with a focus on the future of the organisation. Board discussions during 2022-23 have included the Redbridge development, the closure of Hyman Fine, driving financially sustainable and making care homes more efficient. The development of initiatives and plans by the Executive Leadership Team are also supported with focused expertise and oversight from our many sub-committees. Our 2020-2025 strategy also sets out the organisation's long-term focus in a changing and challenging landscape, a strategy that is underpinned by its stakeholder partnerships. During 2022-23 the Board has worked with the Jewish Leadership Council to consider the most effective ways it can address the challenges facing the community, which has influenced our volunteering and Redbridge development aims for 2024-25 outlined on page 18.

The interests of the company's employees

Our people, both staff and volunteers, are our greatest asset. One of the seven priorities of our 2020-2025 strategy is to be the employer of choice for talented people, who share our values and have the skills we need to deliver our ambitions. We recognise, support and engage with our staff by celebrating success, creating wide-ranging and robust learning both online available 24/7 and face to face. We offer development programmes, provide flexible working, and importantly listen to our staff managing a staff forum where concerns can be raised, discussed and resolutions proposed. We have invested in pay and for the lowest paid we align to the London Living Wage. For others we aim to pay a fair rate taking into account our charitable status. Staff are supported by the Remuneration Committee, a sub-committee of the Board. We believe these decisions have had a positive impact as care staff churn was 15%, which is significantly below the industry average of 29%.

The need to foster the company's business relationships with suppliers, customers, and others

Our organisation is defined by partnerships. Everything we do requires the coming together of our workforce, our army of volunteers, our donors, our suppliers, our clients, our purchasers of services that include local authorities, Integrated Care Boards and our regulators. Our 2020-2025 strategy underpins the value and contribution from all these stakeholders. We encourage feedback from all stakeholders, especially client feedback, as this is a critical part of the mechanism that allows the development and improvement of our front-line services. Oversight of our frontline services is provided by five sub-committees of the Board, namely the Residential Care Services Committee, the Clinical Governance Committee, the Retirement Living Committee, the Internal Audit Assurance and Risk Committee and the Community Services and Volunteers Committee. During 2022-23 the Board paid particular attention to: the impacts of social care reform on the organisation, and its mental health strategy, including JAMI. The section called Aims, Achievements & Performance on page 17-18 provides more information on the impact of our work on stakeholders, including the compliments to complaints ratio of 10.65 to 1, and 90% occupancy in March 2023.

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

We are committed to meeting the changing need for social care for our community. Over the years we have responded to the community's changing needs and have embarked on major donor funded capital projects to develop care campuses. Our most recent campus developed was Sandringham near Stanmore which fully opened in spring 2021 and we received planning permission in October 2023 for our next new campus in Redbridge, which we're aiming to open in 2026. These campuses allow the community to receive high quality care, community support, retirement living apartments, a range of social events as well as opportunities to volunteer and participate in community life. In our resources we are continuously modernising the delivery of care and since the end of the pandemic we have modernised our day and dementia day centre programmes. Please refer to our carbon reporting on page 14 to understand our contribution and response to the environmental challenges.

The desirability of the company maintaining a reputation for high standards of business conduct

Our organisation is strongly committed to maintaining a reputation of high standards in all our charitable deliverables and business conduct. Organisational and departmental risk registers are kept and overseen by the Internal Audit, Assurance and Risk Committee, a sub-committee of the Board. Our independent internal audit function performs a critical role in reviewing processes involving higher levels of risk and in some cases lower levels of controls. During 2022-23 internal audit reviewed revenue leakage, procurement and medicine management. In addition, a specialist data privacy consultancy reviewed all our data privacy processes and practices. Internal audit reports include recommendations rated high, medium or low priority and the Internal Audit and Risk Committee track the delivery of all high and medium priority recommendations.

As a CQC regulated charity, we also respond to regulatory findings obtained during inspections to understand how service improvements can be made. All regulatory finding reports are reported to the Board of Trustees. Aligned to reputational management is our process for reporting serious incidents (SIR) to the Charity Commission. Jewish Care's SIR procedure was put in place in July 2018 amended in February 2020 and June 2022. The SIR process is a robust one and has resulted in several reports being made in previous financial years. During 2022-23 there were four reports made to the Charity Commission. The SIR process requires any potential incident to be reported to a committee of various members of the Board, whereupon the committee will convene to discuss each incident, and the Board is informed whether the potential incident is reported to the Charity Commission or not.

The need to act fairly as members of the company

All Trustees and Directors of subsidiary entities act in the best interests of the charitable organisation in meeting its charitable objectives. Declaration of any conflicts of interest are a standing agenda item at each Board and sub-committee meeting. Conflicts of loyalty are dealt with in the same way. The Trustees did not identify any conflicts of loyalty between Jewish Care and its subsidiaries during the financial year, however Trustees did declare interests in Savills and The Beare 83 Foundation during the financial year. As indicated above, Trustees' have engaged with stakeholders to ensure decisions are made fairly, including talking to staff in and out of Board and committee meetings, consulting experts and community representatives, and collecting views via surveys and other metrics.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

FINANCIAL REVIEW

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

	2022-23	2021-22
	£'000	£'000
Charitable income and expenditure		
Charitable activities income	39,037	35,318
Charitable expenditure before depreciation	(58,095)	(53,289)
Operating charitable loss before donations	(19,058)	(17,971)
Depreciation and amortisation	(3,635)	(3,928)
Net operating loss before donations, investment & other income	(22,693)	(21,899)
Net income from donations, investments & other income		
Donations & legacies (including one off emergency appeal monies in 2021)	18,072	22,686
Fundraising expenditure	(3,760)	(3,040)
Other trading activities	170	21
Investment income	1,266	1,012
Investment fees & other investment related costs	(219)	(219)
Other income ¹	4	1,470
Total net income from donations, investments & other income	15,533	21,930
Net operating (loss)/ surplus	(7,160)	31
Capital project donations - Sandringham	2,150	4,491
Acquisition of subsidiary undertaking ²	-	6,482
Gains/(losses) on land & property disposals	(29)	11,226
Unrealised gains/(losses) on investments	(1,240)	2,897
Actuarial gains/(losses) on defined benefit pension scheme	(185)	6,119
Net movement in funds	(6,464)	31,246

1. Other income relates to government funding for the Coronavirus Job Retention Scheme and Infection Control Funding.

2. The acquisition of Sunridge Housing Association Limited to include a fair value uplift on identifiable assets and liabilities acquired, which is in substance a gift.

Analysis of the Group Charitable Activities

Total charitable activities income for the Group before donations and other income was £39.0m (2021-22 £35.3m) with total charitable expenditure before depreciation of £58.1m (2021-22 £53.3m) resulting in a net operating loss before depreciation, donations, and other income of £19.1m (2021-22 net loss of £18.0m).

Charitable activities income

Charitable activities income was £39.0m in 2022-23 (2021-22 £35.3m) and is mainly fees paid by residents in our care homes and retirement living and local authorities on behalf of those residents who are funded by local authorities. Income has increased by 10.5% due to higher average occupancy in our care homes, inflation driven price rises in both our care homes and retirement living, and a full year of our newest retirement living scheme which accepted its first tenants in June 2021. Occupancy in our care homes at the beginning of 2021-22 was low at 433 beds occupied due to the impact of the pandemic and then increased to 502 beds occupied (86%) during March 2022 (of which, 25 related to Hyman Fine House which has since closed). Occupancy in our care homes increased from 86% in March 2022 to 91% in March 2023 (with 494 beds occupied out of 542).

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

FINANCIAL REVIEW (cont'd)

Charitable expenditure before depreciation

Charitable expenditure was £58.1m in 2022-23 (2021-22 £53.3m) and is the cost of running all our charitable activities including our care homes, retirement living, community centres and social work.

Expenditure in our care homes was £43.4m (2021-22 £40.1m) and has increased by 8.2%. Mainly this is due to a full year of our carers being on the London Living Wage (Jewish Care implemented the London Living Wage for our carers in October 2021). Expenditure in our retirement living schemes was £5.4m (2021-22 £6.0m).

Expenditure in our day centres was £6.8m (2021-22 £4.3m). This increase reflects the continued re-opening of Day and Community Centre Services following the pandemic. Services were delivered in a digital and virtual format up until September 2021, and then we saw the slow and careful return to in-person activities in our day and community centre hubs. This transition saw the recruitment of many staff after a significant redundancy programme in 2020-21 with our combined in-person services now running alongside a digital and virtual format increasing our community engagement and development.

Expenditure in our mental health service was £2.8m (2021-22 £2.6m) reflecting the cost of the integrated mental health service provided by the Jewish Association for Mental Illness (JAMI).

Expenditure in our social work service was £2.2m (2021-22 £2.2m). Our social work plays a pivotable and crucial role in the service admission process to our care homes, our retirement living schemes and all other community-based services. The social work service does not attract any funding with the costs of this service being met in their entirety by donations.

In light of an increasingly challenging environment with competition and over-saturation a strategic decision was made to close our Redbridge and Southend homecare services in March 2022 with all clients supported in their transition to their provider of choice.

Central costs were £6.4m (2021-22 £6.1m). This 5.5% increase is driven by inflationary increases on the many and varied goods and services that we call upon to provide high quality services. Central costs are allocated to activities based on the number of full-time equivalents at Jewish Care. Our central costs are normally at a level that is consistent with the requirement for the effective running of a charity of our size.

Net Income from donations, investments and other income

Net income from donations, investments and other income was £18.1m in 2022-23 (2021-22 £22.7m). Income reduced by 29% due to legacy income being lower and 2021-22 including emergency pandemic donations and pandemic funding from the government.

Expenditure on raising funds was 21% of donation and legacy income (2021-22 13%). Fundraising expenditure is higher than the previous year with the return to in person fundraising events linked to our normal fundraising events cycle, the annual fundraising dinner remained a virtual event in 2021-22 so direct costs were substantially lower.

Net operating loss

In summary the net operating loss was £7.2m (2021-22 surplus of £31k). The significant increase in the loss was caused by higher expenditure due to the adoption of the London Living Wage for our carers and the reopening of our community centres following the pandemic together with lower legacy income, which is inherently volatile, and the end of the government's pandemic funding.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

Defined Benefit Pension Scheme

The pension scheme liabilities have been calculated by updating the valuation calculations carried out for the formal actuarial valuation as at 1 April 2022. The deficit at 31 March 2023 under FRS102 was £7.1m (2021-22 £8.0m) and further details can be found in note 23. The annual contributions from Jewish Care to the scheme increased to £1.6m in 2022-23 (2021-22 £0.8m). During 2020-21 and 2021-22, the Trustees of Jewish Care and the Trustees of the Jewish Care Pension Scheme (and in line with guidance issued by the Pensions Regulator) allowed Jewish Care to reduce the contributions to mitigate the financial impact of the pandemic on Jewish Care. That agreement ended at the end of March 2022. Despite that temporary measure, the deficit should still be fully repaid within 15 years.

Investment Objectives, Powers and Performance

Jewish Care's investment powers are set out in its Memorandum of Association, which states that Jewish Care shall have the power: *"To invest the monies of the Charity not immediately required for its purposes in or upon such investments, securities real or personal property as may be thought fit."*

The key investment objective for both Investment Managers, Veritas Investment Management and Quilter Cheviot, is to achieve an absolute return of inflation plus 3% over the medium term 3 - 5 years. Veritas Investment Management achieved a one-year total return of -0.1% in the year ended 31 March 2023 (2021-22 10.2%; last 3 years annualised 11.5%; last 5 years annualised 8.2%) and Quilter Cheviot achieved a one-year total return of -4.8% in the year ended 31 March 2023 (2021-22 10%; last 3 years annualised 10.4%; last 5 years annualised 7.2%). Both investment managers have a fully discretionary investment management mandate with the risk profile for both Investment Managers being one of medium risk with an emphasis on capital growth with income. Performance is monitored by the Finance, Audit and Investment Committee. At the year end, the market value of the Jewish Care Group's investments was £32.8m (2021-22 £34.3m). There were net losses on the investment portfolio of £1.2m (2021-22: gains of £2.9m).

Ethical Investments

Jewish Care takes all reasonable steps to ensure that any decisions taken by its investment managers in respect of its corporate investments are consistent with its social care policies. Regular review of the investment managers' Ethical Investment Policy is undertaken. Jewish Care is considering the impact of the Charity Commission renewed guidance on investing charity money, which was published in August 2023.

Taxation

Jewish Care and its subsidiary charitable entities are exempt from income tax and corporation tax on its charitable activities. Jewish Care's trading subsidiary and other related trading subsidiaries are liable to United Kingdom corporation tax where they have taxable profits. Like most charities, Jewish Care is unable to reclaim much of its input VAT and suffers it as an expense. All irrecoverable VAT is included within the appropriate expenditure headings.

JEWISH CARE

3. STRATEGIC REPORT

Employment Policy

Jewish Care is committed to establishing equality of opportunity for all staff and volunteers. Staff have access to an online course "Equality in the Workplace" to support staff to understand the importance of equality and diversity. It is the policy of Jewish Care that there should be no unfair discrimination in considering applications for employment, including those from disabled persons. We believe in a diverse team and promote diversity and inclusion in all forms and we have policies in place to ensure we give candidates and existing staff equal opportunities to succeed. We are also registered as a Disability Confident employer and will make reasonable adjustments to support staff with disabilities. We also provide online resources to encourage staff to learn about disability frameworks and improve awareness. We continue to drive great employee experiences and focus on to creating 'moments that matter' through wellbeing, inclusion or engagement. The directors are committed to maintaining and developing communication and consultation procedures with employees who, in turn, are encouraged to become aware of and involve themselves in the performance of the Charity. Please refer to the section 172 statement on pages 19 about the interest of the company's employees.

Gender Pay Gap

Jewish Care's values are at the heart of everything we do, and we are committed and proud of our diverse and inclusive organisation where people are treated fairly with dignity and respect. Jewish Care's median gender pay gap is 0%. This means there is no difference between the median pay awarded to each gender. Jewish Care's Gender Pay Gap is significantly lower than the UK average Median Pay Gap for all employees (full-time and part-time) of 14.9%. Men and Women are relatively equally distributed in all four pay quartiles. There are no differences in pay rates for different genders occupying the same roles. We have looked at the gender pay gap in each of the quartiles and it only exists in the upper quartile. The highest paid band within the upper quartile are approximately equally split between men and women. However all other bands within the upper quartile are mainly female which brings down the upper quartile female average and leads to a gender pay gap. Currently there is no provision to report on the non-binary category.

Actions to address the gender pay gap:

- We will continue to be open and transparent with our staff regarding our gender pay gap.
- Recruitment and internal promotion opportunities will continue to be equally open to both men and women.
- Recruitment and internal promotion opportunities will continue to be open to all employees.
- We will continue to promote our development opportunities to all staff to encourage them to progress in their chosen career.

Modern Slavery and Human Trafficking

Jewish Care is committed to eliminating the existence or prospect of modern-day slavery and human trafficking within its own business and that of its supply chain. The Trustees, and Executive Leadership team are responsible for assessing and bolstering Jewish Care's effectiveness, to ensure that slavery and human trafficking are not taking place in its business or supply chains. They do so by providing adequate resources, training, and investment. Jewish Care's performance is measured annually and members of staff responsible for procurement are required to complete courses with respect to modern slavery capacity building and reporting/etc. More information is available in our Anti-Slavery and Human Trafficking statement and available at www.jewishcare.org

Risk Policy

The Internal Audit and Risk Committee ensures a risk assessment review is undertaken annually and that all key risks are identified, reported to the Board and suitable controls are implemented. Jewish Care identifies and manages risks that endanger the achievement of the strategic aims, as defined in its Memorandum and Articles of Association and its published Vision and Mission.

The principal risks and uncertainties faced by the organisation are:

Risk	Mitigation
Pandemic, major outbreak of food poisoning or infection, fire or another serious incident leading to multiple serious illness, injury, death or home closure. Such events could also lead to reputational damage, a reduction in income and/or an increase in expenditure.	Risk control measures include having a Health and Safety Manager, extensive policies and procedures, comprehensive staff training plus various checks and audits.
Cyber risk, malicious unauthorised access to data or accidental misuse by staff leading to significant fines, reputational damage and loss of income.	Control measures include a strong IT security environment (including multi factor authentication, e-mail screening and real time monitoring of logons and network activity) and staff training on security and GDPR.
High inflation that cannot be fully priced through in particular to local authorities.	The difficult financial climate caused by high inflation has resulted in us reviewing our Care Home operating model and changes to the operating model started in early calendar 2023. These changes will continue during the rest of calendar 2023 and include changes to staffing ratios, increases in the proportion of permanent staff (vs agency), changes to our Hospitality operation and a drive for greater numbers of self-funding residents.
Difficult economic climate causes main Redbridge contractor to become insolvent and stop building Redbridge. Impact will be delays to the Redbridge project, higher costs to complete and management resources being taken away from other JC activity.	The main contractor tenders were reviewed by a third-party expert as well as in-house. One of the main criteria when choosing the main contractor was financial size and strength. A performance bond has been put in place.

JEWISH CARE

3. STRATEGIC REPORT

Risk Policy (cont'd)

Our Internal Audit function presents an internal audit plan to the Internal Audit and Risk Committee at the beginning of each financial year. Audits are selected by the Internal Audit and Risk Committee after reviewing the organisation's top ten risks, internal audit coverage over the last five years and areas that the Executive Leadership team feel would benefit from an internal audit review. Internal audit reviews, recommendations and management action are presented to the Internal Audit and Risk Committee upon completion. Business Continuity and Disaster Recovery plans continue to be reviewed and updated at an organisational and departmental/service level. Plans are tested and reported to the Internal Audit and Risk Committee.

Reserves Policy and Going Concern

Jewish Care's reserves policy focuses on the level of its free (general) reserves, excluding restricted, designated and the pension reserve. Tangible fixed assets are considered designated, as they do not represent free reserves. The reserves policy is updated and approved by the Finance, Audit and Investment Committee and the Trustee Board on an annual basis. The approach adopted by Jewish Care to develop its reserves policy is the "risk identification approach" recommended by the Charity Commission. It reviews the financial impact of risk, the stability of future income streams and the funding of future expenditure plans. The Finance, Audit and Investment Committee then monitors Jewish Care's performance against budget and recommends action to bridge any gap in reserves if and when necessary. The approved 2022-23 reserves policy is that a level of £25m (representing just under 5 months of expenditure) of free reserves was appropriate.

At the 31 March 2023, the total funds held on a consolidated basis were £167m (2021-22: £173m). After taking out restricted and designated funds but before the pension scheme reserve, free reserves were £42m (2021-22: £52m). This is significantly above the recommended reserves and also above the target of £25m in place at the end of March 2023 explained above.

The charity is fortunate to have material free reserves in excess of its reserves policy. There are discussions (at varying stages) happening around using these excess free reserves to either close our defined benefit pension deficit (£7m on an accounting basis, significantly more on a solvency basis which is the best estimation of a buy-out), refurbish two of our older care homes, invest in some material energy efficiency measures to reduce the energy consumption of our estate, or implement a combination thereof. Some combinations of these possible uses of reserves would more than use up all our excess reserves.

Reserves (Funds)

At the 31 March 2023, the total funds held on a consolidated basis were £167m (2021-22: £173m) and comprised:

- Endowment reserves were £17m (2021-22 £17m) and represent the value of endowments to provide support to the general objectives of Jewish Care, the majority of which are properties and investments.
- Restricted reserves were £4m (2021-22 £4m) and are spent in accordance with the conditions of the donors/funders. Please refer to note 25 in the financial statements for further details.
- Designated reserves were £112m (2021-22 £109m) and represent the value of the functional tangible fixed assets of the organisation namely the homes, day centres and retirement living schemes from which Jewish Care operates its services netted off against the commercial term loan and revolving facilities used to fund the construction of Wohl Court at Hendon and Sandringham at Stanmore.
- The pension reserve was a deficit of £7m under FRS102 (2021-22 £8m) and represents the deficit on the defined benefit pension scheme.
- Free (general) reserves before the pension deficit were £42m (2021-22 £52m) and are above the target of £25m explained above.

Going Concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operation for the foreseeable future. The reasonable expectation of the Trustees is based on reviewing financial plans including projected free reserves and on reviewing significant organisational risks and deciding a free reserves policy. The charity is projected to make an operating surplus in the next year (year ending 31 March 2024) but a deficit after normal capital expenditure, interest charges and defined benefit pension contributions. Brought forward excess free reserves and property disposals being made in the next year will more than cover this deficit and longer-term financial plans project a return to a breakeven position. On this basis the accounts have been prepared on a going concern basis.

JEWISH CARE

4. RESPONSIBILITIES OF TRUSTEES

The Trustees, who are also directors of Jewish Care for the purposes of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland. Under Company law the Trustees must not approve the financial statements unless satisfied that they give a true and fair view of the state of the group's and the charitable company's affairs and the group's and charitable company's net movement in funds, including the income and expenditure for that period.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

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

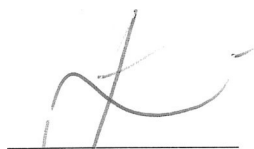
The Trustees are responsible for keeping proper group accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible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

In so far as we are aware:

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

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

The Trustees Annual Report which incorporates the Strategic Report and the Directors Report as required by company law has been approved and authorised for issue by the Board of Trustees in their capacity as directors on the 11 December 2023 and signed on their behalf by:



Chair & Trustee
Jonathan Zenios
11 December 2023

JEWISH CARE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF JEWISH CARE

We have audited the financial statements of Jewish Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities (including Income and Expenditure account), the Group and Company Balance Sheets, the Consolidated Statement of Cashflows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees' Annual Report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic Report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Annual Report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 25, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

JEWISH CARE

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, tax legislation and the parent charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to the Care Act 2014, Care Quality Commission regulations, health and safety regulations and General Data Protection Regulations. We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

The group audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



HANNAH CATCHPOOL (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
25 Farringdon Street
London
EC4A 4AB

20th December 2023

JEWISH CARE

Consolidated Statement of Financial Activities (including Income and Expenditure Account) for the year ended 31 March 2023

					2023	2022
	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds	Total Funds
		£'000	£'000	£'000	£'000	£'000
Income and endowments from:						
Donations and legacies	5	16,392	1,680	-	18,072	22,686
Capital project donations	5	-	2,150	-	2,150	4,491
Charitable activities	6	38,980	57	-	39,037	35,318
Other income	7	4	-	-	4	1,470
Other trading activities		170	-	-	170	21
Investments	11	1,266	-	-	1,266	1,012
Acquisition of subsidiary undertaking		-	-	-	-	6,482
Disposal of land & properties		-	-	-	-	11,226
Total		56,812	3,887	-	60,699	82,706
Expenditure on:						
Raising funds:						
Fundraising	9	3,760	-	-	3,760	3,040
Investment fees	9	219	-	-	219	219
Charitable activities	9	59,755	1,737	238	61,730	57,217
Disposal costs	9	29	-	-	29	-
Total		63,763	1,737	238	65,738	60,476
Net (losses)/gains on investments	15	(1,158)	-	(82)	(1,240)	2,897
Net (loss)/income		(8,109)	2,150	(320)	(6,279)	25,127
Transfer between funds	25-26	2,150	(2,150)	-	-	-
Remeasurement of net defined benefit pension scheme	23	(185)	-	-	(185)	6,119
Net movement in funds		(6,144)	-	(320)	(6,464)	31,246
<i>Reconciliation of funds:</i>						
Total funds brought forward		152,836	3,567	17,025	173,428	142,182
Total funds carried forward	24-27	146,692	3,567	16,705	166,964	173,428

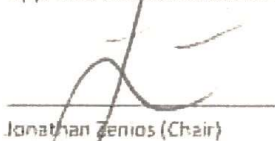
The notes on pages 31 to 71 form an integral part of the accounts. Full comparative figures for the year ended 31 March 2023 are shown in note 33.

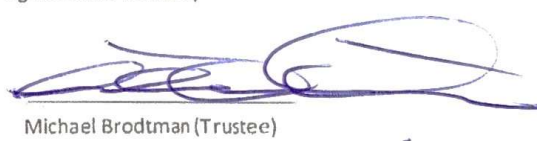
JEWISH CARE

Consolidated Statement of Cashflows for the year ended 31 March 2023

		Group		Charity	
	Note	2023	2022	2023	2022
		£'000	£'000	£'000	£'000
Fixed Assets					
Tangible assets	12	140,031	141,932	134,439	136,767
Intangible assets	13	233	395	233	395
Investments	15	32,770	34,343	32,887	34,600
		172,034	176,670	167,559	171,762
Current Assets					
Properties held-for-sale	14	770	-	770	-
Debtors	18	10,783	14,504	10,364	13,304
Stock	19	109	111	109	111
Cash at bank and in hand	29	10,358	18,025	9,261	15,247
		22,020	32,640	20,504	28,662
Liabilities					
Amounts falling due within one year					
Creditors	20	(7,645)	(9,541)	(7,197)	(8,849)
Bank borrowings	22	(5,000)	(2,500)	(5,000)	(2,500)
		(12,645)	(12,041)	(12,197)	(11,349)
Net Current Assets		9,375	20,599	8,307	17,313
Total Assets Less Current Liabilities		182,409	197,269	175,866	189,075
Bank borrowings – amounts falling due in more than one year	22	(8,300)	(15,800)	(8,300)	(15,800)
Total assets less total liabilities excluding pension liabilities		174,109	181,469	167,566	173,275
Defined benefit pension scheme provision	23	(7,145)	(8,041)	(7,145)	(8,041)
Total net assets		166,964	173,428	160,421	165,234
The funds of the Charity:					
Restricted funds:					
Endowment funds	24/26/27	16,705	17,025	16,705	17,025
Restricted income funds	25/26/27	3,567	3,567	3,535	3,535
Total restricted funds:		20,272	20,592	20,240	20,560
Unrestricted funds:					
Designated funds	26/27	112,209	109,114	106,616	103,949
General funds	26/27	41,628	51,763	40,710	48,766
Total unrestricted funds:		153,837	160,877	147,326	152,715
Pension reserve	23/26/27	(7,145)	(8,041)	(7,145)	(8,041)
Total Charity funds	26/27	166,964	173,428	160,421	165,234

Approved and authorised for issue by the Board on 11 December 2023 and signed on its behalf by


Jonathan Zenios (Chair)


Michael Brodman (Trustee)

The Charity only net expenditure for the year ended 31 March 2023 is £3,388,000 (2022: income £16,190,000) and the net movement in funds is £4,813,000 (2022: £25,206,000). The notes on pages 31 to 71 form an integral part of these accounts.

JEWISH CARE

Consolidated Statement of Cashflows for the year ended 31 March 2023

	<i>Note</i>	2023	2022
		£'000	£'000
Cash flows from operating activities:			
Net cash (used in)/provided by operating activities	29	(744)	2,065
Cashflows from investing activities:			
Payments to acquire tangible & intangible fixed assets		(2,589)	(1,041)
Payments to acquire investments		(5,759)	(4,980)
Proceeds from sale of investments		5,963	4,990
Dividends, interest & returns from investments		1,047	793
Proceeds from sale of properties		-	15,071
Net cash (used in)/provided by investing activities		(1,338)	14,833
Cash flows from financing activities:			
Repayment of borrowings	22	(5,000)	(5,000)
Payment of interest on borrowings	10	(585)	(982)
Net cash from financing activities		(5,585)	(5,982)
Change in cash and cash equivalents in the reporting period		(7,667)	10,916
Cash and cash equivalents at the beginning of the reporting period		18,025	7,109
Cash and cash equivalents at the end of the reporting period	29	10,358	18,025

The notes on pages 31 to 71 form an integral part of these accounts.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

Notes to the accounts provide additional information required by statute and accounting standards to explain a particular feature of the financial statements. The Notes which follow will also provide explanations and additional disclosure to assist readers' understanding and interpretation of the financial statements.

1. Status of the Charitable Company

Jewish Care is a charitable company registered in England, company number 02447900, limited by guarantee and not having a share capital. It is a registered Charity in England and Wales, Charity Commission number 802559, with its registered office at Amelie House, Maurice and Vivienne Wohl Campus, 221 Golders Green Road, NW11 9DQ. The principal activities of the group are documented in the Trustees' Annual and Strategic Report on pages 3-24.

2. Accounting Policies

Statement of compliance

The Group and Charity financial statements have been prepared in accordance with the Statement of Recommended Practice: "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (SORP) issued on 2 October 2019 and the "Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" (FRS 102). They also comply with the reporting requirements of the Companies Act 2006. Jewish Care meets the definition of a public benefit entity under FRS 102.

Basis of Preparation

The Group and Charity financial statements have been prepared on a going concern basis (see below), under the historical cost convention, as modified by the revaluation of listed investments, investment assets and assets held for sale. The principal accounting policies applied in the preparation of the Group and Charity financial statements are set out below. These policies have been consistently applied to all the years presented.

The financial statements are prepared in British sterling, both the functional and presentational currency of the Company.

Financial values are rounded to the nearest thousand pounds.

Going Concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operation for the foreseeable future. The reasonable expectation of the Trustees is based on reviewing financial plans including projected free reserves and on reviewing significant organisational risks and deciding a free reserves policy. The charity is projected to make an operating surplus in the next year (year ending 31 March 2024) but a deficit after normal capital expenditure, interest charges and defined benefit pension contributions. Brought forward excess free reserves and property disposals being made in the next year will more than cover this deficit and longer-term financial plans project a return to a breakeven position. On this basis the accounts have been prepared on a going concern basis.

Basis of Consolidation

The Charity operated 6 subsidiaries and 20 linked charities during the period as listed in note 17 with further analysis of the material subsidiaries in note 3. Subsidiaries are consolidated into the group accounts and consolidated on a line by line basis and linked charities are accounted for as branches in the accounts of the Charity. Of the four larger subsidiaries and linked charities, Community Trading Limited is a trading subsidiary wholly owned by Jewish Care, the Joel Emanuel Trust is a registered social landlord wholly owned by Jewish Care (linked charity), the Jewish Association for Mental Illness (JAMI) is a charity of which Jewish Care is the sole company law member. JAMI acquired Raphael, a counselling service for the Jewish community, during 2022-23. The charity has not been consolidated on the basis that it is immaterial. Sunridge Housing Association Limited became a subsidiary of the Charity on 19 April 2021 and subsequently on 1 October 2021 the trade and assets of the subsidiary were transferred to Jewish Care and it has been accounted for as a merger within the Charity only financial statements of Jewish Care. Sunridge Housing Association Limited will be wound up in due course. Their results are incorporated from the date that control passed.

A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 Companies Act 2006.

The Charity has taken advantage of the exemption in FRS 102 from preparing a statement of cash flows, on the basis that it is a qualifying entity and the Group statement of cash flows included in these financial statements includes the cash flows of the Charity.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

All intra-group transactions, balances, and unrealised gains on transactions between group companies, are eliminated on consolidation. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the parent Charity.

Business combinations

The cost of a business combination is the fair value at the acquisition date, of the assets given, equity instruments issued and liabilities incurred or assumed, plus costs directly attributable to the business combination. The excess of the cost of a business combination over the fair value of the identifiable assets, liabilities and contingent liabilities acquired, which is in substance a gift, is recognised as income in the Statement of Financial Activities.

Income and endowments

All income and endowments are recognised when the criteria of entitlement, measurement and probability of receipt have been satisfied. Income from the endowment funds is split between restricted and unrestricted funds according to the specific terms of each fund. Income received relating to future accounting periods is deferred and recognised as a creditor within the balance sheet.

Donations

Donations are recognised when income has been received. Gift Aid income on donations is accrued when there is a valid declaration from the donor.

Legacies

For legacies, entitlement is taken as the earlier of the date on which either: Jewish Care is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered virtually certain when the amount can be measured reliably and Jewish Care has been notified of the executor's intention to make a distribution. Income is recognised net of estimated expected estate costs where relevant.

Charitable activities

Income from charitable activities includes care home residential and nursing fee income. It is accounted for on a receivable basis.

Grant income

Grant income (including government grants) is recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as deferred income.

Trading income

Trading income (shops/retail income) is recognised at the point of sale.

Event income

Event income is recognised on the date of the event. Where income is received in advance, recognition is deferred and included in creditors and where entitlement arises before income is received, the income is accrued.

Investment income

Investment income, including interest receivable and other miscellaneous income, is also accounted for on a receivable basis.

Donated Services and Facilities

Donated services and facilities are only included in these accounts at the value to the Charity where this can be accurately and reliably quantified. The majority of the Charity's donated services represent the contribution of many thousands of hours by its 3,500 unpaid volunteers which complements the work of the Charity's paid staff. These volunteers support many aspects of the Charity from youth groups right through to the Trustee Board. The value of the contribution of donated hours is estimated at between £3 million to £4 million, but this has not been reflected in these accounts. The SORP does not permit the accounting for such contributions due to the inherent uncertainty in applying an accurate and reliable financial measurement in accordance with the SORP. Further details of the contribution of volunteers are included in the Trustees' Report.

Expenditure

Expenditure is accounted for on an accruals basis where there is a legal and constructive obligation to make a payment to a third party and the amount of the obligation can be measured reliably. Expenditure is allocated to the appropriate headings relevant to the charitable activities; namely fundraising, care homes, day centres, home care, retirement living, social work, indirect community services, mental health and project costs. Where expenditure relates to more than one cost category it is apportioned. The method of apportionment uses the most appropriate basis for each activity.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

Reference should be made to note 9 for further information on the allocation of costs. Any irrecoverable VAT is included with the costs to which it relates.

The cost of raising funds are those costs that are attributable to raising funds for the Charity, other than costs incurred in undertaking the charitable activities or investing activities. The costs of raising funds represent direct costs and overheads associated with raising donated income and, they also include an allocation of central costs as shown in note 9.

The central costs which include governance costs are shown in note 9 and support the whole of the charitable activities. Central costs are allocated to the charitable expenditure headings on a full-time equivalent basis that is consistent with the use of these resources. Central costs include human resources, information technology, facilities, finance, governance and investment costs.

Operating Leases

The Charity classifies the lease of property, buses and printing equipment as operating leases when substantially all of the risks and rewards incidental to ownership remain with the relevant lessors. The annual rental charges applicable to operating leases are charged to profit or loss on a straight-line basis over the term of the lease.

Employee benefits

Short term benefits

Short term benefits are recognised as an expense in the period in which the service is rendered.

Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation and any impairment losses. All single items of equipment with a value in excess of £1,000 are capitalised. Only expenditure on property that is a new build or an improvement or an extension of existing facilities has been defined as fixed assets. Assets under construction are stated at cost and will be depreciated in accordance with the rates below when the assets are available for use. No depreciation is charged on freehold land. Depreciation is calculated on a straight-line basis. The costs of fixed assets are written off over their estimated useful lives at the following rates:

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

Intangible fixed assets and amortisation

Intangible assets are stated in the balance sheet at historic cost less amortisation and impairment. Amortisation on software development costs is provided using the straight line method over 4 years. Costs recognised with maintaining computer software are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of unique software products are recognised as intangible fixed assets.

Impairment of fixed assets

An assessment is made at each reporting date of whether there are any indications that the value of a fixed asset may be impaired. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairment losses where applicable.

Investment properties

Investment properties are initially recognised at their transaction value and are subsequently measured at their fair value (market value) as at the balance sheet date. Investment Properties are valued by an annual desktop review performed by management experts.

Assets held for sale

Fixed assets and investment properties are reclassified as held for sale when they are available for immediate sale in their present condition and are being actively marketed. They are held at the lower of their carrying amount at the point of transfer or fair value less material selling costs and are not depreciated. They are derecognised on disposal, when the recipient obtains control of them.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

Financial Instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102, in full, to all of its financial instruments.

Recognition and measurement of financial instruments

Financial assets and financial liabilities are recognised when the Charity becomes a party to the contractual provisions of the instrument.

Classification of financial instruments

Financial instruments are classified as liabilities and equity instruments according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities.

Basic financial assets

Basic financial assets, which include trade and other debtors, amounts owed by subsidiary undertakings, related party debtor and accrued income, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost being the transaction price less any amounts settled and impairment losses.

Cash at Bank and in Hand

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

Basic financial liabilities

Basic financial instruments including trade, group and other creditors (including accruals) payable within one year that do not constitute a financing transaction, are initially measured at the transaction price and subsequently measured at amortised cost, being transaction price less any amounts settled.

Where the arrangement with a creditor constitutes a financing transaction, the creditor is initially measured at the present value of future payments discounted at a market rate of interest for a similar instrument and subsequently measured at amortised cost, being transaction price less any amounts settled and the cumulative amortisation (using the effective interest method) of any difference between the amount at initial recognition and the maturity amount. The effective interest rate is the rate that discounts estimated future cash payments to the carrying amount of the financial liability.

Borrowings are initially recognised at the transaction price, including transaction costs. Finance costs are disclosed as interest payable in note 10.

Trade investments

Trade investments are equity investments over which the Company has no significant influence, joint control or control and are initially measured at transaction price (less transaction costs).

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

The level of investment funds held by the Charity take into account income requirements and risk profile. The investment managers have a fully discretionary investment management mandate with the risk profile being one of medium risk with an emphasis on capital growth with income. Performance is monitored by the Finance, Audit and Investment Committee.

Investments in subsidiaries are accounted for at cost and subsequently held at cost less any accumulated impairment losses.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

Pension Schemes

Defined contribution plans

Jewish Care operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of Jewish Care in an independently administered fund. The pension costs charged in the financial statements represent the contributions payable during the year.

Defined benefit plans

Jewish Care also operated a defined benefit pension scheme - the Jewish Care Pension Scheme, for the benefit of the employees. The scheme was closed to new entrants on the 1 February 2006 and closed to future benefit accrual as at 31 March 2011.

The assets of the scheme are administered by the Jewish Care Pension Scheme Trustee in a fund separate from that of the Charity.

Pension scheme assets are measured at fair value.

Pension scheme liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses. Actuarial gains and losses are recognised immediately in other recognised gains and losses. See note 23 for further details.

Taxation

As a registered charity Jewish Care is entitled to certain exemptions from corporation tax on profits from investments and any trading activities carried on in furtherance of the Charity's primary objectives. The subsidiary companies make qualifying donations of all taxable profits to the parent charity and thus do not incur corporation tax.

Costs are recorded net of recoverable VAT as the Group is able to reclaim a proportion of VAT paid, because of its trading activities, using the partial exemption method.

Fund Accounting

Jewish Care maintains various types of funds as follows:

Restricted funds

Restricted funds represent grant income and donations and legacies received which are allocated by the donor to a specific project. The restrictions are binding on the Trustees of the Charity (note 25).

Permanent endowment funds

These are funds where the assets must be held permanently by the Charity, principally in the form of investments. Income from endowments is included either in unrestricted income or, in some cases, in restricted income if a donor specified a particular purpose towards which it should be used (note 24).

Designated funds

Designated funds represent funds which are unrestricted, but the Trustees have designated them for a specific purpose to further the objectives of Jewish Care. The designated funds are represented by the value of unrestricted fixed asset fund and borrowings.

Pension fund

Pension fund represents the net value of the defined benefit pension scheme's assets and liabilities (note 23).

Unrestricted (General) fund

General funds are funds that are expendable at the discretion of the Trustees in the furtherance of the objects of Jewish Care. Such funds are held to for the general running of the charity's and group's operations, repay borrowings and to fund working capital and capital investment (note 27).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

Significant areas of estimation and judgement

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the Charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The key areas that are deemed to be material for these financial statements are as follows:

Key Assumptions and Estimates

The principal assumptions used to calculate the liabilities in the defined benefit pension scheme are those as set out in note 23.

Accruing for income derived from legacies where complicated issues surrounding the measurement of the group's entitlement to receipt existed at the year end. At the 31 March 2023 a review of the legacy pipeline resulted in the accrual of £2.9m (2021-22: £3.6m) of legacy income where the conditions of entitlement, probability and measurement were met with prudent judgements of value used on more complicated estates.

The present value of the Jewish Care Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 23, will impact the carrying amount of the pension liability. Furthermore, a roll forward approach which projects results from the latest full actuarial valuation performed at 1 April 2022 has been used by the actuary in valuing the pensions liability at 31 March 2023. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

3. Subsidiaries and linked charities

The Charity has six subsidiaries, one of which being Community Trading Limited, which is incorporated in England and Wales, company registration number 02449362. The following is a summary of its audited financial statements for the year ended 31 March 2023 (please also see note 17 for further details).

Statement of Income and Retained Earnings for the year ended 31 March

	2023	2022
	£'000	£'000
Turnover	1,038	1,423
Cost of sales	(604)	(936)
Gross profit	434	487
Administrative expenses	(152)	(67)
Operating profit	282	420
Interest receivable	-	-
Profit before taxation	282	420
Taxation expense	-	-
Profit after taxation and profit for the financial year	282	420
Qualifying payment to Jewish Care	(282)	(420)
Total Shareholders' Funds at 1 April	13	13
Total Shareholders' Funds at 31 March	13	13

Statement of Financial Position as at 31 March

	2023	2022
	£'000	£'000
Current assets	2,278	2,484
Creditors (amounts falling due within one year)	(2,265)	(2,471)
Total assets less current liabilities	13	13
Total Shareholders' Funds	13	13

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

3. Subsidiaries and linked charities (cont'd)

The Joel Emanuel Trust (JET) is a Registered Social Landlord wholly owned by Jewish Care; linked charity number 802559-12 and Registered Social Landlord number A2670. The following is a summary of its audited financial statements for the year ended 31 March 2023 (please also see note 17 for further details).

Statement of Comprehensive Income for the year ended 31 March

	2023	2022
	£'000	£'000
Turnover	1,842	1,705
Operating expenditure	(2,148)	(1,988)
Operating deficit for the year	(306)	(283)
Dividend & interest receivable	35	46
(Losses)/Gains on investments	(54)	210
Interest payable	(85)	(40)
Deficit for the year	(410)	(67)
Total reserves at 1 April	6,143	6,210
Total reserves at 31 March	5,733	6,143

Statement of Financial Position as at 31 March

	2023	2022
	£'000	£'000
Fixed assets	6,118	6,281
Current assets	96	132
Creditors (amounts falling due in one year)	(481)	(270)
Total Net Assets	5,733	6,143

Reserves

Income and expenditure account	(485)	(238)
Revaluation reserve	186	188
Designated reserve	9	9
Endowment reserve	6,023	6,184
Total Reserves	5,733	6,143

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

3. Subsidiaries and linked charities (cont'd)

The Jewish Association for Mental Illness (JAMI) is a subsidiary of Jewish Care by reference to Jewish Care being its sole member. It is registered in England and Wales, company registration number 02618170 and Charity Commission number 1003345. The following is a summary of its audited financial statements for the year ended 31 March 2023 (please also see note 17 for further details).

Statement of Financial Activities for the year ended 31 March

	2023	2022
	£'000	£'000
Income - donations and legacies (revenue)	1,670	3,103
Income – charitable activities (includes grant from Jewish Care)	980	983
Charitable expenditure	(4,068)	(3,053)
Net (loss)/income before capital donations	(1,418)	1,033
Capital donations	-	-
Net (loss)/income after capital donations	(1,418)	1,033
Total funds at 1 April	4,705	3,672
Total funds at 31 March	3,287	4,705

Balance Sheet as at the 31 March

	2023	2022
	£'000	£'000
Fixed Assets	1,470	1,160
Current assets	2,097	3,838
Creditors (amounts falling due in one year)	(280)	(293)
Total assets less current liabilities	3,287	4,705

Charity Funds

Designated*	1,213	1,160
Restricted	116	31
Unrestricted	1,958	3,514
Total Charity Funds	3,287	4,705

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

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

3. Subsidiaries and linked charities (cont'd)

Sunridge Housing Association Limited became a subsidiary of Jewish Care on 19 April 2021. Sunridge Housing Association Limited is a residential care home, incorporated under the Co-operative and Community Benefit Societies Act 2014 in England & Wales, FCA registration number IP18002R. On 1 October 2021 the trade and assets of the Association were transferred to Jewish Care for £nil consideration as part of a group reconstruction. All assets and liabilities had been transferred to the parent charity, Jewish Care, by 31 March 2022 and therefore all of the assets and liabilities related to the activities of the Association are shown in the Statement of Financial Position of Jewish Care at 31 March 2022 and 2023, and income and expenditure during 2022-23 are shown in the Statement of Financial Activities of Jewish Care.

Statement of Comprehensive Income for the period ended 31 March 2023

	2023	2022
	£'000	£'000
Turnover	-	2,043
Gross profit	-	2,043
Administrative expenses	-	(2,177)
Other income	-	81
Operating loss	-	(53)
Interest receivable	-	3
Loss before taxation	-	(50)
Taxation expense	-	-
Loss after taxation and loss for the financial year	-	(50)

Statement of Financial Position as at 31 March 2023

	2023	2022
	£'000	£'000
Total Net Assets / Reserves	-	-

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

4. Net Income

The net income is stated after (crediting)/charging:

	2023	2022
	£'000	£'000
Profit on disposal of fixed assets*	-	(11,226)
Depreciation and amortisation (notes 12 & 13)	3,635	3,928
Operating leases – buildings	227	228
Operating leases – plant and machinery	123	158
Net interest on defined pension liability (note 23)	208	283
Auditors' remuneration (excludes VAT) provided by RSM UK Audit LLP		
- 2022-23 audit fees including £83k in respect of the Charity	108	-
- 2021-22 audit fees including £105k (£49k & £56k) in respect of the Charity	49	84
- all other non-audit services	3	19
Internal audit fees (excludes VAT) provided by haysmacintyre LLP	33	28

*relates to the profit on disposal of two closed care homes, Rubens House and Clore Manor in 2021-22.

5. Donations and Legacies

	2023	2023	2023	2022
	£'000	£'000	£'000	£'000
	Unrestricted	Restricted	Total	Total
Legacy income	4,596	-	4,596	7,978
Donations	11,796	1,680	13,476	14,708
Capital project donations	-	2,150	2,150	4,491
	16,392	3,830	20,222	27,177

6. Charitable Activity Income

	2023	2023	2023	2022
	£'000	£'000	£'000	£'000
	Unrestricted	Restricted	Total	Total
Charitable Activity Income	38,980	57	39,037	35,318
	38,980	57	39,037	35,318

7. Other Income

	2023	2023	2023	2022
	£'000	£'000	£'000	£'000
	Unrestricted	Restricted	Total	Total
Government subsidy: Adult Social Care Infection Control Funds	-	-	-	1,416
Government subsidy: Coronavirus Job Retention Scheme	4	-	4	54
	4	-	4	1,470

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

8. Staff Costs

Group	2023	2022
	£'000	£'000
Wages and salaries	33,302	32,242
Social security costs	3,166	2,835
Pension costs – defined contribution	1,125	1,069
Pension costs – defined benefit	598	571
	38,191	36,717
Redundancy and termination costs	577	427

Company	2023	2022
	£'000	£'000
Wages and salaries	30,663	30,071
Social security costs	2,934	2,678
Pension costs – defined contribution	1,052	1,069
Pension costs – defined benefit	598	571
	35,247	34,389
Redundancy and termination costs	577	427

Employees received £114,256 (2021-22: £96,562) of benefits in kind not included above.

Key management personnel comprise the Executive Leadership team and Trustees. The total remuneration, benefits and pensions paid to the Executive Leadership team in the year was £1,339k (2021-22: £1,205k). None of the Jewish Care Trustees received any remuneration or expenses for their work associated with the Charity in 2021-22 or 2022-23.

The average number of people employed by the Group during the year was 1,221 (2021-22: 1,196) and employed by the Company was 1,127 (2021-22: 1,116). Of these, the average number of employees directly involved in care related work was 565 (2021-22: 567). Volunteers do not receive any remuneration for their volunteering time but can be reimbursed for out-of-pocket expenses where applicable. A premium is paid to independent third parties for the provision of staff where established staff vacancies exist and cover is required pending recruitment, short term sickness cover and time limited projects.

The table below shows the number of employees that earned more than £60,000 per annum on a full-time basis including benefits in kind but excluding national insurance and pension costs. The Chief Executive falls in the highest band. Employer's pension contributions for employees who earned more than £60,000 were £121,196 (2021-22: £109,175).

	2023	2022
Emoluments of employees:	No	No
£60,001 - £70,000	9	5
£70,001 - £80,000	3	5
£80,001 - £90,000	4	4
£90,001 - £100,000	3	1
£100,001 - £110,000	5	4
£110,001 - £120,000	1	2
£120,001 - £130,000	-	1
£130,001 - £140,000	1	-

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

9. Analysis of Expenditure 2023

	Personnel	Direct Fundraising	Establishment	Client/Other	Central	2023 Total	2022 Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising	1,792	1,180	210	333	245	3,760	3,040
Total	1,792	1,180	210	333	245	3,760	3,040
Charitable activities							
Care Homes	26,375	-	8,779	3,662	4,555	43,371	40,109
Day Centres	3,198	-	1,402	1,659	551	6,810	4,335
Retirement Living	2,384	-	1,776	824	441	5,425	5,962
Mental Health	1,897	313	380	167	-	2,757	2,605
Social Work	1,785	-	77	23	362	2,247	2,221
Indirect Community Services	871	-	38	12	62	983	852
Project Costs	76	57	1	3	-	137	211
Home Care	-	-	-	-	-	-	922
Total	36,586	370	12,453	6,350	5,971	61,730	57,217
Investment fees	-	-	-	-	219	219	219
Disposal costs	-	-	-	-	29	29	-
Total	-	-	-	-	248	248	219
Total expenditure	38,378	1,550	12,663	6,683	6,464	65,738	60,476

Personnel – salaried and agency staff providing charitable services, national insurance contributions, pension contributions, staff benefits, professional development and core training costs.

Direct Fundraising – direct costs of major events, marketing costs, various programme costs (Friends, Young Patrons etc.) and committee event costs.

Establishment – property and equipment maintenance costs to include fixed and reactive works, depreciation costs on all sites, cleaning and refuse, insurance, utilities (to include gas, electricity, council tax and water rates) computer, telephone and security costs.

Client – direct catering costs, medical supplies, therapists, and GP fees.

Central – central costs as detailed on page 45.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

9. Analysis of Expenditure 2022

	Personnel	Direct Fundraising	Establishment	Client/Other	Central	2022 Total
	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising	1,642	729	219	243	207	3,040
Total	1,642	729	219	243	207	3,040
Charitable activities						
Care Homes	24,508	-	8,157	3,006	4,438	40,109
Day Centres	2,247	-	1,135	589	364	4,335
Retirement Living	3,431	-	1,598	568	365	5,962
Mental Health	1,746	202	529	128	-	2,605
Social Work	1,760	-	105	23	333	2,221
Indirect Community Services	720	-	77	7	48	852
Project Costs	125	83	1	2	-	211
Home Care	725	-	42	35	120	922
Total	35,262	285	11,644	4,358	5,668	57,217
Investment fees	-	-	-	-	219	219
Total	-	-	-	-	219	219
Total expenditure	36,904	1,014	11,863	4,601	6,094	60,476

Personnel – salaried and agency staff providing charitable services, national insurance contributions, pension contributions, staff benefits, professional development and core training costs.

Direct Fundraising – direct costs of major events, marketing costs, various programme costs (Friends, Young Patrons etc.) and committee event costs.

Establishment – property and equipment maintenance costs to include fixed and reactive works, depreciation costs on all sites, cleaning and refuse, insurance, utilities (to include gas, electricity, council tax and water rates) computer, telephone and security costs.

Client – direct catering costs, medical supplies, therapists, and GP fees.

Central – central costs as detailed on page 46.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

9. Analysis of Expenditure 2023 (Central Costs)

	Facilities	Human resources	Finance	Information technology	Governance	Investment Fees	Disposal Costs	2023 Total	2022 Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising	75	59	48	43	20	-	-	245	207
Total	75	59	48	43	20	-	-	245	207
Charitable activities									
Care Homes	1,382	1,110	895	792	376	-	-	4,555	4,438
Day Centres	167	134	108	96	46	-	-	551	364
Retirement Living	134	108	86	77	36	-	-	441	365
Social Work	110	88	71	63	30	-	-	362	333
Indirect Community Services	19	15	13	10	5	-	-	62	48
Home Care	-	-	-	-	-	-	-	-	120
Total	1,812	1,455	1,173	1,038	493	-	-	5,971	5,668
Investment fees	-	-	-	-	-	219	-	219	219
Disposal costs	-	-	-	-	-	-	29	29	-
Total	-	-	-	-	-	219	29	248	219
Total expenditure	1,887	1,514	1,221	1,081	513	219	29	6,464	6,094

Facilities – central property department to support all estate and facilities maintenance and the support of the capital projects programme.

Human Resources – central human resources and training department to support and administer recruitment and training in all services areas.

Finance – central finance department to support and administer the finances for all service areas to include billing, financial reporting and modelling for all service areas, budget setting, statutory accounts preparation and the support of the capital projects programme.

Information technology – central IT department to support all service areas to include day to day administration for all service areas and the support of project implementation including electronic care plans and rostering systems.

Governance – Chief Executive's Office costs to include internal and external audit costs and legal advice.

Investment fees – investment fees on investment portfolio linked to performance.

Central costs are allocated to expenditure on charitable activities based on a full time equivalent (FTE) basis.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

9. Analysis of Expenditure 2022 (Central Costs)

	Facilities	Human resources	Finance	Information technology	Governance	Investment Fees	2022 Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising	54	50	53	31	19	-	207
Total	54	50	53	31	19	-	207
Charitable activities							
Care Homes	1,101	1,186	1,127	632	392	-	4,438
Day Centres	70	88	107	61	38	-	364
Retirement Living	91	81	101	57	35	-	365
Social Work	92	71	89	50	31	-	333
Indirect Community Services	13	10	13	7	5	-	48
Home Care	33	26	32	18	11	-	120
Total	1,400	1,462	1,469	825	512	-	5,668
Investment fees	-	-	-	-	-	219	219
Total	-	-	-	-	-	219	219
Total expenditure	1,454	1,512	1,522	856	531	219	6,094

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

10. Interest payable

	2023	2022
	£'000	£'000
Interest payable on Barclays term loan (note 22)	585	411

Interest payable is disclosed within Charitable Activities on the Statement of Financial Activities, and under Central (Finance) Functions in note 9.

11. Investment Income

	2023	2022
	£'000	£'000
Dividends and interest receivable	581	703
Rental income from investment properties	665	308
Short-term deposit and sundry income	20	1
	1,266	1,012

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

12. Tangible Assets

Group

	Freehold land & buildings	Assets under construction	Long leasehold land & buildings	Equipment	Motor vehicles	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Cost						
At 1 April 2022	164,193	2,848	1,025	7,905	33	176,004
Additions	442	1,230	-	1,035	27	2,734
Transfers to properties held-for-sale (note 14)	(394)	-	(668)	-	-	(1,062)
Disposals	(555)	-	-	-	-	(555)
At 31 March 2023	163,686	4,078	357	8,940	60	177,121
Depreciation						
At 1 April 2022	28,012	-	392	5,650	18	34,072
Charge for period	2,935	-	20	477	7	3,439
Transfers to properties held-for-sale (note 14)	(151)	-	(270)	-	-	(421)
At 31 March 2023	30,796	-	142	6,127	25	37,090
Net book value						
At 31 March 2023	132,890	4,078	215	2,813	35	140,031
At 31 March 2022	136,181	2,848	633	2,255	15	141,932

Tangible assets are all primarily used for charitable purposes.

Barclays Bank PLC hold a legal charge on the Jewish Care (Charity only) freehold properties at Stanmore (Priory Close) and at Hendon (27 Church Road) as security for the funding of the development of the Sandringham Care Campus at Stanmore and Wohl Court, Retirement Living at Hendon (note 22).

The Jewish Care Pension Trustees limited hold a security charge over the Maurice and Vivienne Wohl Campus at 221 Golders Green Road NW11 9DQ.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

12. Tangible Assets (cont'd)

Charity

	Freehold land & buildings	Assets under construction	Long leasehold land & buildings	Equipment	Motor vehicles	Total
	£'000	£'000	£' 000	£'000	£'000	£'000
Cost						
At 1 April 2022	157,589	4,215	1,025	7,476	-	170,305
Additions	28	1,230	-	978	27	2,263
Transfers to properties held-for-sale (note 14)	(394)	-	(668)	-	-	(1,062)
Disposals	(555)	-	-	-	-	(555)
At 31 March 2023	156,668	5,445	357	8,454	27	170,951
Depreciation						
At 1 April 2022	27,909	-	392	5,237	-	33,538
Charge for the period	2,899	-	20	474	2	3,395
Transfers to properties held-for-sale (note 14)	(151)	-	(270)	-	-	(421)
At 31 March 2023	30,657	-	142	5,711	2	36,512
Net book value						
At 31 March 2023	126,011	5,445	215	2,743	25	134,439
At 31 March 2022	129,680	4,215	633	2,239	-	136,767

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

13. Intangible Assets

Group/Charity

All intangible assets are development costs, which are directly attributable to the design and testing of unique software products.

	£'000
Cost	
At 1 April 2022	2,435
Additions	55
At 31 March 2023	2,490
Amortisation	
1 April 2022	2,040
Charge for the period	217
At 31 March 2023	2,257
Net book value	
At 31 March 2023	233
At 31 March 2022	395

The amortisation charge for the year is included within charitable activities.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

14. Properties held for sale

Group/Charity

	2023	2022
	£'000	£'000
Transfer from freehold land and building (note 12)	243	-
A site is scheduled to be sold in March 2024.		
Transfer from long leasehold land and building (note 12)	398	-
This site (the former location of the Holocaust Survivor Centre) was sold for £1.1 million on 10 July 2023.		
Transfer from investment (note 15)	129	-
This site (Alvaston & Boulton Cricket Club, Derby) was sold for £2.0 million on 4 April 2023. A deposit for £180k was paid in March 2023 which is disclosed as Investment income in 2022-23.		
	770	-

The properties held for sale are stated at the lower of cost and net realisable value and are expected to be sold within twelve months from the end of the reporting period.

None of the Group's properties held for sale were pledged to secure banking facilities granted to the Charity.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

15. Investments

Group	Investment Properties	Other investments	2023 Total	2022 Total
	£'000	£'000	£'000	£'000
Market value at the start of the period	1,559	32,784	34,343	31,550
Additions at cost	140	5,773	5,913	4,824
Disposal proceeds	-	(5,963)	(5,963)	(5,086)
Transfers to properties held-for-sale (note 14)	(129)	-	(129)	-
Cash movements	-	(154)	(154)	158
Realised (loss)/gain	-	(90)	(90)	685
Unrealised (loss)/gain	(10)	(1,140)	(1,150)	2,212
Market value at the end of the period	1,560	31,210	32,770	34,343

Charity	Investment properties	Other investments	2023 Total	2022 Total
	£'000	£'000	£'000	£'000
Market value at the start of the period	1,559	33,041	34,600	31,807
Additions at cost	-	5,773	5,773	4,824
Disposal proceeds	-	(5,963)	(5,963)	(5,086)
Transfers to properties held-for-sale (note 14)	(129)	-	(129)	-
Cash movements	-	(154)	(154)	158
Realised (loss)/gain	-	(90)	(90)	685
Unrealised (loss)/gain	(10)	(1,140)	(1,150)	2,212
Market value at the end of the period	1,420	31,467	32,887	34,600

Investment properties include a one-third interest in a residential care home for adults with learning difficulties. The tenant holds an option to purchase the freehold interest in the property for £265,000 plus accrued interest calculated at Barclays Bank Plc base rate with effect from 17 October 1985. The residential care home was valued by Knight Frank at £55,000 in March 2016, based on a freehold vacant possession of £1,690,000, a deferment rate of 3.75% with 94 years to expiry at that date. A desk top review of the Knight Frank valuation at the 31 March 2023 suggests no change to the valuation. The gifted property portfolio was valued by Strettons and taken into the Jewish Care portfolio at a value of £1,334,000 on 22 November 2018, a desktop review of the portfolio by Herschell Consulting Ltd at 31 March 2023 saw a valuation of £1,365,300. A property addition during the year is a gifted property of a legacy and taken into the Jewish Association for Mental Illness portfolio at a probate value of £140,000, a desktop review of the portfolio by Winkworths suggests no change to the valuation.

Investments can be analysed as follows:

	Group		Charity	
	Market value	Cost	Market value	Cost
	£'000	£'000	£'000	£'000
Investment properties	1,560	1,345	1,420	1,205
Sterling and foreign currency bonds	6,225	6,407	6,225	6,407
Equities and convertibles	23,908	15,449	24,167	15,708
Deposits	1,077	1,061	1,075	1,061
	32,770	24,262	32,887	24,381

16. Financial Instruments

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£'000	£'000	£'000	£'000
Financial assets measured at fair value	30,133	31,505	30,392	31,764

Financial assets measured at fair value represent our listed investments (bonds, equities & convertibles).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

17. Subsidiary Undertakings and Linked Charities

Detailed below is a list of the Charity's subsidiary undertakings and linked charities, the majority of which are registered with the Charity Commission in England and Wales and all of which operate within the United Kingdom. Jewish Care Pension Trustees Limited and Raphael – The Jewish Counselling Service are the only subsidiaries not consolidated into the group accounts. All of the subsidiary undertakings and linked charities listed below are involved in the provision of social services to the Jewish community. Their activities are managed by Jewish Care at its principal place of business and registered office at Amelie House, Maurice and Vivienne Wohl Campus, 221 Golders Green Road, NW11 9DQ. JAMI's registered office (which is shared by its subsidiaries) is Leila's House, 55 Christchurch Avenue, London, N12 0DG. Sunridge Housing Association Limited's registered office was 124 Finchley Road, London, NW3 5JS. The results of Community Trading Limited, the Joel Emanuel Trust, the Jewish Association for Mental Illness (JAMI) and Sunridge Housing Association Limited are disclosed in note 3 to the financial statements. The results of JAMI Sales and Services Limited (100% subsidiary of JAMI) are a loss of £147,766 (2021-22: £217,450) with net liabilities of £365,215 (2021-22: £217,448). The results of Raphael – The Jewish Counselling Service Limited (100% subsidiary of JAMI) are a loss of £1,701 with net assets of £112,176. Linked charity numbers are also disclosed where available.

Name of Subsidiary/Linked Charity Undertakings	Basis of Control-Direct except where stated as indirect
Subsidiary	
Community Trading Limited	100% trading subsidiary of Jewish Care (Co. No. 02449362)
Jewish Association for Mental Illness (JAMI)	Jewish Care is the sole Company law member of JAMI (Co. No. 02618170) – Charity No. 1003345
JAMI Sales and Service Limited	100% subsidiary of the Jewish Association for Mental Illness (JAMI) – indirect
Raphael – The Jewish Counselling Service	100% subsidiary of the Jewish Association for Mental Illness (JAMI) – Charity No. 1166313
Jewish Care Pension Trustees Limited	100% subsidiary (Co. No. 02493041)
Sunridge Housing Association Limited	100% subsidiary (FCA Registration No. IP18002R)
Linked charities	
Joel Emanuel Trust	Linked charity – 802559-12
The Board of Guardians and Trustees for the Relief of the Jewish Poor/ Jewish Welfare Board	Linked charity – 802559-8
Jewish Blind Society	Linked charity – 802559-9
Jewish Home and Hospital at Tottenham	Linked charity – 802559-7
Stepney Jewish (B'nai B'rith) Clubs and Settlement	Linked charity – 802559-5
Redbridge Jewish Youth and Community Centre	Linked charity – 802559-6
Brighton and Hove Jewish Home	Linked charity – 802559-4
Maurice and Samuel Lyon Home	Linked charity – 802559-2
H E David Fund	Linked charity – 802559-10
Sophia Gardner Fund	Linked charity – 802559-15
A E Franklin Fund	Linked charity – 802559-16
Alexander Jacob Memorial Fund	Linked charity – 802559-17
Jewish Convalescent Home (Brighton Branch)	Linked charity – 802559-18
R A Schlesinger Fund	Linked charity – 802559-19
Nathan Simpson Trust	Linked charity – 802559-20
The Levy Charitable Trust	Linked charity – 802559-3
George Julian Egerton Fund	Linked charity – 802559-1

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

17. Subsidiary Undertakings and Linked Charities (cont'd)

Name of Subsidiary/Linked Charity Undertakings	Basis of Control-Direct except where stated as indirect
Endowment Funds as linked charities	
Clara Baroness De Hirsch Convalescent Fund	Linked charity – 802559-14
Maitland Joseph Trust	Linked charity – 802559-11
The Anthony and Annie Muller Seaside Convalescent Home	Linked charity – 802559-13
Name of Dormant Subsidiary	Basis of Control
Jewish Family Services Limited	(Co. No. 03196138) 100% subsidiary
Friends of the London Jewish Hospital Limited	(Co. No. 00267419) Common Management control
Jewish Care Community Foundation Limited	(Co. No. 03071151) Common Management control

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

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

Linked charities

Linked charities of which there are 20 are administered by Jewish Care, all of which are linked as predecessor organisations to Jewish Care having been providing care and support for the community since the 1850s. Details of governing documents, charitable objects, areas of benefit and registration history are set out as follows. The activities and achievements of Jewish Care and its linked charities are outlined throughout this report and review, and fully demonstrate that the Charity is providing public benefit. The charitable purposes and history of each of the linked Charities are set out as follows:

George Julian Egerton Fund – 802559-1 – will of George Julian Egerton dated 21 March 1961. To meet the needs of those Jewish ladies and gentlemen of good family who having lived in comfortable conditions in earlier life find themselves in middle or old age in reduced circumstances and lacking the comforts to which they were formerly accustomed and thus enabling such persons to live more comfortably and in conditions more nearly approximating to those which they previously enjoyed. Registered as a linked charity on the 26 November 2008. Funds were applied to the general purposes of Jewish Care as agreed with the Charity Commission in January 2009.

Maurice and Samuel Lyon Home – 802559-2 – will proved 29 June 1931 and scheme of the 18 November 1932 as amended by a scheme of the commissioners dated 31 December 1990 (as affected by a uniting direction made under s.96 Charities Act 1993 dated 24 October 2008). Home for convalescent persons of the Jewish faith. Registered as a linked charity on the 26 November 2008. Please refer to note 24 for further information.

The Levy Charitable Trust – 802559-3 – scheme sealed 7 March 1996 (as affected by a uniting direction made under s.96 Charities Act 1993 and dated 24 October 2007). The relief of persons of the Jewish faith (wherever resident but in particular those residing in the United Kingdom) who are in need, or suffering sickness, hardship or distress, or who suffer visual or other physical or mental impairment resulting in disability or handicap. Registered as a linked charity on the 26 November 2008. Funds were applied to the general purposes of Jewish Care as agreed with the Charity Commission in January 2009.

Brighton and Hove Jewish Home – 802559-4 – declaration of trust dated 19 November 1952 as amended by scheme of the charity commissioners 22 August 1996 (as affected by a uniting direction made under s.96 Charities Act 1993 dated 24 October 2008). For the residence of persons being aged, poor and ailing respectable persons of the Jewish faith, who are not under the age of 60 years and who have resided continuously in the county of Sussex for a period of not less than 3 years immediately prior to the application for admission. Registered as a linked charity on the 26 November 2008.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

17. Subsidiary Undertakings and Linked Charities (cont'd)

Stepney Jewish (B'nai B'rith) Clubs and Settlement – 802559-5 – memorandum and articles of association incorporated 14 July 1937 as amended 6 December 1949, 20 July 1954, 8 September 1959 and 25 November 1964 ((as affected by a uniting direction made under s96 of the Charities Act 1993 24 October 2008). To establish clubs for poor girls and infant welfare and play centres and generally to promote welfare of the poor and the relief of distress by social, educational and religious agencies. Registered as a linked charity on 26 November 2008. The Stepney Jewish (B'nai B'rith) Clubs and Settlement is a dormant entity, please refer to the financial statements filed at Companies House under company number 00329785.

Redbridge Jewish Youth and Community Centre – 802559-6 – constitution adopted 3 May 1967 as amended 9 June 1975, trust deed dated 18 March and schemes of the 7 April 1976 (as affected by a uniting direction made under s.96 of the Charities Act 1993 dated 24 October) to provide a youth centre for the use of young persons residing in or near the London Borough of Redbridge particularly such young persons as are of the Jewish faith, and in particular for the use of meetings, lectures and classes and for other forms of recreation and leisure time occupation for the purposes of educating and assisting young persons to develop their physical, mental and spiritual capacities so that they may grow to full maturity as individuals and members of society and that their conditions of life may be improved. Registered as a linked charity on 26 November 2008. Redbridge Jewish Youth and Community Centre merged with Jewish Care pursuant to a transfer dated 15 August 1997.

The Jewish Home and Hospital at Tottenham – 802559-7 – the laws of the home as amended 15 September 1963 and 22 November 1992 (as affected by a uniting direction made under s.96 of the Charities Act 1993 dated 24 October 2008). 1. To provide for the care, maintenance and medical treatment of persons of the Jewish faith, 16 years of age and over, who are permanently disabled by chronic disease, accident or deformity (certain diseases are excepted), 2. To support the charitable purposes of Jewish Care. Registered as a linked charity on 26 November 2008. Funds were applied to the general purposes of Jewish Care as agreed with the Charity Commission in January 2009.

The Board of Guardians and Trustees for the Relief of the Jewish Poor, commonly known as the Jewish Welfare Board – 802559-8 – laws of the Board adopted on 29 March 1967 confirmed 5 April 1967 as amended 15 November 1967, 18 March 1992 and scheme of 14 December 1989 (as affected by a uniting direction made under s.96 of the Charities Act 1993 dated 24 October 2006). To relieve the poverty and to ameliorate the condition of the Jewish poor of the metropolis. Registered as a linked charity on the 26 November 2008. One of the main predecessor organisations of Jewish Care.

The Jewish Blind Society – 802559-9 – laws and regulation adopted 3 May 1965 as amended 19 March 1992. The assistance of needy members of the Jewish faith who are totally blind or registered blind or partially sighted and their dependants. Registered as a linked charity on 26 November 2008. One of the main predecessor organisations of Jewish Care.

HE David Fund – 802559-10 – legacy from 1935, income preferably for international work. Registered as a linked charity on the 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Maitland Joseph Trust – 802559-11 – will dated 20 January 1962 as amended by scheme dated 17 April 2018 the object of the Charity is, for the public benefit, the relief of the elderly in need, in particular by providing specially designed or adapted housing. Registered as a linked charity on 3 June 2009. Please refer to note 24 for further information.

Joel Emanuel Trust – 802559-12 – scheme of the Charity Commissioners dated 30 December 1976, as amended by scheme dated 24 January 2006, the relief of financial hardship of persons of the Jewish faith in particular those in housing need. Registered as a linked charity on 3 June 2009. Please refer to the separate audited financial statements for the Joel Emanuel Trust for the year ended 31 March 2023 and note 24 for further information.

The Anthony and Annie Muller Seaside Convalescent Home – 802559-13 – chancery scheme of 8 July 1924 and scheme of 28 June 1961. The establishment of a seaside convalescent home for children and the payment for convalescent treatment for children and adults. Registered as a linked charity on the 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on the 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Clara Baroness De Hirsch Convalescent Fund – 802559-14 – schemes of 2 August 1898, 4 July 1930 and 16 March 1934. Defraying cost of maintenance in convalescent homes for sick or infirm poor. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

17. Subsidiary Undertakings and Linked Charities (cont'd)

Sophia Gardner Fund – 802559-15 – letter dated 3 October 1960, income for gifts for orphan boys. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

A E Franklin Fund – 802559-16 – letter of September 1926, income for non-medical extras for short period convalescent children at the Muller home. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Alexander Jacob Memorial Fund – 802559-17 – Board minute of 8 February 1904, income for widows. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Jewish Convalescent Home (Brighton Branch) – 802559-18 – schemes of 14 August 1931 and 30 June 1950, convalescent treatment for poor Jewish patients. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

R A Schlesinger Fund – 802559-19 – letter dated 15 April 1963, income for the benefit of convalescent children. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Nathan Simpson Trust – 802559-20 – order of High Court Justice, Chancery Division 31 July 1885, income for the benefit of deserving poor young kindred or other deserving poor young persons. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on the 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

18. Debtors

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£'000	£'000	£'000	£'000
Trade debtors	3,570	3,492	3,408	3,215
Amounts owed by subsidiary undertakings	-	-	2,205	2,937
Other debtors	215	1,083	73	611
Related party debtor	450	446	450	446
Monies due from HM Revenue & Customs	1,229	1,481	144	281
Prepayments	625	901	528	812
Accrued income	4,694	7,101	3,556	5,002
	10,783	14,504	10,364	13,304

19. Stock

Group and Charity	2023	2022
	£'000	£'000
Food and cleaning stocks	109	111
	109	111

Stocks represent unused and unsold food and cleaning stocks at the 31 March.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

20. Creditors – Amounts falling due within one year

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£'000	£'000	£'000	£'000
Trade creditors	2,516	4,009	2,237	3,730
Other creditors	2,374	1,688	2,352	1,972
Taxation and social security	740	769	668	718
Accruals	1,770	2,949	1,702	2,313
Deferred Income (note 21)	245	126	238	116
	7,645	9,541	7,197	8,849

21. Deferred Income

	Group	Charity
	£'000	£'000
Balance at 1 April 2022	126	116
Amount added to income earned from charitable activities	1,678	1,678
Amount released from charitable activities	(1,559)	(1,556)
Balance at the 31 March 2023	245	238

Deferred income relates to income received from donors that is subject to performance conditions that require its use at a later date.

22. Bank borrowings

Charity/Group	2023	2022*
	£'000	£'000
Amounts repayable by instalments falling due:		
More than five years	7,229	7,553
In the second to fifth years, inclusive	1,071	8,247
Non-current (more than 1 year)	8,300	15,800
Current (less than 1 year)	5,000	2,500
	13,300	18,300

The £13.3m balance comprises £5m for the development of the Sandringham Care Campus at Stanmore (Facility A) and £8.3m on the Wohl Court Retirement Living in Hendon (Facility B).

- Facility A is repayable in February 2024 and incurs interest of SONIA +1.75%.
- Facility B is repayable in quarterly instalments of £83k from February 2025 until February 2029 when the remaining balance of £7.0m is repayable as a lump sum. Facility B incurs interest of SONIA +1.85%.
- Barclays Bank PLC hold a legal charge on the Jewish Care (charity only) freehold properties at Stanmore (Priory Close) and at Hendon (27 Church Road) as security for these loan facilities.

In 2008, Jewish Care arranged a revolving facility loan facility with Barclays Bank PLC of up to £15m for a revolving period of 5 years and a term of 10 years, to assist the financing of the development of the care campus at 221 Golders Green Road, NW11 9DQ. The facility was secured on the development until March 2023 when the facility was fully repaid.

*The 2022 values have been updated since they were published last year. The split between 'the second to fifth years' and 'more than 5 years' has been corrected to reflect that repayments of Facility B between February 2025 and February 2029 are £332k per year, not £332k per quarter. There is no impact on the split between current and non-current borrowings.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

23. Pensions

General

Jewish Care has two pension schemes, the first being the Group Personal Pension plan, a defined contribution scheme administered by Legal and General, with total contributions (employer and employee) of £2.3m being paid in the year ended 31 March 2023 (2021-22: £2.1m). Group Personal Pension plan liabilities at the 31 March 2023 were £327k (2021-22: £91k), these contributions are unpaid at the year end and included in creditors.

The second scheme is the Jewish Care Pension Scheme, a defined benefit scheme for the benefit of the employees; the scheme was closed to new entrants on the 1 February 2006 and closed to future benefit accrual as at the 31 March 2011. The assets of the scheme are administered by the Jewish Care Pension Scheme Trustees in a fund separate from that of the Charity. A full actuarial valuation was carried out at 1 April 2019 by Barnet Waddingham. In relation to the deficit on the defined benefit pension scheme, an arrangement is in place for Jewish Care and JCHA (Jewish Community Housing Association – a non-related entity) agreed by the Jewish Care Pension Trustees in relation to the actuarial assumptions and the recovery plan with relevant contribution arrangements. A collateral security arrangement (fixed security on the Maurice and Vivienne Wohl Campus) a deed of priority and a revised investment strategy have been agreed by Jewish Care and the Pension Trustees. This reduces the Charity's exposure to any potential deterioration of the funding position in the future. As part of the Covid-19 financial mitigation, Jewish Care negotiated a 3-month suspension of defined benefit contributions and also a 50% reduction in those contributions on the recommencement of the payments in July 2020 until March 2023 in agreement with the directors of the Jewish Care Pension Trustee. In agreement with the Jewish Care Pension Trustees, the contributions to the scheme from Jewish Care were / will be:

- £819,000 per annum between 1 July 2020 and 31 March 2022,
- £1,669,000 per annum between 1 April 2022 and 31 March 2023,
- £986,000 per annum between 1 April 2023 and 31 March 2025, and
- £1,667,000 per annum between 1 April 2025 and 31 March 2031

The cash contribution made by the employers over the financial year in respect of the scheme was £1,618,000 (2021-22: £819,000). The charge to the accounts under FRS102 was £537,000 (2021-22: £571,000). The contribution rate made by the Company as a percentage of pensionable salary was 4% (2021-22: 4%).

The principal actuarial assumptions used in the FRS102 calculations are:

	2023	2022
Discount rate	4.90% p.a.	2.80% p.a.
Retail price index (RPI) inflation	3.50% p.a.	4.00% p.a.
Consumer price index (CPI) inflation	3.05% p.a.	3.55% p.a.
Pension increases		
RPI max 5%	3.35% p.a.	3.75% p.a.
RPI max 2.5%	2.20% p.a.	2.40% p.a.
CPI max 3%	2.35% p.a.	2.70% p.a.
Pre and Post retirement mortality assumption*	100% of S2NXA CMI_2022 [1.25%]	100% of S2NXA CMI_2022 [1.25%]
Tax free cash	Members are assumed to commute 20% of their pension as tax free cash	Members are assumed to commute 25% of their pension as tax free cash

*see extract from table below for a male and female member at life expectancies age 45 and 65

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

23. Pensions (cont'd)

Life expectancy at age 65 Mortality assumption	31 March 2023 Years	31 March 2022 Years
Male currently aged 45	23.2	23.1
Female currently aged 45	26.0	25.9
Male currently aged 65	22.0	21.9
Female currently aged 65	24.6	24.5

Amounts recognised in the Balance Sheet	Value at 31 March 2023 £'000	Value at 31 March 2022 £'000
Fair value of assets	41,876	56,873
Present value of funded obligations	(49,021)	(64,914)
(Deficit)	(7,145)	(8,041)

Amounts recognised in the Statement of Financial Activities over the year	31 March 2023 £'000	31 March 2022 £'000
Administration costs	329	288
Interest on liabilities	1,782	1,377
Interest on assets	(1,574)	(1,094)
Total	537	571

Re-measurements over the year	31 March 2023 £'000	31 March 2022 £'000
Loss/(Gain) on scheme assets in excess of interest	15,258	(2,025)
Experience loss on liabilities	2,293	1,127
Loss/(Gain) from changes to demographic assumptions	82	(309)
(Gain) from changes to financial assumptions	(17,448)	(4,912)
Total re-measurements loss/(gain)	185	(6,119)

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

23. Pensions (cont'd)

Reconciliation of assets and defined benefit obligation

The change in the assets over the period was:	31 March 2023 £'000	31 March 2022 £'000
Fair value of assets at the beginning of the period	56,873	55,611
Interest on assets	1,574	1,094
Employer contributions	1,618	819
Benefits paid	(2,602)	(2,388)
Administration costs	(329)	(288)
Return on plan assets less interest	(15,258)	2,025
Fair value of assets at the end of the period	41,876	56,873

Analysis of scheme assets	31 March 2023 £'000	31 March 2022 £'000
Equities	11,171	16,751
Credit funds	13,819	25,475
Liability driven investments	15,910	13,836
Insured assets	189	253
Cash and net current assets	787	558
	41,876	56,873

The change in the liabilities over the period was:	31 March 2023 £'000	31 March 2022 £'000
Defined Benefit Obligation at the beginning of the period	64,914	70,019
Interest cost	1,782	1,377
Benefits paid	(2,602)	(2,388)
Experience (gain)/loss on defined benefit obligation	2,293	1,127
Changes to demographic assumptions loss	82	(309)
Changes to financial assumptions (gain)/loss	(17,448)	(4,912)
Defined Benefit Obligation at the end of the period	49,021	64,914

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

24. Endowment Funds

Group/Company 2022-23	1 April 2022	Income	Expenditure	Losses	31 March 2023
	£'000	£'000	£'000	£'000	£'000
Maitland Joseph Trust ¹	9,776	-	-	(10)	9,766
Joel Emanuel Trust ²	6,184	-	(209)	(52)	5,923
Maurice and Samuel Lyon Home	576	-	(27)	-	549
Other trusts	489	-	(2)	(20)	467
	17,025	-	(238)	(82)	16,705

Group/Company 2021-22	1 April 2021	Income	Expenditure	Gains	31 March 2022
	£'000	£'000	£'000	£'000	£'000
Maitland Joseph Trust ¹	9,738	-	-	38	9,776
Joel Emanuel Trust ²	6,096	9	(109)	188	6,184
Maurice and Samuel Lyon Home	602	-	(26)	-	576
Other trusts	448	7	-	34	489
	16,884	16	(135)	260	17,025

1. £7m of the Maitland Joseph endowment funds were applied to the care campus at Sandringham at Stanmore, £2.3m of the same fund was applied to Betty and Asher Loftus campus in prior years.

2. Please refer to the financial statements for the Joel Emanuel Trust for further information on this Trust.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

25. Restricted Funds – Group and Company 2023

	1 April 2022	Income	Expenditure	Net Gains/ Transfers in/(out)	31 March 2023
	£'000	£'000	£'000	£'000	£'000
Michael Sobell Community Centre ¹	-	258	(258)	-	-
Kun Mor and George Kiss ¹	-	2	(2)	-	-
Vi & John Rubens ¹	-	297	(297)	-	-
Sinclair House/Redbridge ²	2,877	-	-	-	2,877
Stepney Community Centre	-	162	(162)	-	-
Otto Schiff	-	47	(47)	-	-
Stella and Harry Freedman House ⁶	-	129	(129)	-	-
Anita Dorfman	-	100	(100)	-	-
Rosetrees	-	15	(15)	-	-
Disability Arts & Dementia	-	45	(45)	-	-
JC Direct & Community Support	-	243	(243)	-	-
Selig Court	-	1	(1)	-	-
Others ³	-	323	(323)	-	-
Sandringham ⁴	-	2,150	-	(2,150)	-
Pears Court	-	53	(53)	-	-
Sunridge	-	5	(5)	-	-
Government subsidies	-	57	(57)	-	-
Hyman Fine	658	-	-	-	658
Total – Charity	3,535	3,887	(1,737)	(2,150)	3,535
JAMI ⁵	32	-	-	-	32
Total – Group	3,567	3,887	(1,737)	(2,150)	3,567

Income excluding government subsidies relates to all fundraising income specifically raised for the services as detailed above.

Expenditure relates to all expenditure linked to that with which it was fundraised for.

1. The receipt of restricted donations relate to funds that are soft credited to our Care Homes and Day and Community Centres to contribute to services solely for the benefit of our residents and members.

2. Restricted donations have been received over the years to part fund a new development on the site of the former Redbridge Community Centre, £737k of which has been spent on planning fees and duly capitalised.

3. Other restricted funds consist of funds that are used to fund entertainment and therapeutic services for the residents in our Care Homes and members in our Community Centres and other smaller amounts with restricted spending requirements.

4. The capital pledges received are towards the funding of the Sandringham Campus development at Stanmore which is now fully operational. Capital pledge redemptions are restricted to fund the project spend with the building and development applied for general purpose charitable use by means of a Care Home, Day and Community Centre and Retirement Living apartments with the transfer of all funding received to designated reserves, part of unrestricted funds.

5. Please refer to the JAMI Charity accounts for the details of the restricted fund movements for the year.

6. Stella and Harry Freedman House was called Lady Sarah Cohen House until August 2021.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

25. Restricted Funds – Group and Company 2022

	1 April 2021	Income	Expenditure	Net Gains/ Transfers in/(out)	31 March 2022
	£'000	£'000	£'000	£'000	£'000
Michael Sobell Community Centre ¹	-	171	(171)	-	-
Kun Mor and George Kiss ¹	-	1	(1)	-	-
Vi & John Rubens ¹	-	14	(14)	-	-
Sinclair House/Redbridge ²	3,508	25	-	(656)	2,877
Stepney Community Centre	-	127	(127)	-	-
Otto Schiff	-	68	(68)	-	-
Lady Sarah Cohen House	-	99	(99)	-	-
Anita Dorfman	-	27	(27)	-	-
Rosetrees	-	3	(3)	-	-
Disability Arts & Dementia	-	127	(127)	-	-
JC Direct & Community Support	-	73	(73)	-	-
Selig Court	-	70	(70)	-	-
Others ³	1	413	(414)	-	-
Sandringham ⁴	-	4,491	-	(4,491)	-
Pears Court	-	60	(60)	-	-
Sunridge	-	16	(16)	-	-
Government subsidies ⁵	-	1,416	(1,416)	-	-
Hyman Fine ⁷	-	-	-	658	658
Total – Charity	3,509	7,201	(2,686)	(4,489)	3,535
JAMI ⁶	61	243	(272)	-	32
Total – Group	3,570	7,444	(2,958)	(4,489)	3,567

Income excluding government subsidies relates to all fundraising income specifically raised for the services as detailed above.

Expenditure relates to all expenditure linked to that with which it was fundraised for.

1. The majority of the receipts of donated funds relate to funds that are soft credited to our Homes and Day Centres to contribute to the operating expenditure of those services.

2. Restricted donations have been received over the years to part fund a brand-new development on the site of the former Redbridge Community Centre. Money spent on planning fees and duly capitalised. Following the first planning application, the proposal was re-design to meet the community's needs; this resulted in the write off of £656k of the initial planning fees and associated costs that did not feature in the second application.

3. Other restricted funds consist of funds that are to be used to fund entertainment for the residents in the Care Homes and other smaller amounts with restricted spending requirements.

4. The majority of the capital pledges received are towards the development of the Sandringham campus at Stanmore currently in the second phase of construction. Monies are restricted to fund the project spend with the building and development applied for general purpose charitable use by means of a Care Home, Day and Community Centre and Retirement Living apartments with the transfer of all funding received to designated reserves, part of unrestricted funds.

5. Note 7 (other income) provides further information about the schemes involved.

6. Please refer to the JAMI Charity accounts for the details of the restricted fund movements for the year.

7. Hyman Fine – this represents the transfer of the Brighton and Hove Jewish Home from designated reserves to restricted reserves.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

26. Summary of Funds

Group 2022-23

	1 April 2022	Income	Expenditure	Loss	Transfers in/(out)	31 March 2023
	£'000	£'000	£'000	£'000	£'000	£'000
General funds	51,763	52,350	(61,208)	(1,158)	81	41,828
Designated funds	109,114	4,462	(3,636)	-	2,069	112,009
Pension fund	(8,041)	-	1,081	(185)	-	(7,145)
Restricted funds	3,567	3,887	(1,737)	-	(2,150)	3,567
Endowment funds	17,025	-	(238)	(82)	-	16,705
Total Funds	173,428	60,699	(65,738)	(1,425)	-	166,964

Group 2021-22

	1 April 2021	Income	Expenditure	Gains/(losses)	Transfers in/(out)	31 March 2022
	£'000	£'000	£'000	£'000	£'000	£'000
General funds	29,194	74,331	(53,888)	2,637	(511)	51,763
Designated funds	106,942	915	(3,743)	-	5,000	109,114
Pension fund	(14,408)	-	248	6,119	-	(8,041)
Restricted funds	3,570	7,444	(2,958)	-	(4,489)	3,567
Endowment funds	16,884	16	(135)	260	-	17,025
Total Funds	142,182	82,706	(60,476)	9,016	-	173,428

Please refer to the individual notes on endowment and restricted funds for further details on transfers.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

26. Summary of Funds (cont.)

Charity 2022-23

	1 April 2022	Income	Expenditure	Losses	Transfers in/(out)	31 March 2023
	£'000	£'000	£'000	£'000	£'000	£'000
General funds	48,766	50,246	(57,025)	(1,158)	81	40,910
Designated funds	103,949	3,990	(3,592)	-	2,069	106,416
Pension fund	(8,041)	-	1,081	(185)	-	(7,145)
Restricted funds	3,535	3,887	(1,737)	-	(2,150)	3,535
Endowment funds	17,025	-	(238)	(82)	-	16,705
Total Funds	165,234	58,123	(61,511)	(1,425)	-	160,421

Charity 2021-22

	1 April 2021	Income	Expenditure	Gains	Transfers in/(out)	31 March 2022
	£'000	£'000	£'000	£'000	£'000	£'000
General funds	27,022	66,881	(52,434)	2,637	4,660	48,766
Designated funds	107,021	913	(3,814)	-	(171)	103,949
Pension fund	(14,408)	-	248	6,119	-	(8,041)
Restricted funds	3,509	5,786	(1,271)	-	(4,489)	3,535
Endowment funds	16,884	16	(135)	260	-	17,025
Total Funds	140,028	73,596	(57,406)	9,016	-	165,234

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

27. Analysis of Net Assets Between Funds

Group 2022-23

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£'000	£'000	£'000	£'000	£'000	£'000
Fund Balances at						
31 March 2023						
Tangible fixed assets	13,787	968	125,276	-	-	140,031
Intangible fixed assets	-	-	233	-	-	233
Investments	2,791	-	-	29,979	-	32,770
Current assets	127	2,599	-	19,294	-	22,020
Liabilities	-	-	(13,300)	(7,645)	-	(20,945)
Pension scheme liability	-	-	-	-	(7,145)	(7,145)
Total Net Assets	16,705	3,567	112,209	41,628	(7,145)	166,964

Designated funds represent the net book value of Jewish Care's unrestricted tangible fixed assets, intangible fixed assets and borrowings.

Group 2021-22

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£'000	£'000	£'000	£'000	£'000	£'000
Fund Balances at						
31 March 2022						
Tangible fixed assets	14,024	889	127,019	-	-	141,932
Intangible fixed assets	-	-	395	-	-	395
Investments	2,873	-	-	31,470	-	34,343
Current assets	128	2,678	-	29,834	-	32,640
Liabilities	-	-	(18,300)	(9,541)	-	(27,841)
Pension scheme liability	-	-	-	-	(8,041)	(8,041)
Total Net Assets	17,025	3,567	109,114	51,763	(8,041)	173,428

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

27. Analysis of Net Assets Between Funds (cont.)

Charity 2022-23

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£'000	£'000	£'000	£'000	£'000	£'000
Fund Balances at						
31 March 2023						
Tangible fixed assets	13,788	968	119,683	-	-	134,439
Intangible fixed assets	-	-	233	-	-	233
Investments	2,791	-	-	30,096	-	32,887
Current assets	126	2,567	-	17,811	-	20,504
Liabilities	-	-	(13,300)	(7,197)	-	(20,497)
Pension scheme liability	-	-	-	-	(7,145)	(7,145)
Total Net Assets	16,705	3,535	106,616	40,710	(7,145)	160,421

Charity 2021-22

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£'000	£'000	£'000	£'000	£'000	£'000
Fund Balances at						
31 March 2022						
Tangible fixed assets	14,024	889	121,854	-	-	136,767
Intangible fixed assets	-	-	395	-	-	395
Investments	2,873	-	-	31,727	-	34,600
Current assets	128	2,646	-	25,888	-	28,662
Liabilities	-	-	(18,300)	(8,849)	-	(27,149)
Pension scheme liability	-	-	-	-	(8,041)	(8,041)
Total Net Assets	17,025	3,535	103,949	48,766	(8,041)	165,234

28. Result of the Charitable Company

As permitted by Section 408 of the Companies Act 2006, the parent undertaking's income and expenditure account has not been included in these financial statements. The net deficit for the year attributable to Jewish Care, including capital receipts but excluding unrealised gains and losses on investments and the unrealised pension scheme loss is £3.4m (2021-22: surplus £16.2m, Note 26).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

29. Notes to the Statement of Cash Flow

Reconciliation of net income to net cash outflow from operating activities

	2023	2022
	£'000	£'000
Net (loss)/income for the year before loss on investments	(5,039)	22,230
Adjustments for:		
Depreciation and amortisation charges	3,635	3,928
Asset write off (Redbridge first round planning fees)	-	656
Profit on disposal of land & property	-	(11,882)
(Decrease)/increase in creditors within one year	(1,341)	1,962
Adjustment for pension funding	(1,081)	(248)
Net surplus on acquisition of subsidiary	-	(6,482)
Decrease/(increase) in debtors & stock	3,544	(7,306)
Net dividends, interest and returns on investments	(1,047)	(793)
Interest expenses	585	-
Net cash (used in)/provided by operating activities	(744)	2,065

Analysis of cash & cash equivalents, and changes during the year

	2023	2022
	£'000	£'000
At 1 April	18,025	7,109
Net cash (outflow)/inflow	(7,667)	10,916
At 31 March	10,358	18,025
of which:		
- cash at bank	10,304	17,977
- cash in hand	54	48

Analysis of change in net debt

	At 1 April 2022	Cashflow	Transfer	At 31 March 2023
	£'000	£'000	£'000	£'000
Barclays loan due within one year	(2,500)	5,000	(7,500)	(5,000)
Barclays loan due after one year	(15,800)	-	7,500	(8,300)
Debt due after one year	(18,300)	5,000	-	(13,300)
Cash at bank and in hand	18,025	(7,667)	-	10,358
Total net debt	(275)	(2,667)	-	(2,942)

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

30. Commitments under operating leases

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

Group	2023	2022
	£'000	£'000
Within one year		
Land & Buildings	228	228
Plant & Machinery	55	72
Between one & five years		
Land & Buildings	911	911
Plant & Machinery	119	119
Over five years		
Land & Buildings	2,831	3,058
Total	4,144	4,388

Charity	2023	2022
	£'000	£'000
Within one year		
Plant & Machinery	55	72
Between one & five years		
Plant & Machinery	119	119
Total	174	191

31. Contingent Assets

At 31 March 2023, the Group had been notified of their legal entitlement to legacies but the amount is subject to finalisation. Amounts due will be recognised in the accounts when the values are determined with reasonable certainty. It is impractical to disclose these amounts due to the nature of legacies and the inherent uncertainty of future events that determine their existence and probability of receipt.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

32. Related Party Transactions

In 2023 the following transactions took place between the Charity and its related parties:

Sunridge Housing Association Limited (Subsidiary)

Sunridge Housing Association Limited, the principal activity of which is the provision of residential care became a subsidiary of Jewish Care on the 19 April 2021. As at the 31 March 2023 there were amounts owed to Jewish Care of £nil (2021-22: £780,770) relating to the transfer of the trade and assets on the 1 October 2021.

Community Trading Limited (Subsidiary)

The transfer under a qualifying payment of the trading profits of Community Trading Limited (CTL) in the amount of £282,745 (2021-22: £419,781) to Jewish Care. At the 31 March 2023 there were amounts owed by Community Trading Limited of £2,093,557 (2021-22: £2,049,693). Jewish Care finances the development activities of Community Trading Limited via capital donations and a commercial loan facility in its name. Monies advanced by Jewish Care to CTL to fund the construction activities in the year ended 31 March 2023 were £360,030 (2021-22: £437,062). In tandem the capitalised value of work in progress construction work is transferred to Jewish Care £290,030 (2021-22: £437,062) with £nil eliminated on consolidation.

Joel Emanuel Trust (JET) (Linked charity)

Jewish Care operates Sidney Corob House and the Wohl Court Retirement Living scheme on behalf of the Joel Emanuel Trust, the nature of transfers to and from JET relate to operational income received and charges incurred by Jewish Care on behalf of JET. Respective operational charges of £1,698,102 (2022: £1,679,544), operational income of £1,648,528 (2022: £1,809,568) and £31,650 (2022: £51,639) in balance sheet movements were transferred to the JET entity for Sidney Corob in the year. Respective operational charges of £219,398 (2022: £208,035) and operational income of £223,092 (2021-22: £111,054) were transferred to the JET entity for Wohl Court in the year ended 31 March 2023. Joel Emanuel Trust contributes to the interest charges on a loan held by Jewish Care. During the year charges of £85,751 (2022: £40,188) were paid by Joel Emanuel Trust. At the 31 March 2023 there were amounts owed by JET of £314,680 (2021-22: £151,399).

JC Switzerland Foundation (Common Trustee)

JC Switzerland is an independent foundation. There were no transactions during the year, at the 31 March 2023 there were amounts owed to Jewish Care of £36,483 (2021-22: £36,483).

Jewish Association for Mental Illness (JAMI) (Subsidiary)

The transfer of grant funding to the Jewish Association for Mental Illness in the amount of £805,257 (2021-22: £715,257). At the 31 March 2023 there was an amount due to Jewish Care of £75,300 from JAMI (2021-22: owed to Jewish Care £59,319). £77,205 has been charged by Jewish Care to JAMI for property and IT costs in the year ended 31 March 2023 (2021-22: £59,319).

Jewish Care Staff Benevolent Association (Related Party)

The Jewish Care Staff Benevolent Association is a separate Charity with registration number 220470. Members of the Association are Jewish Care staff members, the aim of the Charity is to grant relief and assistance to Jewish Care staff as is the nature of the related party relationship. Loans are advanced by an independent loans committee and repaid via repayments mandated to salaries. The related party balance with Jewish Care at the 31 March 2023 is £450,094 (2021-22: £445,690), the balance of which relates to the use of Jewish Care as the conduit to make the loan advances to staff.

Jonathan Zenios, Chairman and Trustee is also a Trustee of the Jewish Leadership Council, an independent membership organisation to which Jewish Care paid an annual membership fee of £30,336 for 2023 (£27,578 for 2022) and attended training and development courses costing £2,172 in 2022-23 (£1,133 in 2021-22).

Adam Dawson, Trustee is also the Chair and Trustee of the Jewish Association for Mental Illness, JAMI (subsidiary). JAMI is in receipt of a grant £805,257 from Jewish Care for the year ended 31 March 2023 (2021-22: £715,257).

Harold Gittlemon, Trustee is also a Trustee and Vice Chair of Camp Simcha. Camp Simcha rents office space from Jewish Care. The rent received in the normal course of business was £59,442 in the year ended 31 March 2023 (2021-22: £46,200).

Michael Brodman, Trustee is also a Director of the trading subsidiary Community Trading Limited.

None of the Trustees received any remuneration or expenses from their work associated with the Charity. Donations received from Trustees without restrictions were £66k (2021-22: £108k).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2023

33. Consolidated Statement of Financial Activities for the year ended 31 March 2022

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
	£'000	£'000	£'000	£'000
Income and endowments from:				
Donations and legacies	21,149	1,537	-	22,686
Acquisition of subsidiary undertaking	6,482	-	-	6,482
Capital project donations	-	4,491	-	4,491
Charitable activities	35,302	-	16	35,318
Other income	54	1,416	-	1,470
Other trading activities	21	-	-	21
Investments	1,012	-	-	1,012
Disposal of Property	11,226	-	-	11,226
Total	75,246	7,444	16	82,706
Expenditure on:				
Raising funds:				
<i>Fundraising</i>	3,040	-	-	3,040
<i>Investment fees</i>	219	-	-	219
Charitable activities	54,124	2,958	135	57,217
Total	57,383	2,958	135	60,476
 Net gains on investments	 2,637	 -	 260	 2,897
Net income	20,500	4,486	141	25,127
 Transfer between funds	 4,489	 (4,489)	 -	 -
Remeasurement of net defined benefit pension scheme	6,119	-	-	6,119
Net movement in funds	31,108	(3)	141	31,246
Funds brought forward	121,728	3,570	16,884	142,182
Funds carried forward	152,836	3,567	17,025	173,428

34. Post Balance Sheet Events

Non-adjusted events

- Jewish Care has sold two properties since 1 April 2023. Further information can be found in note 14.
- LB Redbridge granted planning permission on 16 October 2023 for Jewish Care to redevelop the Redbridge campus.
- On 2 November 2023, the Boards of Jewish Care and its subsidiary JAMI announced a proposal that JAMI should fully integrate into its parent charity, Jewish Care. Following this decision, a working group has been set up which comprises management representatives from both Jewish Care and JAMI. The group will plan what the first stages of integration would look like and how a potential merger would be carried out. The potential merger would see up to 82 JAMI employees transferred to Jewish Care under the Transfer of Undertakings (Protection of Employment) regulations. Further financial information about JAMI can be found on pages 39 and 70. At the date of signing of these financial statements, discussions are ongoing over key terms of the merger and there is no agreed term sheet for the merger agreement.

JEWISH CARE

England & Wales - Charity number 802559

Accounts

JEWISH CARE

A charitable company limited by guarantee

Trustees' Report and Group Accounts

For the year ended 31 March 2022

JEWISH CARE

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JEWISH CARE

1. CHARITY INFORMATION

Bankers

Barclays Commercial Bank
Level 28, 1 Churchill Place
London E14 5HP

Investment Advisors

Quilter Cheviot Limited
One Kingsway
London WC2B 6AN

Veritas Investment Management LLP
Riverside House
2A Southwark Bridge Road
London SE1 9HA

Auditors

External

RSM UK Audit LLP
25 Farringdon Street
London EC4A 4AB

Auditors

Internal

haysmacintyre LLP
10 Queen Street Place
London EC4R 1AG

Solicitors

BDB Pitmans LLP
One Bartholomew Close
London EC1A 7BL

Stephenson Harwood LLP
1 Finsbury Circus
London EC2M 7SH

JEWISH CARE

1. CHARITY INFORMATION (cont'd)

Pension Advisors

Barnett Waddingham LLP
Decimal Place
Chiltern Avenue
Amersham HP6 5FG

Principal Office & Registered Address

Amélie House
Maurice and Vivienne Wohl Campus
221 Golders Green Road
London NW11 9DQ

Charity Registration Number

802559

Company Registration Number

02447900

Website

www.jewishcare.org

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

The Trustees have pleasure in submitting their Report incorporating the strategic report and audited financial statements for the year ended 31 March 2022.

Chair's overview 2021-22

2021 was a remarkable year of recovery and change for Jewish Care as we started to re-open in-person services that had previously closed or moved online. We adjusted to a new more stable phase of the Covid-19 pandemic which was reflected in a cautious return to normality across our services: fully open but with testing and safety protocols remaining in place.

Despite the pandemic we continued to progress the longer-term strategic vision we set out in 2019. In this we were aided by the continued and generous support of our wonderful donors who enabled the renaming of Stella & Harry Freedman House (formerly Lady Sarah Cohen) and all those who helped us build Sandringham, our wonderful new care campus in Stanmore. Changes have also been made in the locations of our community centres and dementia day centres, aligning them with our three existing care hubs: in North London at the Betty and Asher Loftus Centre, in North West London at the Maurice and Vivienne Wohl Campus and in Stanmore at Sandringham. We continue to drive forward plans to build our fourth care hub in Essex on the current Redbridge Jewish Community Centre site and we have started work on our 'Fifth Hub': a virtual community centre that will hopefully go live in the autumn of 2022.

This last development reflects our belief that we are now operating under a true 'new normal', where a hybrid of in-person and online services and events, fully adaptable and depending on outside circumstances, are the future of community care.

Irrespective of how our care is accessed, it is always delivered by our amazing workforce. In October 2021, we announced the implementation of a significant pay increase for over 500 of our frontline staff, bringing their pay in line with the current London Living Wage. The increase recognised the rise in the cost of living, but also reflected our immense gratitude to our frontline staff who worked throughout the pandemic, putting the safety of our clients before their own. We also believe that this will help with both recruitment and retention in a demanding climate across the health and social care sectors.

There will continue to be many other challenges ahead but we continue to navigate them with the backing of a very supportive and engaged community. As in person fundraising events have resumed, we constantly receive tangible reminders of the depth of commitment shown to us by our supporters, volunteers, and donors. In October 2021, our Women of Distinction Luncheon raised over £55,000. In February 2022, our Young Patrons Dinner saw a record breaking 450 young people in attendance raise £150,000 for Jewish Care. In March, our Topland Group Business Lunch saw over 900 people raise over £400,000 for our vital services. Many other events have also taken place and we were delighted to hold our first Annual Campaign Dinner in three years which took place after the year end in July 2022, raising £5million.

This financial year brought some changes to our Board of Trustees. After many years of dedicated service, Rachel Anticoni, Linda Bogod, Graham Edwards, and Matthew Weiner stepped down as Trustees of Jewish Care. We are incredibly grateful for their collective and individual contribution. We are a stronger and better organisation for their expertise and wisdom. In their place we welcome new Trustees Jonathan Rose, Dr Jonathan Shapiro, Marcus Sperber and Amy Woolf, who bring additional experience to the Board.

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

Chair's overview 2021-22 (cont'd)

I want to thank not just the arriving and departing Trustees, but the whole of our incredibly talented and dedicated Board of Trustees: Vice Chairs Arnold Wagner and Gayle Klein, Julia Bekhor, Michael Brodtman, Adam Dawson, Simon Friend, Harold Gittelmon and Leah Hurst. They have all supported and guided the organisation through another year of significant change. On behalf of all of them I must acknowledge our great fortune to work with such a highly effective and dedicated senior executive team as that led by Daniel Carmel-Brown.

Finally, I want to say a huge thank you to everyone who has supported us whether for the first time or over the long term. We are immensely grateful to you all.

Jonathan Zenios, Chair

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

CHIEF EXECUTIVE'S OVERVIEW FOR 2021/22

Following one of the most difficult years in Jewish Care's history, during 2021-22, we have seen a huge bounce back and return to many of our in-person services, relative visits, activities, and events.

We approached these changes with extreme caution, following Government guidance and keeping in place regular infection control protocols, mask wearing, hand sanitising and testing for all those coming into our services for as long as it was necessary. I can now confidently say that although we are still living with Covid-19 and the impact of it, we have successfully adapted yet again to bring many of our members, tenants, residents, relatives, volunteers and indeed, supporters, back together for in-person activity.

In August 2021, we began to re-open our community centres and centres for people living with dementia with some changes to both programming and location. Our Holocaust Survivors' Centre has relocated to sit within our Michael Sobell Jewish Community Centre at the Maurice and Vivienne Wohl Campus in Golders Green, meaning it is a much more convenient location for many of its users. Members of The Leonard Sainer Centre for people living with dementia, which was previously located in Edgware, are now welcomed at the Zalman and Ruchi Noé Centre at Sandringham. Edgware and Harrow Day Centre members are now welcomed at the Ronson Family Community Centre at Sandringham. Our services in Redbridge, including the Redbridge Jewish Day and Community Centres, the MIKE Youth Leadership Programme, and the Dennis Centre for people living with dementia, are all now operating in-person from local communal spaces until the fourth community and care campus in the Redbridge area is completed with construction (dependent on final planning) expected to commence in the first quarter of the new financial year on the current Redbridge Jewish Community Centre site. By relocating many of these services, we are strengthening our long-term strategic plan to focus on our hubs and allow our members to make better use of and have better access to Jewish Care activities and facilities.

We continue to offer community-based services including Meals on Wheels, which have reached 44,000 deliveries by dedicated volunteers. More than 40,000 befriending calls have also been made to lonely and isolated people across the community. We continue to offer online programming following the popularity of these events during the pandemic and our Jewish Care Presents series has hundreds of virtual attendees each month.

We are proud to have introduced the London Living Wage for our frontline staff to recognise both the rise in the cost of living but also reflects our gratitude for all their hard work during and post the pandemic. We know that our staff have worked incredibly hard over the last year, much like they did when the pandemic first hit. Many of our staff have received awards from various bodies in recognition of this.

Our Registered Manager and Activities Coordinator of Selig Court were the winners of the Housing with Care Award for the London Regional Great British Care Awards. They were praised for their enthusiasm and ideas and how our service users were so well supported. Our End of Life and Palliative Care Lead was praised for her work in ensuring that those we support receive good end of life care. Jewish Care staff were also shortlisted in nine other award categories.

During the last year, we have also said goodbye to our Chief Operating Officer, Andy Hope, and our Director of Care Services, Gaby Wills. We are incredibly grateful for the many years of service they have both dedicated to Jewish Care and wish them luck in their next steps. We have welcomed Amanda King to the position of Director of Finance and IT, and Rachel Jones to the position of Director of Care, Housing and Hospitality Services.

We have also welcomed the Jewish Helpline to the support services that we offer; the Jewish Helpline is a volunteer run, confidential and non-judgemental listening service that welcomes calls from anyone in the community regardless of age, gender, sex, religious observance, and we are proud to have them under the Jewish Care umbrella.

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

CHIEF EXECUTIVE'S OVERVIEW FOR 2021/22 (cont'd)

In April 2021, we announced that Sunridge Court would merge to form part of Jewish Care. Sunridge Court, based in Golders Green, has been providing high quality care to its residents for over 50 years. The last year has seen this merger successfully implemented, with Sunridge Court now having access to greater resources to provide a higher level and wider spectrum of care whilst also enabling Jewish Care to provide an even wider spectrum of care to our residents and the community.

In the wake of the pandemic and against a backdrop of demographic and financial challenges, we also gave further consideration to our care home portfolio with the decision to close Hyman Fine House in Brighton approved at a Trustee Board meeting in July 2022.

Plans for our new development in Redbridge are progressing and we intend to submit our application for planning permission in 2022. We remain 100% committed to the development of a new campus in Redbridge on the existing Redbridge Jewish Community Centre site, which is not just about physical infrastructure, but about the development of the right services to meet current and future demand for all Jewish Care services and the local community in Essex.

In February 2022, we began the process of closing our Redbridge and Southend Home Care service. It is always our aim to provide high quality services which utilise Jewish Care's resources efficiently, effectively and ensure their sustainability as far as possible. In Redbridge and Southend, attracting new, high-quality staff continued to be extremely challenging. This is a challenge faced by social care providers across the country, however, we know that some of the larger home care providers would be better placed than Jewish Care to deal with these recruitment challenges as they are more easily able to fill gaps due to staff absences. We also know that we operate in a very competitive and saturated home care market within Redbridge and Southend, where there are larger, specialist providers who can offer the same, or similar services. We are confident that our home care clients now have sufficient alternative provision and that no one who wanted to continue their care has been left without a service.

Despite some ongoing challenges emerging from the pandemic, we are delighted to be seeing such a positive return to activity across Jewish Care. With the generous support of our community, our lay leaders, and our hardworking staff and volunteers, we have much to look forward to as the next financial year progresses.

Daniel Carmel-Brown, Chief Executive Officer

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

2a. WHAT WE DO

Jewish Care is the largest health and social care charity serving the UK Jewish community in London and the South-East. Together with our 1,000 staff members, our 3,500 volunteers, and our dedicated Trustees and Lay Leaders lending their time and expertise, we run 10 care homes, 4 Retirement Living Schemes, 10 Community Centres, 3 Dementia Day Centres and many support services and groups, which, touch the lives of over 10,000 people every week.

IMPACT OF COVID-19 ON WHAT WE DO

Covid-19 continued to play a significant role in how Jewish Care operated over the last year. We continued to provide many of our community services virtually with telephone befriending and online events and supportive community groups. The increased demand for Meals on Wheels was also sustained.

Care homes were introduced to new Government guidance which stated that a limited number of designated visitors were allowed to see their loved ones. Occasionally, visiting was further restricted when an outbreak of Covid-19 in a home was identified. However, after such a long period of time where only distanced or virtual contact was possible, even a restricted number of designated visitors was the start of much more in-person contact, which has had a huge impact on our residents' wellbeing.

As the year progressed and restrictions were eased further, we were able to plan for residents in care homes to receive more visitors.

New legislation which mandated those working or volunteering in a care home to evidence having two doses of the Covid-19 vaccination also presented challenges with staff. Unfortunately, a small number of our staff chose to leave Jewish Care for this reason, although the overwhelming majority were happy to comply with the legislation.

Over the summer months of 2021, we began to reopen and welcome back members to our community, day, and dementia day centres. We continued to face some challenges to staffing and recruitment, as many across the care sector have. This was a direct impact of Covid-19 on the job market and care sector, however at the time of writing this, we have been able to safely resume activity and staff all our community, day, and dementia day centres at least 1-2 days a week.

We continued to ask members to take Lateral Flow Tests for some time after they had been designated by the Government as non-mandatory, however, this has also since been relaxed across Jewish Care following the Government decision to no longer hand out these tests to the general public for free.

Our virtual services and online events continued after restrictions were relaxed so that we can offer more flexibility for our clients depending on any variety of circumstances which may mean that they would wish to stay at home. Since restrictions relaxed, we have also held more in-person events and fundraisers. We are, of course, incredibly grateful to our generous donors and volunteers for coming back out to support us again.

We remain cautious that we are still living through a pandemic, and we continue to be careful and cautious as we move forward. We still test our staff and residents in care homes regularly and continue to follow Government guidance when a positive Covid-19 case is found. We also continue to urge all staff, volunteers, and clients to receive any Covid-19 booster jab and flu vaccination when it is available or recommended.

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

2a. WHAT WE DO (cont'd)

Our care and support services include the following services:

Care homes – all our 10 care homes are committed to enabling residents to receive high quality residential, nursing and dementia care in an environment that promotes meaningful lives. Electronic care plans support evidence-based care and treatment, while providing an educational function for staff with active input to policies and procedures. Our care homes are regulated and inspected by the Care Quality Commission (CQC) and we aim to provide the very best standards of care. We also offer a unique style of care which reflects the traditions, beliefs and culture shared by Jewish people. Our staff are trained to understand the Jewish culture and help residents to observe and celebrate Shabbat and the Jewish festivals in a comfortable "heimische" atmosphere. The Jewish way of life is celebrated in all our homes, which have ongoing relationships with the Community. We are open to safe admissions following strict Public Health England guidelines and measures across our care homes.

Retirement Living – Our fourth retirement living scheme, Pears Court, open to tenants from June 2021, is part of our strategy to continue to meet the community's aspirations and requirements. Tenants benefit from having access to communal facilities including lounges, a kosher restaurant/catering facility, a hobby room as well as a courtyard garden and excellent access to local shops and facilities. Tenants also have access to care services depending on their needs of individuals and are adjusted as care needs change.

Community support and social work services – we have five specialist teams who can guide, support, advise and advocate in the areas of ageing and dementia, disability and welfare rights, family carers, holocaust survivors, refugees, and palliative care. Our teams work closely together with community networks, with GPs, synagogues, voluntary agencies, and other organisations including the NHS, local authorities, and other care service providers to deliver the best possible outcomes for our clients.

Community and day centres – Our community centres are places where people can stay active, develop new skills, stay in touch with old friends and make new ones. We try to cater for all interests, by offering a wide variety of enjoyable activities for all ages, including exercise, discussions, computer lessons, social events, support groups and more. All our centres celebrate the Jewish festivals and stay in touch with their communities by participating in activities with local synagogues and schools.

We had to close our centres during the pandemic lockdown. However during the second half of 2021 we restructured and reopened centres to progress our long-term strategic vision of creating state-of-the-art care campuses and hubs for the community. Our community centres and centres for people living with dementia operate from spaces within our Maurice and Vivienne Wohl Campus, The Betty and Asher Loftus Campus and our new Sandringham development. As mentioned above we also continue to drive forward plans to build our fourth care hub in Essex including a new community and day centre on the current Redbridge Jewish Community Centre site.

Although our non-residential buildings, including community centres, were closed during the Covid-19 pandemic, we continued to provide several key services to meet the needs of our community, providing Meals on Wheels every week, a programme of virtual talks, digital entertainment, online activities, and telephone befriending services. Between April 2021 and March 2022, we delivered over 44,000 Meals on Wheels and made more than 40,000 befriending calls, which were all supported by our dedicated volunteers.

Jewish Care Direct – is a confidential first port of call information and advice helpline, offering assistance, with a wide range of health and social care queries. Our trained advisers are friendly, knowledgeable, and helpful and can provide details of all Jewish Care's community support services in a sensitive and compassionate manner. In these unprecedented times, our telephone lines are available to support adults and carers who are considered extremely vulnerable to Covid-19, with an online and local resource library available for information and advice from other organisations. Between April 2021 and March 2022, the Helpline had over 21,000 enquiries.

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

2a. WHAT WE DO (cont'd)

Mental Health and wellbeing – The Jewish Association for Mental Illness (JAMI) and Jewish Care deliver a single integrated mental health service for the Jewish Community. The services provided offer support, advice, and care to people with mental health needs, their families and loved ones. The highly experienced and skilled teams provide individual support to clients using therapeutic, social, and cultural activities, enabling people to maintain their independence and enhance their wellbeing.

Dementia care – our person-centred care encourages individuals to remain active and helps people to maintain their dignity and quality of life. We also have a specialist dementia development team to train and support our staff working in dementia care throughout the organisation. Our Singing for Memory and memory way café groups continue to meet regularly online (and where possible, in person) each week.

Other Services

Support groups and social clubs – we facilitate over 40 different groups that offer support, encouragement, and advice to all those who attend. These groups offer support in such areas as addiction, bereavement, carers, memory way cafés, living with dementia and divorce. Other groups promote social events to increase confidence, enhance wellbeing and support those with mental health needs, such as the Active Life Supper club, Sunday socials, the Thursday Social Club and Salt Beef Bar.

Holocaust Survivor and Refugee Services – we also offer a unique range of therapeutic services for holocaust survivors and refugees, tailored to meet their specific needs. Staff in the Shalvata centre offer practical and emotional support related to past trauma and current difficulties.

Disability services – we offer specialist services for people with disabilities, promoting independence, choice and providing support and enabling development.

Family carers support – our services for family carers provide vital information, support, and representation to help people manage their caring role. We aim to offer individual support and advice about coping strategies and specialist support groups. Our Social Work and Community Support Team supported over 2,000 people over the last year.

ROLE OF VOLUNTEERS

Volunteers have always been a vital part of Jewish Care and during the pandemic, they were critical to our Covid-19 response and worked closely alongside staff to deliver meals on wheels and make befriending calls. As restrictions began to ease, we welcomed volunteers back in to our care homes and in to our Community and Day Centres. Volunteers were required to undergo the same testing as staff before working with clients and continued to follow all Government guidance related to Covid-19. The return of many of our volunteers and continued activities of our newly recruited volunteers has been key to reopening our centres for in-person activity.

All our Trustees and Lay Leaders are also volunteers and section 2c explains their role and how significant they are to Jewish Care.

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

2a. WHAT WE DO (cont'd)

FUNDRAISING APPROACH

Jewish Care undertakes fundraising activity to achieve both revenue and capital projects income. We are a member of the Fundraising Regulator and adhere to the Fundraising Code of Practice. We also hold organisational membership of the Institute of Fundraising. Income is generated from the community and existing supporters via a number of channels including donations, direct mail, challenge events, special events, supporters who raise income on behalf of Jewish Care, legacies and a major gifts programme. Jewish Care does not use any third party fundraising organisations. As members of the Fundraising Regulator we abide to the Fundraising Promise:

- We will commit to high standards
- We will be clear, honest and open
- We will be respectful
- We will be fair and reasonable
- We will be accountable and responsible

Jewish Care's fundraising activity also complies with the Data Protection Act 2018 and other data protection regulations. We send communications via mail, e-mail and through social media and advertising. Consent is obtained where required and recorded. All information is stored securely. Supporters are aware of their rights, are in control of the information they share with us and are able to change the way they hear from Jewish Care at any time. We also ensure that we take careful steps to protect vulnerable and other members of the community from behaviours that may be deemed unreasonable. In line with the Institute of Fundraising's guidance on Treating Donors Fairly, we have a clear policy for treating people in vulnerable circumstances. Fundraising is overseen by the Fundraising Governance Committee (formerly the Campaign Oversight Group). The Fundraising Governance Committee is chaired by a Trustee and is made up of ex Trustees and other members of the Community with relevant professional experience. The Committee meets regularly and is responsible for managing fundraising risk by ensuring compliance with the Fundraising Regulator and GDPR, and that all donations are appropriate and do not give rise to reputational risk.

JEWISH CARE

2b. OUR VISION, PURPOSE, VALUES AND STRATEGY

Our Vision

For Jewish Care to be the care and community services provider of choice for older people in the Jewish community and to support family members every step of the way.

Our Purpose

To deliver excellent care and community support services to the community that are Jewish at heart, either directly or with others.

Jewish Care is an organisation where Jewish culture and values are shared and celebrated throughout our work. The Jewish values of care and respect for others run through all we do. We will be distinguished by the Jewishness of the services we offer, and people will choose us because of this.

Our Values

Our values are central to the way we work. They are what make us distinctive and drive how we act as individuals and as an organisation. They shape our culture. They are:

- Excellence
- Innovation
- Compassion
- Inclusiveness
- Integrity

Our Strategy

Our strategic plan for 2020-25 is available to view at www.jewishcare.org/strategy. Our strategy sets out an ambitious plan in a world of increasing change, complexity, challenges, and choice. We will need to be agile and responsive and ensure the organisation's sustainability for generations to come. Our strategic vision faces the following challenges: the changing need for care, the changing nature of Jewishness, the widening care funding gap, the growth of regulation and the changing economic landscape. We will have to make tough choices internally and constantly challenge ourselves to ensure that the care we provide, the people who provide it and the systems that support it are the most efficient and the most effective every day, in every interaction. The future of Jewish Care will be characterised by outstanding engagement, excellent experience, clarity of purpose, agility, efficiency, and the strength of our values.

Our strategy sets out the seven priorities we want to achieve across the organisation from 2020-25, how we are approaching them and some of the ways with which we will measure success. The seven priorities are as follows and are underpinned by partnerships as everything we do requires the coming together of our workforce, our army of volunteers, our donors, and the community at large.

Jewish Care will be distinctively Jewish – our aim is that the Jewishness of the experience we offer is clear, distinct and meets the needs and expectations of the community we serve. We want people to experience the Jewish values of kindness, giving and welcoming in every interaction with us.

Jewish Care will be recognised for quality and innovation – our aim is to be the social care provider of choice for older people in the Jewish community, universally recognised for the quality of our services. Jewish Care should always deliver quality, best practice, and achieve full compliance with all legal and regulatory requirements.

JEWISH CARE

2b. OUR VISION, PURPOSE, VALUES AND STRATEGY (cont'd)

Our Strategy (cont'd)

Jewish Care will be integrated in our community - our aim is that the Jewish community and Jewish Care will remain central to each other. Jewish Care will develop with the members of the community we serve, as we navigate a changing world of care and evolve to provide the care that is needed and work together with our communities to shape the future of care and sustain our ability to meet their changing expectations and needs. We will engage effectively with supporters, volunteers, leaders, partners, and clients to respond to their needs and provide them with first-class care and services.

Jewish Care will be the customer's choice – our aim is to develop staff and volunteers, our insights, our systems and our tools, so that we can become the social care provider of choice to the Jewish community. We should be known for the speed and excellence of our service.

Jewish Care will be an employer of choice – our aim is to be the employer of choice for talented people who share our values and have the skills we need to deliver our ambitions.

Jewish Care will be the champion of volunteering – our aim is to enable people to enjoy a first-class experience as volunteers, making the most of these skills and the impact they make on the communities we serve.

Jewish Care will be a continued leader for the community for generations to come – our aim is to ensure that the governance, leadership, financial, health, resources and reputation of the organisation continue to be robust, well managed and allow us to serve the community for generations.

Over the last couple of years we have been improving our Measures of Success and the following are Jewish Care's key Measures of Success.

Strategic Priority	Measure of Success
Distinctively Jewish Recognised for quality and innovation Customer's choice	• CQC ratings • Health and Safety ratings • Occupancy • Compliments and complaints
Integrated in our community Champion of volunteering	• Amount of funds raised • Number of volunteers
Employer of choice	• Staff turnover
Continued leader for generations to come	• Occupancy • Amount of funds raised (also above) • Financial performance vs budget

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT

Our Constitution

Jewish Care is a registered Charity (reg no. 802559) and a Charitable Company limited by guarantee and not having a share capital (reg no. 02447900). Jewish Care was registered as a Charity in November 1989, though the predecessor organisations to Jewish Care have been providing care and support for the community since the 1850s. It is governed by its Memorandum and Articles of Association, as amended in June 2017.

Subsidiaries & Linked Charities

At the year end, Jewish Care operated four subsidiaries and 20 linked Charities (all subsidiaries are consolidated into the group accounts and all linked charities are incorporated into the Jewish Care accounts). Of the four subsidiaries and linked Charities, Community Trading Limited is a trading subsidiary wholly owned by Jewish Care, the Joel Emanuel Trust is a registered social landlord wholly owned by Jewish Care (linked Charity), the Jewish Association for Mental Illness (JAMI) is a Charity of which Jewish Care is the sole company law member (see note 3 for a summary of the audited financial numbers for the year ended 31 March 2022) and Sunridge Housing Association Limited, the assets and liabilities of which were largely transferred to Jewish Care by 31st March 2022 following a business combination on 19th April 2021. As detailed below, Community Trading Limited, the Joel Emmanuel Trust and JAMI nominate their own Board of Directors, Management Committee and Board of Trustees respectively. Jewish Care Pension Trustees Limited is also a dormant subsidiary (by virtue of the absence of financial transactions) of Jewish Care but it is active in its role as Trustee to the pension schemes operated by Jewish Care. The other 20 are trusts and linked Charities (see note 16) and are consolidated based on common management and control; work is continuing with the Charity Commission to rationalise these trusts. Jewish Care also has close working relationships and partnerships with other Jewish charities, sharing knowledge and support to actively enhance each of their respective objectives.

Community Trading Limited (CTL)

Community Trading Ltd (CTL) (company registration number 02449362) was incorporated in 1989. The principal activity of CTL is the provision of services to, and in connection with Jewish Care. The majority of activity during 2021/22 was oversight of the opening of Pears Court at Sandringham and assisting with the transition of that site from construction to an operational facility. In previous years CTL has also been responsible for fundraising dinners and events in aid of Jewish Care's work, but these events were suspended because of Covid-19 during the 2020/21 year and only returned at the back end of the 2021/22 year. CTL makes a qualifying payment, as a donation, to Jewish Care under a formal deed of covenant.

Joel Emanuel Trust (JET)

Joel Emanuel Trust (JET) is a linked Charity and registered social landlord, whose objectives are the provision of housing for poor persons of the Jewish faith. JET operates Sidney Corob House, a mental health residential home for those over 50, offering residents different levels of care to suit their individual needs. JET also holds an interest in Wohl Court which is a Retirement Living unit. The overall affairs of the JET were managed and controlled by the corporate trustee (Jewish Care) through the operation of the Independent Living Committee (ILC) incorporating the JET Management Committee, until March 2021. The ILC was also charged with oversight of the development of our retirement living schemes with our latest scheme Pears Court at Sandringham, Stanmore which opened in 2021. Having taken advice from BDB Pitmans, the trustees considered this arrangement in January 2021 and concluded that it would be preferable for the work of JET to be delegated to an executive committee, leaving ILC to concentrate upon the retirement living schemes. On 22 March 2021 the trustees resolved to approve the formation of the JET Executive Committee, under a fresh delegated authority within new terms of reference. JET has therefore been managed by the executive committee during the 2021/22 period, with the first meeting of the JET Executive committee having taken place on 1 September 2021, when the make-up of the Committee and its Terms of Reference were approved.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Jewish Association for Mental Illness (JAMI)

Jewish Care with the Jewish Association for Mental Illness (JAMI) provides an integrated mental health service for the Jewish community providing support to clients using therapeutic, social, and cultural activities, enabling them to maintain independence and enhance their wellbeing. Jewish Care is the sole company law member of JAMI. The Jewish Care group financial statements for the year ended 31 March 2022 include the consolidated numbers of JAMI. JAMI owns a 100% trading subsidiary, JAMI Sales and Services Limited. Jewish Care supported JAMI with a grant of £715,257 during the year ended 31 March 2022 (2020/21: £779,028) which is included in JAMI's own financial statements.

Sunridge Housing Association Limited (SHA)

The draft agreement between Sunridge Housing Association Limited and Jewish Care was signed by all parties and completed on 9th April 2021 when Sunridge Housing Association became a subsidiary of Jewish Care on 19th April 2021. After a period of working through post combination matters and reviewing Sunridge Housing Association's operations, full amalgamation took place on 1st October 2021. This included the TUPE process for Sunridge employees, service integration, contract rationalisation and alignment, financial incorporation, infrastructure upgrade and business efficiencies. An asset transfer agreement was also completed and approved by the Financial Conduct Authority on 1st October 2021.

Funds held as custodian Trustee on behalf of others

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

Trustees

The current Directors of Jewish Care are the Board of Trustees (who are listed on page 21 of this document). The Board of Trustees comprises 13 Trustees, the minimum requirement is 10 Trustees with a maximum of 20. The Trustees have delegated the day-to-day decision making to the Executive Leadership Team, who report directly to the Board of Trustees. Once in every 12-month period, one third of the Directors or, if their number is not three or a multiple of three, the number nearest to one third, shall retire from office by rotation. The Directors to retire by rotation shall be those who have been longest in office since their last appointment or re-appointment. A person retiring from the office of Director shall be eligible for re-election, provided that no Director shall serve for a consecutive period of more than six years, save with the approval of at least two thirds of the other Directors. The Board of Trustees meets every six to eight weeks alongside the Executive Leadership Team, to discuss the strategic priorities, performance of the organisation against key performance indicators, to agree any changes in the way the organisation operates, strategic initiatives and to focus on the future. The Trustee Board has been selected based on skills and abilities chosen from a broad range of backgrounds, including health care, business, property, law, accountancy, and public life to meet the collective requirements of the organisation. Trustees are often recruited from our broader Lay Leadership team although when looking for very specific skills advertising and / or a non-Executive specialist recruiter are used. All new Trustees are given an induction pack on appointment with meetings and training organised with key charity personnel. Development and training of Trustees continues throughout their term of appointment. Whilst training was suspended during the pandemic period, training resumed in June 2021 with a half-day session on safeguarding, health and safety and serious incident reporting. At the beginning of every Board meeting, Trustees are asked to disclose any conflicts they may have, given what is being discussed. If any Trustee has a conflict, that conflict is minuted and that Trustee is asked to absent him or herself from the specific discussion.

At the 31 March 2022, the Board of Trustees was supported by ten sub-Committees and six expert groups. Some of these are recent creations and have been set up because of a governance review carried out in 2019/20. The governance review involved a review of the Charity's organisational structure, its constitution, board composition and all other best practice recommendations to include recommendations from the Charity Governance Code.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Sub-Committees

- Nominations
- Remunerations (RemCo)
- Campaign Oversight
- Clinical Governance
- Community Services & Volunteers
- Finance, Audit, and Investment
- Retirement Living
- Internal Audit, Assurance & Risk
- Residential Care Services
- Property Strategy

All sub-Committees of the Board of Trustees report directly to the Board of Trustees and have delegated authorities and responsibilities.

The Nominations Committee is responsible for the recruitment and selection of Trustees and the Executive Leadership Team. It consists of Trustees and the Chief Executive and is chaired by the Chair of the Board. The Committee oversees the balance of skills, knowledge and experience and evaluates the requirements of all appointments to ensure an adequate balance of requisite skills. The Committee oversees the process for the appointment and initial framework for the remuneration of the Chief Executive, whilst also ensuring that all actions in relation to both the Board of Trustees and the Executive Leadership Team reflect the requirements of the Fit and Proper Person test.

The Remuneration Committee oversees the remuneration and terms and conditions of the Chief Executive and Directorate, together with other direct reports to the Chief Executive, which are recommended by the Chief Executive and will be made by the Committee on appointment. Variations to the terms and conditions and remuneration of Directorate and other direct reports to the Chief Executive will also be recommended by the Chief Executive and made by the Committee. The Chief Executive will be responsible for determining the remuneration and the terms and conditions of other staff employed by Jewish Care. However, the Committee will oversee the development, and implementation of Jewish Care's remuneration policies and practices for Jewish Care staff. In general, Jewish Care aims to pay the London Living Wage for our lowest paid front line staff and the median in the market for all other staff. However, for the lowest paid, Jewish Care has had and will continue to have a policy of increasing pay above the median in the market.

The Campaign Oversight Committee oversees the Governance aspects of Jewish Care's day to day fundraising practices and provides assurance that those practices are appropriate in all respects, whilst also providing support to allow Jewish Care's strategic objectives to be met, and to address and to mitigate risk around donations. This in turn enables the Board of Trustees to be assured that appropriate scrutiny processes are in place. The Committee also monitors fundraising data and communications with donors.

The Clinical Governance Committee is responsible for scrutinising, providing assurance and oversight of Jewish Care's clinical governance arrangements with a focus on residential care. The Committee ensures that adequate and appropriate governance and clinical risk structures, processes and controls are in place across Jewish Care. The membership of the Clinical Governance Committee comprises Trustees and non-Trustees, who have relevant current expertise in the areas of clinical governance, the Charity's Chief Executive, Director of Care Services, Director of Community Services & Volunteers also attend and represent the Executive Leadership Team.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Sub-Committees (cont'd)

The Community Services and Volunteers Committee has delegated responsibility on behalf of the Board of the Charity for helping to shape and to monitor progress on Jewish Care's Community Services and Volunteer Strategy, including but not limited to, community centres or community hubs. It makes recommendations for their timely and effective implementation; helping to develop the overall strategy in assisting Jewish Care source and develop partnerships with other organisations. It supports the effort to fulfil the seven strategic objectives, particularly community integration, recognition for quality and innovation, a champion of volunteering and the customer's choice; and helping develop Jewish Care's response to the changing demographics of the Jewish community in the UK meeting the needs of older Jewish people living in those communities.

The Finance Audit and Investment Committee has delegated authority to assist the Board in its duty to supervise the broad direction of the Charity's financial affairs. The Committee exercises, on behalf of the Board, supervisory oversight of all aspects of the Charity's corporate financial policies and operations. On an annual basis it reviews the operating plan and budget, the rolling five-year plan, and the reserves and the investment policies, for recommendation to the Board. It oversees preparation of the Annual Report and Accounts including accounting policies and judgements and reviews the performance, independence, and objectivity of the external auditors.

The Retirement Living Committee has delegated responsibility on behalf of the Board of the Charity to oversee all retirement living activities, including advising upon affordable housing strategy. It also considers operational performance, health and safety aspects of Jewish Care's retirement living operations, facilities management, satisfaction surveys and tenant policy.

The Internal Audit, Assurance and Risk Committee is responsible for overseeing internal audit and identifying and overseeing Jewish Care's risk assessment. The membership of the Audit and Risk Committee comprise Trustees and non-Trustees who have relevant current expertise in the areas of finance, and/or risk management. The Charity's Chief Executive, General Counsel and Director of Finance and IT also attend and represent the Executive Leadership Team. The Committee oversees the appropriate systems in place (which include corporate governance, legal, financial, and regulatory compliance systems) to manage the risks to which the Charity is exposed and mechanisms to manage risk to include the appointment of internal auditors.

The Residential Care Services Committee has delegated responsibility on behalf of the Board of the Charity for residential care and support services. The purpose of Committee is to ensure the delivery of the highest possible quality of service within the Charity's residential care facilities, having regard to financial budgetary constraints and best practice, by facilitating the development of effective strategic and operational policies and monitoring performance.

The Property Strategy Committee has delegated responsibility on behalf of the Board of the Charity to oversee the management of property strategy and to make recommendations to the Board (either as a whole committee or a group appointed for that purpose by the Committee Chair) regarding high value property acquisitions and disposals. Management of major capital projects however continues to be delivered by the Community Trading Ltd (CTL) Board. The Committee provides advice and guidance on strategic property issues, likely costs to provide for major repairs, alterations, and refurbishment and in keeping abreast of modern designs and methods within the remit of health and social Welfare. Its remit includes advising and supporting the Board on issues relating to legislative maintenance, estate planning, minor works programme, major capital works and legacy properties.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Expert Groups

These Expert Groups exist to advise the Trustees and the Executive Leadership Team. They do not have decision making power. They consist of Trustees and other experts, whose selection is based on skills and abilities relevant to a group's expertise requirement.

- Campaign Strategy Group
- Patrons Committee
- HR Sub-Committee (a sub-committee of the Remuneration Committee)
- Jewish in Jewish Care
- IT Expert Group
- Quality and Customer Experience
- Marketing and Communications Expert Group

The **Campaign Strategy Group** helps steer Jewish Care's fundraising strategy, ensuring the organisation can successfully raise funds required from the Community to support our services. The Committee also use their expertise to support types of fundraising which have been identified as having growth potential.

The **Patrons Committee** provides advice and guidance to the fundraising team, with regard to increasing the number of Patrons who support Jewish Care.

The **HR Sub-Committee** provides advice and guidance to the Human Resources and Training team (via the Remuneration Committee) to support the delivery of a people strategy, with a focus on delivering effective and impactful HR.

The **Jewish in Jewish Care Group** provides advice on the integration of Jewish aspects of service delivery and operations across the charity's work.

The **IT Expert Group** provides advice and guidance on the strategic direction of the organisation's digital infrastructure capabilities and advises on the introduction/development of applications that can be utilised throughout the organisation, specifically targeting the provision of services to end users.

The **Quality and Customer Experience Group** provides advice to the Quality and Customer Experience team.

The **Marketing and Communications Expert Group** provides advice and guidance on the strategic issues to include the development of a 2 year strategy.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Public Benefit

The Trustees have considered the requirements of the Charities Act 2011 and have satisfied themselves that they have complied with their duty to have regard to the Public Benefit guidance published by the Charity Commission. The activities and achievements of Jewish Care are outlined throughout this Report, and fully demonstrate that the Charity is providing public benefit.

Access to Jewish Care's services is by need and not by the ability to pay. Clients are asked to contribute towards the cost of the service they use, which itself is often heavily subsidised. Clients are not refused a service if they cannot pay. The cost may then be reduced or waived altogether, depending on their circumstances. This funding gap is subsidised by donations from the community.

Clients are not refused access to a care home if their family is unable to pay the requested third party/family contribution. Barnet Local Authority continues to pay an agreed 5% increase on rates for all care services provided by Jewish Care to residents of Barnet which considers our culturally specific service. Fee assistance (to meet the gap between the cost of care and the rate paid by the local authority for residents) is provided by Jewish Care in appropriate cases after assessing the needs and means of applicants, their families, and any further contribution from the local authority.

Jewish Care's day and community centres are subsidised by voluntary donations which enable entrance fees to be kept lower than they would otherwise be. Some beneficiaries of services, such as carer's support and social work, are not required to pay a fee. There is no geographic restriction to people using the services; however, most are based in or around London and the South East. Jewish communities living in these areas are those benefiting most from them. The various services available are advertised to the public through Jewish Care's website (www.jewishcare.org) as well as in local papers, the Jewish press and in many synagogue magazines.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Streamlined Energy and Carbon Reporting

Jewish Care is committed to the Energy Savings Opportunities Scheme (ESOS) that applies to large undertakings as defined by the Companies Act 2006. The energy consumption reports the energy and carbon consumption for the company only.

Total Energy Consumption (TEC)

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

Fuel	2022	2021	2020
<u>Energy Consumption breakdown (kWh)</u>			
Grid supplied electricity	5,097,135 (30%)	5,843,922 (38%)	6,120,986 (35%)
Natural gas	11,369,396 (69%)	9,459,883 (61%)	11,519,328 (64%)
Grey Fleet mileage	117,483 (1%)	128,879 (1%)	148,523 (1%)
Unknown	- (0%)	- (0%)	87,192 (0%)
Total energy consumption	16,584,014(100%)	15,432,684 (100%)	17,876,029 (100%)
<u>Emissions (tCO₂e)</u>			
Grid supplied electricity	1,082.30 (34%)	1,301.60 (42%)	1,732.70 (44%)
Natural gas	2,082.40 (65%)	1,736.00 (56%)	2,119.00 (54%)
Grey Fleet mileage	28.90 (1%)	39.70 (2%)	36.80 (1%)
Unknown	- (0%)	- (0%)	21.00 (1%)
Total gross emissions	3,193.60 (100%)	3,077.30 (100%)	3,909.50 (100%)
<u>Intensity ratio (tCO₂e/m²)</u>			
Estate m ²	56,084	65,012	65,012
Intensity ratio	0.06	0.05	0.06

Methodology

Data used in calculating Total Energy Consumption (TEC) includes summary data, supplier invoices, automatic meter readings in downloadable format e.g. half-hourly electricity data and transport mileage data provided by Jewish Care and Sustainable Advantage. All fuel conversions to kWh and CO₂ emissions data have been calculated in line with the 2013 UK Government environmental reporting guidance using UK Government GHG conversion factors for company reporting for the relevant period.

Intensity Measurement Ratio

The intensity measurement ratio is a measure of environmental impact; the quantity of energy per unit of output, we have chosen the entire estate square meterage.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Energy and Carbon Reporting (cont'd)

Measures taken to improve efficiency

As part of the ESOS review, a report of findings indicated sixteen high level recommendations of potential energy savings amounting to 2,280,285 kWh per year. This suggests significant opportunities to improve management, energy efficiency, reduce energy waste and contribute to an improved working environment. These include the implementation of combined heat & power (CHP) systems, the installation of burner management controls to boilers and LED lighting upgrades to name but a few. None of these were done in FY20/21 due to the pandemic but we have now recommissioned the CHP unit at Kun Mor and George Kiss and are actively pursuing other opportunities from the report, particularly LED lighting upgrades, which we aim to complete in FY 2022/23. We endeavour to continue to analyse the feasibility and implementation of these suggestions to mark our commitment to care for our environment. It is also part of our 2020-25 strategy to consolidate our care and community delivery into four main hubs, this will also underpin our commitment to improving our energy efficiency and carbon footprint.

Engagement with employees (including disabled persons)

Please see page 31 of the Strategic Report that provides information in relation to Jewish Care's engagement with employees.

Engagement with suppliers, customers, and others in a business relationship with Jewish Care

Please see page 31 of the Strategic Report that provides information in relation to Jewish Care's engagement with suppliers, customers, and others in a business relationship with Jewish Care.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Key Management Personnel: Trustee Board (Current Trustees and Directors)

Trustees (who are also company Directors of the Charity)

Jonathan Zenios (Chair)

Rachel Anticoni (resigned 22 November 2021)

Julia Bekhor (resigned 16 May 2022)

Linda Bogod (resigned 13 June 2021)

Michael Brodtman

Adam Dawson

Graham Edwards (Treasurer) (resigned 22 November 2021)

Simon Friend

Harold Gittelmon

Leah Hurst

Gayle Klein (Joint Vice Chair)

Jonathan Rose

Dr Jonathan Shapiro (appointed 24 January 2022)

Marcus Sperber (appointed 22 November 2021)

Arnold Wagner OBE (Joint Vice Chair)

Matthew Weiner (resigned 21 March 2022)

Amy Woolf (appointed 24 January 2022)

Stephanie Cooper (appointed 16 May 2022)

The Group has maintained insurance cover for the benefit of its Trustees, Directors and Officers against any liability incurred by them in carrying out their duties in such capacities. The premium paid in respect of such insurance was £23,776 (2020/21 £11,508).

Key Management Personnel: Executive Leadership Team

Daniel Carmel-Brown	Chief Executive Officer
Andrew Hope	Chief Operating Officer (resigned 31 May 2021)
Adam Overlander-Kaye	Director of Fundraising & Community Engagement
Ellisa Estrin	Director of Marketing, Communications & Customer Engagement
Angela Beerman	Director of Human Resources & Organisational Development
Gaby Wills	Director of Care Services (resigned 31 March 2022)
Rachel Jones	Director of Care Services, Housing and Hospitality (appointed 1 April 2022)
Richard Shone	Director of Community Development
Jonathan West	Director of Legal Affairs, Property and Procurement & Company Secretary
Amanda King	Director of Finance and IT (appointed 21 April 2021)

Pay and Remuneration Policy for Key Management Personnel

The Trustees consider the Executive Leadership Team as the key management personnel of the Charity in charge of directing, controlling, running, and operating the Charity on a day-to-day basis. In determining the remuneration policy for key management personnel, consideration is given to pay staff at a level where they are motivated to enhance the organisation, their individual performance and quality of care in line with our objectives and strategy, notwithstanding the Charity's ability to pay. The aim is to pay staff within the median to upper quartile of salaries within the UK and charity care sector, so that we are competitive in relevant markets, but not to compete on pay with the public or private sectors. None of the Jewish Care Trustees received any remuneration or expenses from their work associated with the Charity.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Key Management Personnel: Trustee Board (Current Trustees and Directors)

Trustee Membership of Committees of the Board and Expert Groups and who served as such as 31 March 2022 (a full list of both Trustee and non-Trustee members are available in the annual review):

Nominations Committee Jonathan Zenios (Chair) Simon Friend Gayle Klein Arnold Wagner OBE	Patrons Committee Jonathan Zenios
Internal Audit, Assurance & Risk Committee Julia Bekhor (Chair) Arnold Wagner OBE	Property Strategy Committee Jonathan Rose (Chair) Michael Brodtman
Clinical Governance Committee Jonathan Shapiro (Chair) Simon Friend	Human Resources Arnold Wagner OBE (Chair)
Residential Care Services Simon Friend (Chair) Jonathan Zenios Jonathan Shapiro Amy Woolf	Campaign Oversight Committee Gayle Klein (Chair) Amy Woolf Leah Hurst
Jewish in Jewish Care Harold Gittelmon	
Remuneration Committee Arnold Wagner OBE (Chair) Jonathan Zenios Adam Dawson Marcus Sperber Michael Brodtman	Finance, Audit, and Investment Michael Brodtman (Chair) Jonathan Zenios
Community Services & Volunteers Gayle Klein (Chair) Harold Gittelmon	Campaign Strategy Committee Jonathan Zenios Gayle Klein
Retirement Living Leah Hurst (Chair) Jonathan Rose	

Note the above only lists Trustees. A number of the above committees have other members who are not Trustees.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

CARE AND COMMUNITY DEVELOPMENT

What we said we would achieve in 2021/22	What we achieved
Continue to deliver a distinctively Jewish experience to residents of our Care Homes and Retirement Living units.	Throughout the year, we have been able to continue to provide a distinctively Jewish experience to all our residents, tenants, and staff. Working closely with our Spiritual and Pastoral Lead and the living well teams across all our resources has enabled us to ensure that we are able to celebrate all Jewish festivals including in-person Seder nights for the first time in 2 years.
Monitor all areas of health and safety including site logbooks, accident/incidents reports, statutory certification, risk assessments etc across all homes and once every six months write reports with actions and recommendations for improvement.	Six monthly audits have been carried out. All resources including Community Centres who score between 0 and 9 (the lower the score the better), are "green" and considered compliant, between 9.5 and 19 mostly compliant, 19 and above, below standard. This is the H&S KPI reported to the Board every quarter.
Continue to innovate and improve quality by introducing life enhancing elements and activities to support those living in our care homes and Retirement Living facilities to achieve better quality of life, independence, and fulfilment, regardless of physical, mental, emotional, or cognitive impairment.	We have started to implement various interesting techniques and projects across our Care Services that focus on quality of life and maintaining independence. Projects such as Music for Dementia, Dance for Life, Playlist for life, Montessori method for Dementia are all ways in which we engage with our residents and tenants.
Continue to innovate and improve quality by enhancing catering and housekeeping services, providing those living in our care homes and Retirement Living facilities with an improved dining experience and nutrition that meets a wide range of dietary requirements and suitable to those with physical or cognitive impairments.	Our hospitality departments are using more cutting-edge technology in our resources to help make staffing more economical and streamlined. Robotic hoovers are being trialled across Retirement Living and our new food and nutrition digital tool is being used to create wider and more diverse menus focussed on our residents' changing needs.
Continue to innovate and improve quality by enhancing all aspects of care management and service experience by using digital technology.	Our use of Nourish technology throughout Care Homes continues to expand our ability to provide meaningful, relationship and person-centred care enhancing high levels of service delivery.
Continue to innovate and improve quality by establishing excellent practice across services through the use of KPIs, auditing and learning from these.	We have begun to use a central action plan across all care home focusing on audits. We continue to use rigorous KPIs helping us to strive for excellence with adequate governance.
As a result of our focus on innovation and quality improvement maintain Good CQC ratings for all our Care Homes and Retirement Living and a compliments to complaints ratio of at least 7 to 1.	All Homes and Retirement Living units have a Good rating from CQC. Care Homes compliments to complaints ratios was 5.6 to 1, Retirement Living compliments to complaints was 2.9 to 1 and Hospitality compliments to complaints across all services was 11 to 1
Secure Jewish Care's future for the Community for generations to come by increasing occupancy to levels equating or surpassing the pre-pandemic levels and by increasing efficiency and reducing costs whilst maintaining quality and customer satisfaction.	Care Home occupancy recovered post pandemic and average occupancy in March 22 was 460. This was 19 better than the start of the year and only 2% below budget. Retirement Living occupancy also improved over the year as Pears Court which opened in June 2021 filled up and Wohl Court occupancy improved. Average occupancy during March 22 for Retirement Living was 127 which was 53 better than the start of the year and 7% below budget

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

CARE AND COMMUNITY DEVELOPMENT (cont'd)

On 19 April 2021 Sunridge Housing Association Limited became part of Jewish Care as a subsidiary under a business combination agreement. With the joining of forces of both organisations, Sunridge Housing Association Limited will have access to greater resources to provide a higher level and wider spectrum of care now and in the future, than it would be remaining as a separate organisation. It will be stronger and more financially sustainable, securing the home into the future. Sunridge Housing Association Limited, the care home within the entity will also have the opportunity to offer better career options for care staff and importantly and will also benefit from Jewish Care's large marketing team, strong governance, and fundraising expertise.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

STAFF

What we said we would achieve in 2021/22	What we achieved
Successfully implement 'Back to Better', which is an initiative to introduce a hybrid working model (between 1-3 days in the office) for staff largely in support services, currently working remotely from home.	Hybrid working plans were delayed due to the government guidance for office-based workers to remain working from home until February 2022. Since that time, our office-based staff have adopted hybrid working on a trial basis which will be reviewed this year.
Launch our 'Performance Plan' with managers to develop their skills and ability to maximise the potential of our staff and more effectively manage performance of their teams, again linking to our long-term strategic plan of being an employer of choice in the sector.	We have created seven core management courses, two are face to face and five are online. These have been designed to familiarise our managers with Jewish Care policies and set clear competency standards and expectations for all. Twenty courses have run with 280 staff attending the training. In addition to this, there has been a programme of mental health awareness to help managers better support their teams. A selection of senior management staff has also attended training on managing and dealing with investigations, grievances, disciplinary hearings, and appeals. The training was run by our employment lawyers, and we anticipate 60 staff will attend to support with formal performance management.
Continue to develop our equality, diversity, and inclusion (EDI) through active network groups.	An EDI survey was completed by staff to hear what they would be interested in learning more about. As a result the calendar of events included Disability, LGBTQ+ and race and ethnicity awareness sessions. As always, we celebrate Jewish and many other faith festivals. This year, we also celebrated neuro diversity and International Women's Day. We have developed equality & diversity content online and 378 colleagues have accessed this. We have also reviewed and re-launched our family friendly policies along with the introduction and launch of a menopause policy.
Maintain voluntary staff turnover at less than 20%.	Our annual voluntary turnover is 16.8%. The total turnover is 22.4%, and 18.7% in Care Homes. This is significantly lower than the average for the care sector which is 28.5% (*as outlined by Skills for Care in October 2021).
Our aim for the future is to continue to review pay rates on an annual basis to maintain rates of pay that are sufficiently competitive to attract and retain people who will provide the quality of care we promise to give to those in our care.	We were pleased to offer all staff a year-on-year increase of 3%. For front-line workers who received a significant interim adjustment to align them with the London Living Wage in October 2021, a further pay increase was given at the annual review in April which for many resulted in a year-on-year increase of 14.6%.

*[The state of the adult social care sector and workforce in England \(skillsforcare.org.uk\)](https://skillsforcare.org.uk)

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

FUNDRAISING & COMMUNITY ENGAGEMENT

What we said we would achieve in 2021/22	What we achieved
Continue to be recognised for quality and be the customer's choice by:	
Maintaining revenue fundraising income at £15.4 million and legacy income at £4 million.	Revenue fundraising was £14.7m due to the timing of the receipt of a major gift. The annual Passover direct mail appeal was also cancelled (to allow for the community to support World Jewish Relief's Ukraine appeal). Our major gifts portfolio remained strong with income of over £10.1m and more than 20 new patrons with our Friends portfolio income remaining at £1m+.
Maintaining legacy income at £4 million for Jewish Care (the company only).	The total legacy income for the company only was £6.8m a surplus of £2.8m on the budget target. After a transition to First Class legacy reporting software, a complete review of the legacy pipeline data was undertaken, this resulted in the take up of a legacy income accrual of £3.6m at the 31 March 2022 to recognise income due but not yet recognised.
Continue to be integrated in our community and champion volunteering by:	
Formally completing the re-naming of Stella & Harry Freedman House from Lady Sarah Cohen House.	There was a formal re-naming ceremony on 20 July 2021 followed by an internal programme of name changing across the care home.
Increasing the number of volunteer fundraisers who actively fundraise for the organisation, working alongside the professional team, including new members of event committees.	As part of the Lay Leadership Alumni Group one member is focussed on fundraising. In addition, there were new members of the Business, Young Patrons, Topland, Local Angels, Young Property and Woman of Distinction committees.
Re-establishing a calendar of in-person fundraising events.	Business breakfasts, Woman of Distinction, Young Jewish Care social events, Young Property dinner and Local Angels events all returned in-person. Particular highlights were the Young Patrons Dinner and Topland Business Group Luncheon, which both saw record attendance.
Developing the Fundraising Strategy Committee through additional members, find a new Chair for Campaign Strategy and refresh the Patrons Committee.	The Fundraising Strategy Committee has been set up and will be chaired by Steven Lewis (Jewish Care President), it will formally meet in 2022/23. Membership of the Patrons committee being refreshed and includes one new member.
Increasing the number of synagogues choosing Jewish Care for their High Holy Day appeal and companies who engage Jewish Care through employee engagement and donations, and further ensuring that we are achieving	Corporate dementia training returned, as did corporate support for individual projects such as supporting Shavuot teas in residential homes. Synagogue High Holy Day appeals proved to be more difficult as communities were not focussed on this area as the pandemic subsided.

JEWISH CARE

What we said we would achieve in 2021/22	What we achieved
the long-term strategic aim of being integrated into communities	
Secure Jewish Care's future for the community for generations to come by:	
Achieving a capital gifts target of £3.3 million and ensure that all capital donor signage for Sandringham is complete, alongside individual plaques and dedication events.	Capital fundraising had a good year surpassing the target, raising £4.5 million. In addition, we successfully established a calendar of dedication events and plaque unveilings alongside a programme of updated capital, donor, and site signage.
Continue developing the Giving in Memory Portfolio and creating a Legacy Advisory Committee.	Giving in Memory raised £89,000 compared to £110,000 in the previous year and £51,000 the year before. The legacy advisory committee is yet to be formulated but is part of the plan for 2022-23.
Start a Redbridge capital fundraising campaign.	A pledge for a lead gift of £5m was received and we started developing a plan for fundraising for the various components of the proposed new care campus with potential donors identified.
Continuing to implement data procedures and processes and security measures to ensure secure use of personal information.	The fundraising governance committee reviews all policies and procedures in addition to ensuring staff take part in appropriate Raisers Edge database training.
Continue to deal properly with any complaints received about fundraising.	We received a total of 3 complaints during the year (4 during FY2021), investigated all complaints and responded to complainants within 7 days or if longer within the timeline agreed with the complainant. All complaints were resolved.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

COMMUNITY SERVICES, COMMUNITY ENGAGEMENT AND VOLUNTEERS

What we said we would achieve in 2021/22	What we achieved
Continue to be the customer's choice, recognised for quality by reopening community and day centres for people living with dementia in a way that recognises the risk posed by Covid-19.	The centres began reopening in July 2021. All of the centres opened in a phased way to monitor any spikes in Covid-19 transmission as well as to recognise that some members may not have felt confident to meet others in public. Following the confirmation of the Omicron variant, daily testing was introduced for all members, volunteers and staff. This has since been relaxed in line with Government guidance. Reopening has been greatly welcomed by the Community and Community Centres compliments to complaints was 19.7 to 1.
Develop a meaningful and rich programme in our newest community in South Herts, ensuring that the Ronson Family Community Centre at Sandringham is fully utilised.	The Ronson Family Community Centre at Sandringham has gradually increased to being open 3 days a week. This has taken some time whilst we navigated through some recruitment issues.
Continue to be the champion of volunteering by restructuring the Volunteers Department to provide support to all resources with the recruitment, training, and development of volunteers.	The department has now recruited a dedicated manager who has reviewed all policies and processes. There is now a formalised handbook for volunteers. A Managers Handbook will be ready for circulation in August 2022. There has been an independent assessment of the work of the Volunteers Department carried out by haysmacintyre as part of the internal audit cycle.
Continue to secure Jewish Care's future for generations to come by continuing to review each service individually based on attendances and usage of the services and as currently operating a reduced service, where attendance and demography suggests there is an opportunity to consolidate/ reduce our opening days.	Opening days at Southend and Westcliff Jewish Community Centre and at the Brenner Stepney Jewish Community Centre have been reduced to reflect the number of members. This has proved successful and consolidated the attendance on the opening days.
Engaging and managing expectations within the Redbridge Jewish community on the delivery of a new campus, providing residential care and community activity on one site.	This is ongoing.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

MARKETING, COMMUNICATIONS AND CUSTOMER ENGAGEMENT

What we said we would achieve in 2021/22	What we achieved
Continue to be the customers' choice, recognised for quality and being distinctively Jewish by launching a community centre reopening campaign which raises awareness and generate new members for our community centres.	We successfully launched two major awareness campaigns integrated across multiple online and offline channels. The first campaign focused on the reopening of our community centres, where we have waiting lists across multiple community centre sites.
Continue to be the customers' choice, recognised for quality and being distinctively Jewish by launching a new awareness campaign for both our care homes and Retirement Living schemes.	We launched an awareness campaign for our care homes and Retirement Living schemes. In March 2022, occupancy was at 84% in our homes and 92% in our Retirement Living schemes.
Further streamlining the admissions process by digitising the application experience to help increase occupancy across all our care homes and Retirement Living schemes.	The admissions application process has seen digital improvements but is also tied to our website launch so whilst actioned, will not be completed and live until October 2022.
Launching a new website which will include an event booking and ticket sales system, virtual community centre and digitised version of the helpline.	By the end of the financial year, our new website had reached build stage. However, with increasing cyber risks and the need to put deeper cyber penetration testing in place, combined with us choosing to carry out deep-dive user testing at multiple stages, we have not yet launched this and expect it to be live in October 2022.
Creating a Quality Assurance framework to help the organisation reflect and take forward learnings at a strategic level and take it from a reactive to proactive support function for the organisation	Whilst we have improved the customer experience across the organisation with clear quarterly plans targeting different parts of the business in place and holding action plans to account, we have not yet created a framework. This will come following further quarterly review meetings.
Secure Jewish Care's future for generations to come by achieving full occupancy at Pears Court and increasing occupancy at Wohl Court via open days.	Pears Court, which opened in June 2021, filled up during the year. Occupancy at the end of the year was 44 which was 4 less than budget and capacity. Wohl Court occupancy also improved during the year and by the end of the year was at 26 which was 6 higher than the start of the year and 3 below budget.
Secure Jewish Care's future for generations to come and further integrate Jewish Care in our community, by setting up a Marketing & Communications Expert Group, made up of Lay Leaders with expertise and skills across this area.	In February, a Marketing & Communications Expert Group was created, and their inaugural meeting took place. The Expert Group now forms a critical lay function to Jewish Care's Marketing & communications team and are currently working on a 2-year strategy.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

Financial Sustainability

What we said we would achieve in 2021/22	What we achieved
As befits a not for profit, deliver a budgeted bottom line (operating margin less normal capital expenditure) of close to £0.	The budgeted bottom line was a small deficit of £210k and the actual bottom line was a small deficit of £260k.

Future Aims for Jewish Care for 2022/2023

Trustees and the management team have 5 major objectives for Jewish Care for the current financial year commencing 1 April 2022:

1. Recruit and retain excellent staff in order to be an employer of choice by providing great training, development opportunities and fair rates of pay.
2. Strengthen and standardise the organisation's core processes via digital transformation in order to be recognised for quality and innovation and be the customer's choice. Specifically strengthen and standardise our employee and customer journey processes.
3. Maintain high occupancy across our care homes and retirement living in order to be the customer's choice. This will require increasing occupancy in some specific homes such as Stella and Harry Freedman and increasing self-funder demand for several of our homes.
4. Increase community engagement and development, and raise £16m from the community, to be a champion of volunteering and a continued leader for generations to come. Continue to increase the number of days our Community Centres are open offering day and dementia care and re-establish all in person fundraising events now that the risk from Covid has receded.
5. Get ready to build our new £25m Redbridge facility and invest in existing facilities, to be a leader for generations to come. Secure donors for Redbridge and prepare for construction in 2023 by obtaining planning permission, appointing a lead contractor, and securing financing.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

SECTION 172 STATEMENT

The Trustees have considered the requirement to promote the success of the Charity for the benefit of all stakeholders and to achieve its charitable purposes, and in doing so the Trustees have had regard to the following requirements of S172 of the Companies Act 2006.

The likely consequences of any decision in the long term

The Board of Trustees meet every 6 to 8 weeks alongside the Executive Leadership Team to discuss strategic initiatives, priorities and to agree any changes in the way the organisation operates with a focus on the future of the organisation. The development of initiatives and plans by the Executive Leadership Team are also supported with focused expertise and oversight from our many sub-Committees. Our 2020-25 strategy also sets out the organisation's long-term focus in a changing and challenging landscape, a strategy that is underpinned by its stakeholder partnerships

The interests of the company's employees

Our people, both staff and volunteers, are our greatest asset. One of the 7 priorities of our 2020-25 strategy is to be the employer of choice for talented people, who share our values and have the skills we need to deliver our ambitions. We recognise, support and engage with our staff by celebrating success, creating wide-ranging and robust learning and development programmes, providing flexible working, managing a staff forum where concerns can be raised, discussed and resolutions proposed, introducing Workplace (a business focussed Facebook-type application) and commitments being made by the Board to continue to work towards the London Living Wage. In October 2021, it was announced that our frontline staff would receive the current London Living Wage. Staff are supported by a Sub-Committee of the Board, namely the Remuneration Committee. The staff forum in particular is effective at enabling staff to influence how Jewish Care is run and there are several recent examples where staff have brought suggestions to the staff forum, and they have been implemented.

The need to foster the company's business relationships with suppliers, customers, and others

Our organisation is defined by partnerships. Everything we do requires the coming together of our workforce, our army of volunteers, our donors, our suppliers, our clients, our purchasers of services that include local authorities, clinical commissioning groups and our regulators. Our 2020-25 strategy underpins the value and contribution from all these stakeholders. We encourage feedback from all stakeholders, especially client feedback, as this is a critical part of the mechanism that allows the development and improvement of our front-line services. Oversight of our frontline services is provided by four sub-Committees of the Board, namely the Residential Care Services Committee, the Clinical Governance Committee, the Retirement Living Committee and the Community Services and Volunteers Committee.

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

We are committed to shaping the future of care and sustain our ability to meet changing expectations and needs of our community, whether that be determined by location or age. Over the years, we have regularly responded to the community's changing needs and in doing so, have embarked on major donor funded capital projects to develop four campuses of care. These campuses will allow the community to benefit from high quality care, community support, retirement living apartments and a range of social events, easily accessible locations, along with opportunities to volunteer to strengthen community ties. On the ground, we have also modernised our care delivery with the introduction of hand-held, electronic care plans and modernised our day community services programmes, taking advantage of the many digital innovations that have been made. Please refer to our carbon reporting on pages 19 and 20 to understand our contribution and response to the environmental challenges.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

SECTION 172 STATEMENT (cont'd)

The desirability of the company maintaining a reputation for high standards of business conduct

Our organisation is strongly committed to maintaining a reputation of high standards in all our charitable deliverables and business conduct. Organisational and departmental risk registers are kept and overseen by the Internal Audit, Assurance and Risk, a sub-Committee of the Board. Our internal audit function also performs a critical role in determining cross cutting audits based on risks with high net risk scores, as well as areas of the business that heavily rely on robust control environments that dramatically reduce our risk exposure. As a CQC regulated Charity, we also respond to regulatory findings obtained during inspections to understand how service improvements can be made. All regulatory finding reports are reported to the Board of Trustees. Aligned to reputational management is our process for reporting serious incidents (SIR) to the Charity Commission. Jewish Care's SIR procedure was put in place in July 2018 and amended in February 2020. The SIR process is a robust one and has resulted in several reports being made in previous financial years. During FY21/22 there were however no reports made to the Charity Commission. The SIR process requires any potential incident to be reported to a committee of various members of the Board, whereupon the committee will convene to discuss each incident, and the Board is informed whether the potential incident is reported to the Charity Commission or not. The SIR Policy is due to be reviewed in the 2022/23 financial year.

The need to act fairly as between members of the company

All Trustees and Directors of subsidiary entities act in the best interests of the charitable organisation in meeting its charitable objectives. Declaration of any conflicts of interest are a standing agenda item at each Board and sub-Committee meeting. Conflicts of loyalty are dealt with in the same way. The Trustees did not identify any conflicts of loyalty between Jewish Care and its subsidiaries during the financial year.

FINANCIAL REVIEW

Analysis of the Group Charitable Activities (Operations)

Total charitable activities income for the Group before donations and other income was £35.3m (2020/21 £29.5m) with total charitable expenditure before depreciation of £53.3m (2020/21 £52.2m) resulting in a net operating loss before depreciation, donations, and other income of £18.0m (2022/21 net loss of £22.7m). See further analysis on page 36. 2021/22 remained both a challenging year and a year of achievement with the efforts of all our teams from our carers through to our fundraisers. 2021/22 saw Sunridge Court residential care home join Jewish Care via a business combination on April 19 2021 between Sunridge Housing Association and Jewish Care. Subsequently on the 1 October 2021, the trade and assets of Sunridge Housing Association Limited were transferred to Jewish Care for £NIL consideration resulting in a fair value gift to the group in the amount of £6.5m. 2021/22 also saw the re-opening of our Day and Community Centres to include the new Ronson Family Community Centre and the opening of our new Retirement Living Scheme, Pears Court, both at our latest development at the Sandringham campus in Stanmore.

Income

Our income comes from a range of sources. The principal funding sources for 2021/22 are charitable activities income, donations, legacies, investment income, other income, property disposal proceeds, capital project donations and the fair value gift on acquisition of a subsidiary. Total income from all principal funding sources was £82.7m (2020/21 £64.7m) which represents a 28% increase on the prior year.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

FINANCIAL REVIEW (cont'd)

Charitable activities income was £35.3m in 2021/22 (2020/21 £29.5m). This funding source consists of local authority and private residential fees, grant income, retirement living rental income and day centre attendance income. 2021/22 saw a steady increase in occupancy from 433 beds occupied at the beginning of the financial year to 502 beds occupied at the end of the financial year with the organisation having experienced a substantial reduction in occupancy in line with the entire care sector in 2020/21. 2021/22 also saw the opening of our new Retirement Living scheme, Pears Court and our new Day Centre, the Ronson Family Community Centre both schemes making full use of our campus at Sandringham. 2020/21 also saw a slow and careful re-opening of our Day and Community Centre hubs to in person community services.

Other income was £1.5m (2020/21 £1.8m). Other income includes the financial support given by the Government to the entire care sector by virtue of Infection Control Funds £1.4m (2020/21 £1.4m) and to a lesser extent in 2020/21 from the Government Coronavirus Job Retention Scheme (CJRS) £54k (2020/21: £460k). The Infection Control Funds were fully utilised to cover the additional costs of staffing and respective mechanisms and measures to manage infection control in all our care and community settings. CJRS funding was used to cover the costs of furloughed staff with the closure of our Day and Community Centres at the beginning of the 2021/22 financial year.

Donations were £14.7m (2020/21 £18.1m) representing a 19% decrease on the prior year. Fundraising was strong in 2021/22 with the decrease as expected with the receipt of £4.1m of one off receipts from an emergency appeal and the receipt of funds from the winding up of an external charitable foundation in 2020/21.

Legacy income was £8.0m (2020/21 £4.3m) representing a 86% increase on the prior year exceeding budgeted levels for this income line. After a transition to First Class legacy reporting software, a complete review of the legacy pipeline data was undertaken, this resulted in the take up of a legacy income accrual of £3.6m at the 31 March 2022 to recognise income due but not yet recognised. Legacy income accruals are predicated on the conditions of entitlement, probability and measurement, judgements have been made where the conditions of receipt are complicated.

Capital project donations were £4.5m (2020/21 £6.9m). This funding source consists of capital donations applied directly to our capital construction projects. The capital project funding received during the year was towards the development of the Sandringham campus at Stanmore, the final stages of which was the opening of Pears Court Retirement Living scheme in June 2021 and the Ronson Family Community Centre in September 2021. Expenditure on our capital development projects is capitalised into their respective fixed asset categories on the balance sheet.

Property Disposals were £11.2m (2020/21 £2.9m) 2021/22 saw the disposal of two closed care homes, Rubens House and Clore Manor, the proceeds of which will be used to reduce organisational indebtedness.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

FINANCIAL REVIEW (cont'd)

Expenditure (note 9)

Expenditure on fundraising was £3.0m (2020/21 £2.6m). Expenditure on raising funds was 13% of donation and legacy income (2020/21 11%). Fundraising expenditure is higher than the previous year with the return to in person fundraising events linked to our normal fundraising events cycle, the annual fundraising dinner remained a virtual event in 2021/22 so direct costs were substantially lower.

Expenditure on our charitable activities (including depreciation of £3.9m) for our care homes, day centres, home care, retirement living, and mental health resources was £57.2m (2020/21 £55.8m). The care sector has seen many challenges over the years to include recruitment and retention. Everyone at Jewish Care was paid at least the London Living Wage from October 2021 equating to an additional annual cost of £1.7m.

Charitable expenditure in our care homes was £40.1m (2020/21 £38.9m). The increase in expenditure relates to the implementation of the London Living Wage in October 2021. Covid-19 also influenced additional staff, agency and enhanced overtime rates to cover periods of self-isolation and infection control measures throughout the year but to a lesser extent than 2020/21. Some mitigation of these costs included the financial support given by the Government as part of a package to support the entire care sector in the form of Infection Control Funds and access to PPE from local authorities.

Charitable expenditure in our day centres was £4.3m (2020/21 £5m). 2021/22 saw the continuation of the provision of Day and Community Centre Services in a digital and virtual format up until September 2021. September and October 2021 saw a transition back to in person services with the slow and careful re-opening of our Day and Community Centre hubs. This transition saw the recruitment of many staff after a significant redundancy programme in 2020/21 with our combined in person services now running alongside a digital and virtual format increasing our community engagement and development. 2021/22 also saw the opening of our newest Day and Community Centre, the Ronson Family Community Centre at our latest campus development Sandringham in Stanmore.

Charitable expenditure in our home care service was £0.9m (2020/21 £0.8m). In light of an increasingly challenging environment with competition and over-saturation a strategic decision was made to close our Redbridge and Southend home care services in March 2022 with all clients supported in their transition to their provider of choice.

Charitable expenditure in our retirement living service was £6.0m (2020/21 £4.7m). 2021/22 saw the opening of our newest Retirement Living scheme, a 48 unit scheme, Pears Court making full use of our latest campus development Sandringham in Stanmore welcoming new tenants from June 2021.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

FINANCIAL REVIEW (cont'd)

Expenditure (note 9) (cont'd)

Charitable expenditure in our social work service was £2.2m (2020/21 £2.4m). Our social work plays a pivotable and crucial role in the service admission process to our care homes, our retirement living schemes and all other community based services. The social work service does not attract any funding with the costs of this service being met in their entirety by donations.

Charitable expenditure in our mental health service was £2.6m (2020/21 £2.1m) reflecting the cost of the integrated mental health service provided by the Jewish Association for Mental Illness (JAMI). 2021/22 saw a transition back to in person services with the slow and careful re-opening of our mental health Day and Community Centre hubs.

Central costs were £6.1m (2020/21 £6.0m). Central costs remain on a par with the prior year with some re-setting of roles after the restructuring programme carried out in our support and central departments in 2020/21. Central costs are allocated to activities based on the number of full-time equivalents at Jewish Care. Our central costs are normally at a level that is consistent with the requirement for the effective running of a Charity of our size.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

FINANCIAL REVIEW (cont'd)

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

	31 March 2022	31 March 2021
	£,000	£'000
Charitable income and expenditure		
Charitable activities income ¹	35,318	29,528
Charitable expenditure before depreciation ¹	(53,289)	(52,247)
Operating charitable loss before donations	(17,971)	(22,719)
Other operational expenditure		
Depreciation and amortisation	(3,928)	(3,568)
Total other operational expenditure	(3,928)	(3,568)
Net operating loss before donations and other income	(21,899)	(26,287)
Other Income²	1,470	1,812
Net income from donations and investments		
Donations and legacies (includes one off emergency appeal monies in 2021)	22,686	22,435
Fundraising expenditure	(3,040)	(2,554)
Other trading entities	21	6
Investment income	1,012	1,153
Investment fees & other investment related costs	(219)	(192)
Total net income from donations and investments	20,460	20,848
Net operating surplus/(loss)	31	(3,627)
Net realised and unrealised gains on investments	2,897	6,492
Property Disposals	11,226	2,882
Capital project donations		
Sandringham	4,491	6,399
Leila's House (JAMI)	-	465
Total capital project donations	4,491	6,864
Acquisition of subsidiary undertaking³	6,482	-
Actuarial gains/(losses) on defined benefit pension scheme	6,119	(3,909)
Net movement in funds	31,246	8,702

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) and Infection Control Funding (ICF).

3. The acquisition of Sunridge Housing Association Limited to include a fair value uplift on identifiable assets and liabilities acquired, which is in substance a gift.

JEWISH CARE

3. STRATEGIC REPORT

Defined Benefit Pension Scheme

The pension scheme liabilities have been calculated by updating the valuation calculations carried out for the formal actuarial valuation as at 1 April 2019. The deficit at 31 March 2022 under FRS102 was £8.0m (2020/21 £14.4m) and further details can be found in note 29. In recognition of this level of pension deficit for Jewish Care, the investment strategy approved by the Pension Trustees and Jewish Care along with a collateral security arrangement in order to reduce the charity's exposure to any potential deterioration in the future continues. The annual contributions to the scheme continued at the reduced rate in 2021/22 with contributions from Jewish Care of £0.8m in 2021/22 (£0.6m 2020/21), as a result of an agreement between the Trustees of Jewish Care and the Trustees of the Jewish Care Pension Scheme (and in line with guidance issued by the Pensions Regulator) to mitigate the financial impact of Covid -19 on Jewish Care in 2020/21. Under that agreement contributions will increase to the 100% level from the beginning of 2022/23. This will still result in the deficit being fully repaid over the target period of 10-15 years.

Investment Objectives, Powers and Performance

Jewish Care's investment powers are set out in its Memorandum of Association, which states that Jewish Care shall have the power: *"To invest the monies of the Charity not immediately required for its purposes in or upon such investments, securities real or personal property as may be thought fit."*

The key investment objective for both Investment Managers, Veritas Investment Management and Quilter Cheviot is to achieve an absolute return of inflation plus 3% over the medium term 3 - 5 years. Veritas Investment Management achieved a one-year total return of 10.2% (2020/21 25.87%) in the year ended 31 March 2022 (last 3 years 11%, last 5 years 9.4%) and Quilter Cheviot achieved a one-year total return of 10% (2020/21 28.3%) in the year ended 31 March 2022 (last 3 years 11%, last 5 years 10%). Both investment managers have a fully discretionary investment management mandate with the risk profile for both Investment Managers being one of medium risk with an emphasis on capital growth with income. Performance is monitored by the Finance, Audit and Investment Committee. At the year end, the market value of the Jewish Care Group's investments was £34.3m (2020/21 £31.5m). There were net gains on the investment portfolio of £2.9m (2020/21: gains of £6.5m). Lower investment gains for the year follow a period of elevated levels of inflation with central banks raising interest rates at sharper levels than expected compared to the market rebound in equity markets with worldwide monetary and fiscal stimulus at the 31 March 2021.

Ethical Investments

Jewish Care takes all reasonable steps to ensure that any decisions taken by its investment managers in respect of its corporate investments are consistent with its social care policies. Regular review of the investment managers' Ethical Investment Policy is undertaken.

Taxation

Jewish Care and its subsidiary charitable entities are exempt from income tax and corporation tax on its charitable activities. Jewish Care's trading subsidiary and other related trading subsidiaries are liable to United Kingdom corporation tax where they have taxable profits. Like most charities, Jewish Care is unable to reclaim much of its input VAT and suffers it as an expense. All irrecoverable VAT is included within the appropriate expenditure headings.

JEWISH CARE

3. STRATEGIC REPORT

Employment Policy

Jewish Care is committed to establishing equality of opportunity for all staff and volunteers. Staff have access to an online course "Equality in the Workplace" to support staff to understand the importance of equality and diversity. It is the policy of Jewish Care that there should be no unfair discrimination in considering applications for employment, including those from disabled persons. We believe in a diverse team and promote diversity and inclusion in all forms and we have policies in place to ensure we give candidates and existing staff equal opportunities to succeed. We are also registered as a Disability Confident employer and will make reasonable adjustments to support staff with disabilities. We also provide online resources to encourage staff to learn about disability frameworks and improve awareness. In the last year following the pandemic focus has been on mental health and wellbeing and we have also run deaf awareness sessions and a neurodiversity session focusing on how to cope with autism. The directors are committed to maintaining and developing communication and consultation procedures with employees who, in turn, are encouraged to become aware of and involve themselves in the performance of the Charity. Please refer to the section 172 statement on pages 31-32 about the interest of the company's employees.

Gender Pay Gap

Jewish Care's values are at the heart of everything we do, and we are committed and proud of our diverse and inclusive organisation where people are treated fairly with dignity and respect. Jewish Care's median gender pay gap is 0%. This means there is no difference between the median pay awarded to each gender. The mean gender pay gap is 11%. The bottom three quartiles show close to a 0% mean gender pay gap but the top quartile shows an 11% gender pay gap. The top quartile includes the CEO and members of the Executive Leadership Team and the Senior Leadership Team. We review pay rates individually for this quartile and are confident that these pay rates are appropriate and fair given specific skills and market rates. Both the median and mean have improved slightly since last year and Jewish Care compares favourably to other organisations in the social care and housing sectors.

Modern Slavery and Human Trafficking

Jewish Care is committed to eliminating the existence or prospect of modern-day slavery and human trafficking within its own business and that of its supply chain. The Trustees, and Executive Leadership team are responsible for assessing and bolstering Jewish Care's effectiveness, to ensure that slavery and human trafficking are not taking place in its business or supply chains. They do so by providing adequate resources, training, and investment. Jewish Care's performance is measured annually and members of staff responsible for procurement are required to complete courses with respect to modern slavery capacity building and reporting/etc. More information is available in our Anti-Slavery and Human Trafficking statement and available at www.jewishcare.org

JEWISH CARE

3. STRATEGIC REPORT

Risk Policy

The Internal Audit and Risk Committee ensures a risk assessment review is undertaken annually and that all key risks are identified, reported to the Board and suitable controls are implemented. Jewish Care identifies and manages risks that endanger the achievement of the strategic aims, as defined in its Memorandum and Articles of Association and its published Vision and Mission. The outbreak of Covid-19 introduced new risks whilst also compounding existing risks.

The principal risks and uncertainties faced by the organisation during the last year are:

Risk	Mitigation
Pandemic, major outbreak of food poisoning, or of infection or a fire or another serious incident leading to multiple serious illness, injury or even death. This sort of happening could also lead to reputational damage, a reduction in income and/or an increase in expenditure.	Risk control measures include having a Health and Safety Manager, extensive policies and procedures, comprehensive staff training plus various checks and audits.
Major outbreak of legionella	Control measures include the appointment of a responsible person, policies and procedures and a planned programme of testing and legionella preventative activity.
Cyber risk, malicious unauthorised access to data or accidental misuse by staff leading to significant fines, reputational damage and loss of income.	Control measures include a strong IT security environment (including multi factor authentication, e-mail screening and real time monitoring of log ons and network activity) and staff training on security and GDPR.
Loss of fundraising income due to reliance on a few Lay Leaders to raise funds.	Risk control measures included the roll out of the recommendations from a strategic review of our fundraising strategy to include plans for sustainability and diversification of the income portfolio with a reduced dependency on voluntary and legacy income. In addition, there is a leadership development programme in place to train the next generation of Lay Leaders.
High inflation that cannot be fully priced through in particular to local authorities.	The difficult financial climate caused by high inflation is leading us to review our Care Home operating model and there will be changes to the operating model over the course of the current financial year and the following financial year.
Adult social care reforms being proposed by the Government lead to a material number of self funded admissions and existing residents asking the local authority to buy care on their behalf at a lower price than their current price.	Adult social care reforms are also supposed to result in local authorities paying a fair cost for care.

JEWISH CARE

3. STRATEGIC REPORT

Risk Policy (cont'd)

Our Internal Audit function presents an internal audit plan to the Internal Audit and Risk Committee at the beginning of each financial year. Audits are selected by the Internal Audit and Risk Committee after reviewing the organisation's top ten risks, internal audit coverage over the last five years and areas that the Executive Leadership team feel would benefit from an internal audit review. The internal audit plan cuts across services, with audits selected for review based on the risks with high net risk scores taken from departmental risk registers. Internal audit reviews and recommendations are presented to the Internal Audit and Risk Committee upon completion that also includes management responses. Business Continuity and Disaster Recovery plans continue to be reviewed and updated at an organisational and departmental/service level. Plans are tested and reported to the Internal Audit and Risk Committee.

JEWISH CARE

3. STRATEGIC REPORT

Reserves Policy and Going Concern

Jewish Care's reserves policy focuses on the level of its free (general) reserves, excluding restricted, designated and the pension reserve.

The pension reserve is excluded as a plan is reducing the Charity's risk regarding any potential future deterioration of the current deficit. Tangible fixed assets are considered designated, as they do not represent free reserves. The reserves policy is updated and approved by the Finance, Audit and Investment Committee and the Trustee Board on an annual basis. The approach adopted by Jewish Care to develop its reserves policy is the "risk identification approach" recommended by the Charity Commission. It reviews the financial impact of risk, the stability of future income streams and the funding of future expenditure plans. The Finance, Audit and Investment Committee then monitors Jewish Care's performance against budget and recommends action to bridge any gap in reserves if and when necessary. The approved 2021/22 reserves policy is that a level of £25m (representing just under 5 months of expenditure) of free reserves was appropriate.

At the 31 March 2022, the total funds held on a consolidated basis were £173.4m (2020/21 £142.2m). After taking out restricted and designated funds but before the pension scheme reserve, free reserves were £51.8m (2020/21 £29.2m). This is significantly above the recommended reserves and also above the target of £25m in place at the end of March 22 explained above.

The charity is fortunate to be sitting on material free reserves (made up of cash and investments) in excess of its reserves policy. The current macro economic environment is challenging for all organisations including Jewish Care and the charity is likely to make a deficit both in the financial year ending 31st March 23 and 31st March 24. These excess free reserves will more than sustain the charity during this financial year and the next.

Reserves (Funds) at the 31 March 2022:

At the 31 March 2022, the total funds held on a consolidated basis were £173.4m (2020/21 £142.2m) and were made up of the following:

- Endowment reserves were £17.0m (2020/21 £16.9m) and represent the value of endowments to provide support to the general objectives of Jewish Care, the majority of which are properties and investments.
- Restricted reserves were £3.6m (2020/21 £3.6m) and are spent in accordance with the conditions of the donors/funders. Please refer to note 25 in the financial statements for further details.
- Designated reserves were £109m (2020/21 £106.9m) and represent the value of the functional tangible fixed assets of the organisation namely the homes, day centres and retirement living schemes from which Jewish Care operates its services netted off against the commercial term loan and revolving facilities used to fund the construction of Wohl Court at Hendon and Sandringham at Stanmore.
- The pension reserve was a deficit of £8.0m under FRS102 (2020/21 £14.4m) and represents the deficit on the defined benefit pension scheme. The programme to address this deficit has been discussed on page 37. Please also refer to note 29.
- Free (general) reserves before the pension deficit were £51.8m (2020/21 £29.2m) and are above the target of £25m explained above.

Going Concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operation for the foreseeable future. This expectation includes an assessment of the impact of the significant organisational risks. The financial accounts have been produced on the going concern basis given the level of reserves and plans to mitigate financial exposure. Further details of risks can be found on pages 39 and 40 with a more detailed assessment of the adoption of the going concern policy included in the accounting policies on page 51.

JEWISH CARE

4. RESPONSIBILITIES OF TRUSTEES

The Trustees, (who are also directors of Jewish Care for the purposes of company law) are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland. Under Company law the Trustees must not approve the financial statements unless satisfied that they give a true and fair view of the state of the group's and the charitable company's affairs and the group's and charitable company's net movement in funds, including the income and expenditure for that period.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

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

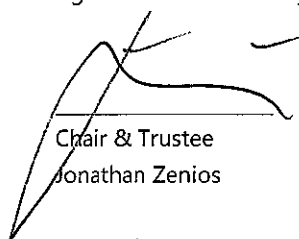
The Trustees are responsible for keeping proper group accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible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

In so far as we are aware:

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

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

The Trustees Annual Report which incorporates the Strategic Report and the Directors Report as required by company law has been approved and authorised for issue by the Board of Trustees in their capacity as directors on the 25 October 2022 and signed on their behalf by:



Chair & Trustee
Jonathan Zenios

25 October 2022

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF JEWISH CARE

We have audited the financial statements of Jewish Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities (including Income and Expenditure account), the Group and Company Balance Sheets, the Consolidated Statement of Cashflows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF JEWISH CARE (cont'd)

Other information

The other information comprises the information included in the Trustees' Annual Report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic Report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF JEWISH CARE (cont'd)

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 42, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF JEWISH CARE (cont'd)

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, tax legislation and the parent charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to the Care Act 2014, Care Quality Commission regulations, health and safety regulations and General Data Protection Regulations. We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these laws and regulations and inspected correspondence with regulatory authorities.

The group audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and estimates.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

RSM UK Audit LLP

HANNAH CATCHPOOL (Senior Statutory Auditor)

For and on behalf of RSM UK Audit LLP, Statutory Auditor

Chartered Accountants

25 Farringdon Street, London, EC4A 4AB

Date: 17th November 2022

JEWISH CARE

Consolidated Statement of Financial Activities (including Income and Expenditure Account)

for the year ended 31 March 2022

				2022	2021
	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
		£'000	£'000	£'000	£'000
Income and endowments from:					
Donations and legacies	5	21,149	1,537	-	22,686
Acquisition of subsidiary undertaking	15	6,482	-	-	6,482
Capital project donations	5	-	4,491	-	4,491
Charitable activities	6	35,302	-	16	35,318
Other income	7	54	1,416	-	1,470
Other trading activities		21	-	-	21
Investments	11	1,012	-	-	1,012
Disposal of Property		11,226	-	-	11,226
Total		75,246	7,444	16	82,706
Expenditure on:					
Raising funds:					
<i>Fundraising</i>	9	3,040	-	-	3,040
<i>Investment fees</i>	9	219	-	-	219
Charitable activities	9	54,124	2,958	135	57,217
Total	9	57,383	2,958	135	60,476
Net gains on investments	14	2,637	-	260	2,897
Net income	4	20,500	4,486	141	25,127
Transfer between funds	25/26	4,489	(4,489)	-	-
Actuarial gains/(losses) on defined benefit pension schemes	29	6,119	-	-	6,119
Net movement in funds		31,108	(3)	141	31,246
Reconciliation of funds:					
Total funds brought forward		121,728	3,570	16,884	142,182
Total funds carried forward	24/25				
	26/27	152,836	3,567	17,025	173,428

The notes on pages 50 to 98 form an integral part of the accounts. Full comparative figures for the year ended 31 March 2021 are shown in note 34.

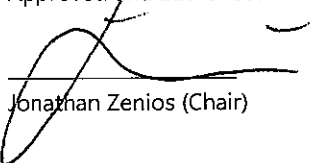
JEWISH CARE

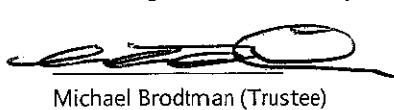
Balance Sheets as at 31 March 2022

Registered No. 02447900

		Group		Company	
	Note	2022	2021	2022	2021
		£'000	£'000	£'000	£'000
Fixed Assets					
Tangible assets	12	141,932	141,839	136,767	141,918
Intangible assets	13	395	644	395	644
Investments	14	34,343	31,550	34,600	31,807
		176,670	174,033	171,762	174,369
Current Assets					
Debtors	17	14,504	7,191	13,304	6,857
Stock	18	111	118	111	118
Cash at bank and in hand	28	18,025	7,109	15,247	4,472
		32,640	14,418	28,662	11,447
Liabilities					
Creditors – Amounts falling due within one year	19	(12,041)	(11,311)	(11,349)	(10,830)
Net Current assets		20,599	3,107	17,313	617
Total Assets Less Current Liabilities		197,269	177,140	189,075	174,986
Creditors – Amounts falling due after more than one year	22	(15,800)	(20,550)	(15,800)	(20,550)
Total assets less total liabilities excluding pension liabilities		181,469	156,590	173,275	154,436
Defined benefit pension scheme provision	29	(8,041)	(14,408)	(8,041)	(14,408)
Total net assets		173,428	142,182	165,234	140,028
The funds of the Charity:					
Restricted funds:					
Endowment funds	24/26/27	17,025	16,884	17,025	16,884
Restricted income funds	25/26/27	3,567	3,570	3,535	3,509
Total restricted funds:		20,592	20,454	20,560	20,393
Unrestricted funds:					
Designated funds	26/27	109,114	106,942	103,949	107,021
General funds	26/27	51,763	29,194	48,766	27,022
Total unrestricted funds:		160,877	136,136	152,715	134,043
Pension reserve	27/29	(8,041)	(14,408)	(8,041)	(14,408)
Total Charity funds	26/27	173,428	142,182	165,234	140,028

Approved and authorised for issue by the Board on 25 October 2022 and signed on its behalf by


Jonathan Zenios (Chair)


Michael Brodtman (Trustee)

The Charity only net income for the year ended 31 March 2022 is £16,190k (2021: £5,721k) and the net movement in funds is £25,206k (2021: £8,303k). The notes on pages 50 to 98 form an integral part of these accounts.

JEWISH CARE

Consolidated Statement of Cashflows for the year ended 31 March 2022

	Note	2022 £'000	2021 £'000
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	28	2,065	(742)
Cashflows from investing activities:			
Dividends, interest & returns from investments		793	964
Payments to acquire tangible and intangible fixed assets	12/13	(1,041)	(11,422)
Proceeds from sale of investments	14	4,990	6,024
Proceeds from sale of property		15,071	3,108
Payments to acquire investments	14	(4,980)	(3,207)
Net cash provided by/(used in) investing activities		14,833	(4,533)
Cash flows from financing activities:			
Repayment of borrowings	28	(5,982)	-
Cash inflows from borrowings	28	-	6,100
Net cash from financing activities		(5,982)	6,100
Change in cash and cash equivalents in the reporting period		10,916	825
Cash and cash equivalents at the beginning of the reporting period		7,109	6,284
Cash and cash equivalents at the end of the reporting period	28	18,025	7,109

The notes on pages 50 to 98 form an integral part of these accounts.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

1. Status of the Charitable Company

Jewish Care is a charitable company registered in England, company number 02447900, limited by guarantee and not having a share capital. It is a registered Charity in England and Wales, Charity Commission number 802559, with its registered office at Amelie House, Maurice and Vivienne Wohl Campus, 221 Golders Green Road, NW11 9DQ. The principal activities of the group are documented in the Trustees' Annual and Strategic Report on pages 3-41.

2. Accounting Policies

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

Statement of Compliance

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. The financial statements are prepared in sterling, both the functional and presentational currency of the Company. Financial values are rounded to the nearest thousand pounds. As a qualifying entity within the meaning of FRS 102, the charitable company has chosen to take advantage in its individual financial statements of the following disclosure exemption: - section 7 – presentation of a statement of cash flows, related notes and disclosures as permitted by the reduced disclosure framework.

Jewish Care meets the definition of a public benefit entity under FRS 102. Assets and liabilities are recognised at historical cost unless otherwise stated in the relevant accounting policy notes.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

2. Accounting Policies (cont'd)

Preparation of accounts on a going concern basis

Going Concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operation for the foreseeable future. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements and have thereby adopted the going concern basis of accounting in preparing the financial statements.

The Finance, Audit and Investment Committee have reviewed a three year financial plan. The current macro economic environment is challenging for all organisations including Jewish Care and the charity is likely to make a deficit both in the financial year ending 31st March 2023 and 31st March 2024. However the charity is fortunate to be sitting on material free reserves (made up of cash and investments) in excess of its reserves policy. These excess free reserves will more than sustain the charity during this financial year and the next.

In addition the charity has an overdraft facility of £3million. The current financial plan does not show this being used during either the year ending 31st March 2023 and 31st March 2024 but nonetheless it is in place.

In view of the steps completed and being taken as listed above, the Trustees consider that the Group has both sufficient funding and liquidity for the foreseeable future. The Charity therefore continues to adopt the going concern basis in the preparation of its financial statements.

Group financial statements

The financial statements consolidate the results of the Charity and its subsidiary undertakings on a line-by-line basis. The entities consolidated are those as listed in note 16 of the accounts with further analysis of the material subsidiaries in note 3. A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 Companies Act 2006.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

2. Accounting Policies (cont'd)

Basis of Consolidation

The Charity operated 4 subsidiaries and 20 linked charities during the period as listed in note 16. All subsidiaries are consolidated into the group accounts and consolidated on a line by line basis and linked charities are accounted for as branches in the accounts of the Charity. Of the four larger subsidiaries and linked charities, Community Trading Limited is a trading subsidiary wholly owned by Jewish Care, the Joel Emanuel Trust is a registered social landlord wholly owned by Jewish Care (linked charity), the Jewish Association for Mental Illness (JAMI) is a charity of which Jewish Care is the sole company law member. Sunridge Housing Association Limited became a subsidiary of the Charity on 19 April 2021 and is consolidated using the purchase method. Subsequently on 1 October 2021 Jewish Care acquired the trade and assets of the subsidiary and Sunridge Housing Association Limited will be wound up in due course. Their results are incorporated from the date that control passed. Please refer to note 15 for more details regarding business combinations in the current year. All financial statements are made up to 31 March.

All intra-group transactions, balances, and unrealised gains on transactions between group companies, are eliminated on consolidation.

Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the parent Charity.

Business combinations

The cost of a business combination is the fair value at the acquisition date, of the assets given, equity instruments issued and liabilities incurred or assumed, plus costs directly attributable to the business combination. The excess of the cost of a business combination over the fair value of the identifiable assets, liabilities and contingent liabilities acquired, which is in substance a gift, is recognised as income in the Statement of Financial Activities. Please refer to note 15 for more details regarding business combinations in the current year.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

2. Accounting Policies (cont'd)

Income and endowments

All income and endowments are recognised when the criteria of entitlement, measurement and probability of receipt have been satisfied. Income from the endowment funds is split between restricted and unrestricted funds according to the specific terms of each fund.

Donations

Donations are accounted for on a received basis. For legacies, entitlement is taken as the earlier of the date on which either: Jewish Care is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and Jewish Care has been notified of the executor's intention to make a distribution. Where legacies have been notified to Jewish Care, or Jewish Care is aware of the granting of probate, but the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income from charitable activities

Income from charitable activities to include care home residential and nursing fee income and grants are accounted for on a receivable basis.

Grant income

Grant income (including government grants) is recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as deferred income.

Trading income

Trading income (shops income) is recognised in the period in which the goods are sold or the services are provided.

Investment income

Investment income, including interest receivable and other miscellaneous income, is also accounted for on a receivable basis.

Donated Services and Facilities

Donated services and facilities are only included in these accounts at the value to the Charity where this can be accurately and reliably quantified. The majority of the Charity's donated services represent the contribution of many thousands of hours by its 3,500 unpaid volunteers which complements the work of the Charity's paid staff. These volunteers support many aspects of the Charity from youth groups right through to the Trustee Board. The value of the contribution of donated hours is estimated at between £3m to £4m, but this has not been reflected in these accounts. The SORP does not permit the accounting for such contributions due to the inherent uncertainty in applying an accurate and reliable financial measurement in accordance with the SORP. Further details of the contribution of volunteers are included in the Trustees' Report.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

2. Accounting Policies (cont'd)

Expenditure

Expenditure is accounted for on an accruals basis where there is a legal and constructive obligation to make a payment to a third party and the amount of the obligation can be measured reliably. Expenditure is allocated to the appropriate headings relevant to the charitable activities; namely fundraising, care homes, day centres, home care, retirement living, social work, indirect community services, mental health and project costs. Where expenditure relates to more than one cost category it is apportioned. The method of apportionment uses the most appropriate basis for each department. Reference should be made to note 9 for further information on the allocation of costs. Any irrecoverable VAT is included with the costs to which it relates.

The cost of raising funds are those costs that are attributable to raising funds for the Charity, other than costs incurred in undertaking the charitable activities or investing activities. The costs of raising funds represent direct costs and overheads associated with raising donated income and, they also include an allocation of central costs as shown in note 9.

The central costs which include governance costs are shown in note 9 and support the whole of the charitable activities. Central costs are allocated to the charitable expenditure headings on a full time equivalent basis that is consistent with the use of these resources. Central costs include human resources, information technology, facilities, finance, governance and investment costs.

Operating Leases

The Charity classifies the lease of property, buses and printing equipment as operating leases when substantially all of the risks and rewards incidental to ownership remain with the relevant lessors. The annual rental charges applicable to operating leases are charged to profit or loss on a straight-line basis over the term of the lease.

Employee benefits

Short term benefits

Short term benefits, including holiday pay, are recognised as an expense in the period in which the service is rendered.

Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Pension Schemes

Defined contribution plans

Jewish Care operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of Jewish Care in an independently administered fund. The pension costs charged in the financial statements represent the contributions payable during the year.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

2. Accounting Policies (cont'd)

Defined benefit plans

Jewish Care also operated a defined benefit pension scheme - the Jewish Care Pension Scheme, for the benefit of the employees. The scheme was closed to new entrants on the 1 February 2006 and closed to future benefit accrual as at 31 March 2011. The assets of the scheme are administered by the Jewish Care Pension Scheme Trustee in a fund separate from that of the Charity. The Pension Scheme has been accounted for in accordance with FRS 102. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses. Actuarial gains and losses are recognised immediately in other recognised gains and losses. See note 29 for further details.

Fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation and any impairment losses. All single items of equipment with a value in excess of £1,000 are capitalised. Only expenditure on property that is a new build or an improvement or an extension of existing facilities has been defined as fixed assets. Assets under construction are stated at cost and will be depreciated in accordance with the principal rates below when the assets are available for use. No depreciation is charged on freehold land. Depreciation is provided in order to write off the cost over its expected useful economic life. The principal rates used are:

Freehold buildings	2% straight line method
Long leasehold land and building	Over the lease period, straight line method
Equipment	7 - 25% straight line method
Motor Vehicles	25% straight line method

Intangible fixed assets and amortisation

Intangible assets are stated in the balance sheet at cost less amortisation and impairment. Amortisation on software development costs is provided using the straight line method at 25%. Costs recognised with maintaining computer software are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of unique software products are recognised as intangible fixed assets (Dynamics 365, CRM and Raiser's Edge).

Impairment of Fixed Assets

An assessment is made at each reporting date of whether there are any indications that the value of a fixed asset may be impaired. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairment losses where applicable.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

2. Accounting Policies (cont'd)

Investments

Listed investments are equity investments over which the Charity has no significant influence, joint control or control and are initially measured at transaction price. Listed investments are subsequently measured at fair value through profit or loss. Movements in the fair values of investments are shown as net gains or losses in the Statement of Financial Activities. The level of investment funds held by the Charity take into account income requirements and risk profile. Both investment managers have a fully discretionary investment management mandate with the risk profile for both Investment Managers being one of medium risk with an emphasis on capital growth with income. Performance is monitored by the Finance, Audit and Investment Committee.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

Investment properties are initially recognised at their transaction value and are subsequently measured at their fair value (market value) as at the balance sheet date. Investment Properties are valued by an annual desktop review performed by management experts.

Investments in subsidiaries are accounted for at cost and subsequently held at cost less any accumulated impairment losses.

Financial Instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102, in full, to all of its financial instruments.

Recognition and measurement of financial instruments

Financial assets and financial liabilities are recognised when the Charity becomes a party to the contractual provisions of the instrument.

Classification of financial instruments

Financial instruments are classified as liabilities and equity instruments according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities.

Basic financial assets

Basic financial assets, which include trade and other debtors, amounts owed by subsidiary undertakings, related party debtor and accrued income, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost being the transaction price less any amounts settled and impairment losses.

Cash at Bank and in Hand

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

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

2. Accounting Policies (cont'd)

Basic financial liabilities

Basic financial instruments including trade, group and other creditors (including accruals) payable within one year that do not constitute a financing transaction, are initially measured at the transaction price and subsequently measured at amortised cost, being transaction price less any amounts settled.

Where the arrangement with a creditor constitutes a financing transaction, the creditor is initially measured at the present value of future payments discounted at a market rate of interest for a similar instrument and subsequently measured at amortised cost, being transaction price less any amounts settled and the cumulative amortisation (using the effective interest method) of any difference between the amount at initial recognition and the maturity amount. The effective interest rate is the rate that discounts estimated future cash payments to the carrying amount of the financial liability.

Borrowings are initially recognised at the transaction price, including transaction costs (unless the arrangement constitutes, in effect, a financing transaction, in which case it is initially recognised at the present value of future payments discounted at a market rate of interest for a similar debt instrument) and subsequently measured at amortised cost using the effective interest method. Interest expense is recognised on the basis of the effective interest method and is included in interest payable and other similar expenses.

Trade investments

Trade investments are equity investments over which the Company has no significant influence, joint control or control and are initially measured at transaction price. Transaction price includes transaction costs, except where trade investments are measured at fair value through profit or loss when transaction costs are expensed to profit or loss as incurred.

Fund Accounting

Jewish Care maintains various types of funds as follows:

Restricted funds

Restricted funds represent grant income and donations and legacies received which are allocated by the donor to a specific project. The restrictions are binding on the Trustees of the Charity (note 25).

Unrestricted (General) Funds

General funds are funds that are expendable at the discretion of the Trustees in the furtherance of the objects of Jewish Care. Such funds may be held in order to fund both working capital and capital investment (note 26).

Designated Funds

Designated funds represent funds which are unrestricted, but the Trustees have designated them for a specific purpose to further the objectives of Jewish Care. The designated funds are represented by the value of unrestricted fixed asset fund and long term element of the Barclays loan facility (note 22).

Pension Fund

Pension fund represents the net value of the defined benefit pension scheme's assets and liabilities (note 29).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

2. Accounting Policies (cont'd)

Permanent Endowment Funds

These are funds where the assets must be held permanently by the Charity, principally in the form of investments. Income from endowments is included either in unrestricted income or, in some cases, in restricted income if a donor specified a particular purpose towards which it should be used (note 24).

Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the Charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The key areas that are deemed to be material for these financial statements are as follows:

Judgements

Accruing for income derived from legacies where complicated issues surrounding the measurement of the group's entitlement to receipt existed at the year end. At the 31 March 2022 a review of the legacy pipeline as explained in the financial review on page 33 has resulted in the accrual of £3.6m (2021: £nil) of legacy income where the conditions of entitlement, probability and measurement were met with prudent judgements of value used on more complicated estates. (2020/21: £55k).

The value of the contribution of the many thousands of hours donated by its 3,500 unpaid volunteers has not been reflected in these accounts. The SORP does not permit the accounting for such contributions due to the inherent uncertainty in applying an accurate and reliable financial measurement in accordance with the SORP.

Key Assumptions and Estimates

The principal assumptions used to calculate the liabilities in the defined benefit pension scheme are those as set out in note 29.

The present value of the Jewish Care Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 29, will impact the carrying amount of the pension liability. Furthermore, a roll forward approach which projects results from the latest full actuarial valuation performed at 1 April 2019 has been used by the actuary in valuing the pensions liability at 31 March 2022. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

On acquisition of Sunridge Housing Association Limited on 19 April 2021, the Trustees of Jewish Care considered the fair value of the assets and liabilities acquired and estimated that there was a £5.3m fair value uplift of tangible fixed assets acquired from Sunridge Housing Association Limited (refer to note 15). The fair value is measured assuming the sale of the principal asset, that of the property held, Sunridge Court. A transaction to measure the value of the property sale in the market has not occurred but an active market for the sale of similar properties by Jewish Care in the year ended 31 March 2022, that of Rubens House and Clore Manor being of similar age of construction is available. Consideration of the size, location and potential use of Sunridge Court estimates a valuation of £6m.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

3. Subsidiaries and linked charities

The Charity has four subsidiaries, one of which being Community Trading Limited, which is incorporated in England and Wales, company registration number 02449362. The following is a summary of its audited financial statements for the year ended 31 March 2022 (please also see note 16 for further details).

Statement of Income and Retained Earnings for the year ended 31 March

	2022	2021
	£'000	£'000
Turnover	1,423	11,251
Cost of sales	(936)	(10,949)
Gross profit	487	302
Administrative expenses	(67)	(63)
Operating profit	420	239
Interest receivable	-	-
Profit before taxation	420	239
Taxation expense	-	-
Profit after taxation and profit for the financial year	420	239
Qualifying payment to Jewish Care	(420)	(239)
Total Shareholders' Funds at 1 April	13	13
Total Shareholders' Funds at 31 March	13	13

Statement of Financial Position as at 31 March

	2022	2021
	£'000	£'000
Current assets	2,484	1,960
Creditors (amounts falling due in one year)	(2,471)	(1,947)
Total assets less current liabilities	13	13
Total Shareholders' Funds	13	13

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

3. Subsidiaries and linked charities (cont'd)

The Joel Emanuel Trust (JET) is a Registered Social Landlord wholly owned by Jewish Care; linked charity number 802559-12 and Registered Social Landlord number A2670. The following is a summary of its audited financial statements for the year ended 31 March 2022 (please also see note 16 for further details).

Statement of Comprehensive Income for the year ended 31 March

	2022	2021
	£'000	£'000
Turnover	1,705	1,502
Operating expenditure	(1,888)	(1,902)
Operating deficit for the year	(183)	(400)
Dividend & interest receivable	46	45
Gains on investments	210	441
Interest payable	(40)	(42)
Surplus for the year	33	44
Total reserves at 1 April	6,210	6,166
Total reserves at 31 March	6,243	6,210

Statement of Financial Position as at 31 March

	2022	2021
	£'000	£'000
Fixed assets	6,381	6,270
Current assets	132	43
Creditors (amounts falling due in one year)	(270)	(103)
Total Net Assets	6,243	6,210

Reserves		
Income and expenditure account	(138)	(61)
Revaluation reserve	188	166
Designated reserve	9	9
Endowment reserve	6,184	6,096
Total Reserves	6,243	6,210

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

3. Subsidiaries and linked charities (cont'd)

The Jewish Association for Mental Illness (JAMI) is a subsidiary of Jewish Care by reference to Jewish Care being its sole member. It is registered in England and Wales, company registration number 02618170 and Charity Commission number 1003345. The following is a summary of its audited financial statements for the year ended 31 March 2022 (please also see note 16 for further details).

Statement of Financial Activities for the year ended 31 March

	2022	2021
	£'000	£'000
Income - donations and legacies (revenue)	3,103	1,650
Income – charitable activities (includes grant from Jewish Care)	983	1,120
Charitable expenditure	(3,053)	(2,761)
Net income before capital donations	1,033	9
Capital donations	-	440
Net income after capital donations	1,033	449
Total funds at 1 April	3,672	3,223
Total funds at 31 March	4,705	3,672

Balance Sheet as at the 31 March

	2022	2021
	£'000	£'000
Fixed Assets	1,160	1,185
Current assets	3,838	2,743
Creditors (amounts falling due in one year)	(293)	(256)
Total assets less current liabilities	4,705	3,672

Charity Funds

Designated*	1,160	1,538
Restricted	31	62
Unrestricted	3,514	2,072
Total Charity Funds	4,705	3,672

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

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

3. Subsidiaries and linked charities (cont'd)

Sunridge Housing Association Limited became a subsidiary of Jewish Care on 19 April 2021. Sunridge Housing Association Limited is a residential care home, incorporated under the Co-operative and Community Benefit Societies Act 2014 in England & Wales, FCA registration number IP18002R. The following is a summary of its activities for the year ended 31 March 2022. On 1 October 2021 the trade and assets of the Association were transferred to Jewish Care for £nil consideration as part of a group reconstruction (please see note 15 and note 16 for details). The Association is expected to be wound up during the next financial period. The activities shown in the Statement of Comprehensive Income below show the activities of the Association from the date of acquisition to 31 March 2022.

Statement of Comprehensive Income for the period ended 31 March 2022

	2022
	£'000
Turnover	2,043
Gross profit	2,043
Administrative expenses	(2,177)
Other income	81
Operating loss	(53)
Interest receivable	3
Loss before taxation	(50)
Taxation expense	-
Loss after taxation and loss for the financial year	(50)

Statement of Financial Position as at 31 March 2022

	2022
	£'000
Total Net Assets	-
Total Reserves	-

At 31 March 2022 all assets and liabilities had been transferred to the parent charity, Jewish Care, and therefore all of the assets and liabilities related to the activities of the Association are shown in the Statement of Financial Position of Jewish Care.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

4. Net Income

The net income is stated after (crediting)/charging:

	2022	2021
	£'000	£'000
Profit on disposal of fixed assets*	(11,226)	(2,882)
Depreciation and amortisation (note 12 & 13)	3,928	3,568
Operating leases – buildings	228	204
Operating leases – plant and machinery	158	128
Net interest on defined pension liability (note 29)	283	245
Auditors' remuneration (excludes VAT)		
- RSM UK Audit LLP - audit fees including £56k in respect of the Charity	84	79
- all other non-audit services	19	-
Internal audit fees (excludes VAT)		
- haysmacintyre LLP	28	22

*relates to the profit on disposal of two closed care Homes, Rubens House and Clore Manor.

5. Donations and Legacies

	2022	2022	2022	2021
	£' 000	£' 000	£'000	£'000
	Unrestricted	Restricted	Totals	Totals
Legacy income	7,978	-	7,978	4,337
Donations	13,171	1,537	14,708	18,098
Capital project donations	-	4,491	4,491	6,864
	21,149	6,028	27,177	29,299

6. Charitable Activity Income

	2022	2022	2022	2021
	£' 000	£' 000	£'000	£'000
	Unrestricted	Endowment	Totals	Totals
Charitable Activity Income	35,302	16	35,318	29,528
	35,302	16	35,318	29,528

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

7. Other Income

	2022	2022	2022	2021
	£'000	£' 000	£'000	£'000
	Unrestricted	Restricted	Totals	Totals
Other income	54	1,416	1,470	1,812
	54	1,416	1,470	1,812

Other income relates to £54k (2021: £460k) of Coronavirus Job Retention Scheme (CJRS) payments from the Government and £1,416k (2021: £1,352k) of infection control funds from the Adult Social Care Infection Control Funds, funds which were utilised to reduce Covid-19 transmission in and between care homes and to support wider workforce resilience.

8. Staff Costs

Group	2022	2021
	£'000	£'000
Wages and salaries	32,242	32,053
Social security costs	2,835	2,808
Pension costs – defined contribution	1,069	1,080
Pension costs – defined benefit	571	536
	36,717	36,477
Redundancy and termination costs	427	1,009
Payments made to independent third parties for the provision of staff	200	65

Company	2022	2021
	£'000	£'000
Wages and salaries	30,071	30,368
Social security costs	2,678	2,661
Pension costs – defined contribution	1,069	1,032
Pension costs – defined benefit	571	536
	34,389	34,597
Redundancy and termination costs	427	1,009
Payments made to independent third parties for the provision of staff	200	65

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

8. Staff Costs (cont'd)

Employees received £96,562 (2020/21: £93,572) of benefits in kind not included above. Key management personnel comprise the Executive Leadership team and Trustees. The total remuneration, benefits and pensions paid to the Executive Leadership team in the year was £1,092,797 (2020/21: £1,204,857). None of the Jewish Care Trustees received any remuneration or expenses for their work associated with the Charity. The average number of people employed by the Group during the year was 1,196 (2020/21: 1,241) and employed by the Company was 1,116 (2020/21: 1,179). Of these, the average number of employees directly involved in care related work was 567 (2020/21: 559). Volunteers do not receive any remuneration for their volunteering time but can be reimbursed for out of pocket expenses where applicable. The contribution of many thousands of hours given by our 3,500 unpaid volunteers has not been reflected in these accounts.

The premium paid to independent third parties for the provision of staff relate to costs incurred where established staff vacancies exist and cover is required pending recruitment, short term sickness cover and time limited projects.

The following number of employees earned in excess of £60,000 per annum including benefits in kind but excluding national insurance and pension costs:

	2022	2021
	No	No
Emoluments of employees:		
£60,001 - £70,000	5	7
£70,001 - £80,000	5	7
£80,001 - £90,000	4	4
£90,001 - £100,000	1	4
£100,001 - £110,000	4	2
£110,001 - £120,000	2	-
£140,001 - £150,000	-	1
£170,001 - £180,000	-	1
£190,001 - £200,000	1	-

The Chief Executive falls in the highest banding above.

Employer's pension contributions for employees whose emoluments exceeded £60,000 were £109,175 (2020/21: £114,556).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

9. Analysis of Expenditure 2022

	Personnel	Direct Fundraising	Establishment	Client/ Other	Central	2022 Totals	2021 Totals
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising	1,642	729	219	243	207	3,040	2,554
Totals	1,642	729	219	243	207	3,040	2,554
Charitable activities							
Care Homes	24,508	-	8,157	3,006	4,438	40,109	38,943
Day Centres	2,247	-	1,135	589	364	4,335	5,049
Home Care	725	-	42	35	120	922	809
Retirement Living	3,431	-	1,598	568	365	5,962	4,673
Social Work	1,760	-	105	23	333	2,221	2,369
Indirect Community Services	720	-	77	7	48	852	1,539
Mental Health	1,746	202	529	128	-	2,605	2,125
Project Costs	125	83	1	2	-	211	282
Totals	35,262	285	11,644	4,358	5,668	57,217	55,789
Investment fees	-	-	-	-	219	219	192
Totals	-	-	-	-	219	219	192
Other expenditure	-	-	-	-	-	-	26
Totals	-	-	-	-	-	-	26
Total expenditure	36,904	1,014	11,863	4,601	6,094	60,476	58,561

Personnel – salaried and agency staff providing charitable services, national insurance contributions, pension contributions, staff benefits, professional development and core training costs.

Direct Fundraising – direct costs of major events, marketing costs, various programme costs (Friends, Young Patrons etc.) and committee event costs.

Establishment – property and equipment maintenance costs to include fixed and reactive works, depreciation costs on all sites, cleaning and refuse, insurance, utilities (to include gas, electricity, council tax and water rates) computer, telephone and security costs.

Client – direct catering costs, medical supplies, therapists, and GP fees.

Central – central costs as detailed on page 68.

Other expenditure - relates to the write off of the residual net book value of the former property Princess Alexandra and related fixtures and fittings as part of the capital project development at Stanmore.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

9. Analysis of Expenditure 2021

	Personnel	Direct Fundraising	Establishment	Client /Other	Central	2021 Totals
	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising	1,592	278	211	242	231	2,554
Totals	1,592	278	211	242	231	2,554
Charitable activities						
Care Homes	23,936	-	7,574	2,842	4,591	38,943
Day Centres	3,332	-	1,189	515	13	5,049
Home Care	551	-	55	57	146	809
Retirement Living	2,805	-	1,251	289	328	4,673
Social Work	1,785	-	147	18	419	2,369
Indirect Community Services	1,369	-	111	4	55	1,539
Mental Health	1,295	186	427	217	-	2,125
Project Costs	273	8	1	-	-	282
Totals	35,346	194	10,755	3,942	5,552	55,789
Investment fees	-	-	-	-	192	192
Totals	-	-	-	-	192	192
Other expenditure	-	-	-	26	-	26
Totals	-	-	-	26	-	26
Total expenditure	36,938	472	10,966	4,210	5,975	58,561

Personnel – salaried and agency staff providing charitable services, national insurance contributions, pension contributions, staff benefits, professional development and core training costs.

Direct Fundraising – direct costs of major events, marketing costs, various programme costs (Friends, Young Patrons etc.) and committee event costs.

Establishment – property and equipment maintenance costs to include fixed and reactive works, depreciation costs on all sites, cleaning and refuse, insurance, utilities (to include gas, electricity, council tax and water rates) computer, telephone and security costs.

Client – direct catering costs, medical supplies, therapists, and GP fees.

Central – central costs as detailed on page 69.

Other expenditure - relates to the write off of the residual net book value of the former property Princess Alexandra and related fixtures and fittings as part of the capital project development at Stanmore.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

9. Analysis of Expenditure 2022 (Central Costs)

	Human resources	Information technology	Facilities	Finance	Governance	Investment Fees	2022 Totals	2021 Totals
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising	50	31	54	53	19	-	207	231
Totals	50	31	54	53	19	-	207	231
Charitable activities								
Care Homes	1,186	632	1,101	1,127	392	-	4,438	4,591
Day Centres	88	61	70	107	38	-	364	13
Home Care	26	18	33	32	11	-	120	146
Retirement Living	81	57	91	101	35	-	365	328
Social Work	71	50	92	89	31	-	333	419
Indirect Community Services	10	7	13	13	5	-	48	55
Totals	1,462	825	1,400	1,469	512	-	5,668	5,552
Investment fees	-	-	-	-	-	219	219	192
Totals	-	-	-	-	-	219	219	192
Total expenditure	1,512	856	1,454	1,522	531	219	6,094	5,975

Human Resources – central human resources and training department to support and administer recruitment and training in all services areas.

Information technology – central IT department to support all service areas to include day to day administration for all service areas and the support of project implementation including electronic care plans and rostering systems.

Facilities – central property department to support all estate and facilities maintenance and the support of the capital projects programme.

Finance – central finance department to support and administer the finances for all service areas to include billing, financial reporting and modelling for all service areas, budget setting, statutory accounts preparation and the support of the capital projects programme.

Governance – Chief Executive's Office costs to include internal and external audit costs and legal advice.

Investment fees – investment fees on investment portfolio linked to performance.

Central costs are allocated to expenditure on charitable activities based on a full time equivalent (FTE) basis.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

9. Analysis of Expenditure 2021 (Central Costs)

	Human resources	Information technology	Facilities	Finance	Governance	Investment Fees	2021 Totals
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Fundraising	70	31	57	50	23	-	231
Totals	70	31	57	50	23	-	231
Charitable activities							
Care Homes	1,386	611	1,148	989	457	-	4,591
Day Centres	4	2	3	3	1	-	13
Home Care	44	19	36	32	15	-	146
Retirement Living	99	44	82	71	32	-	328
Social Work	127	55	105	90	42	-	419
Indirect Community Services	17	7	14	12	5	-	55
Totals	1,677	738	1,388	1,197	552	-	5,552
Investment fees	-	-	-	-	-	192	192
Totals	-	-	-	-	-	192	192
Total expenditure	1,747	769	1,445	1,247	575	192	5,975

Human Resources – central human resources and training department to support and administer recruitment and training in all services areas.

Information technology – central IT department to support all service areas to include day to day administration for all service areas and the support of project implementation including electronic care plans and rostering systems.

Facilities – central property department to support all estate and facilities maintenance and the support of the capital projects programme.

Finance – central finance department to support and administer the finances for all service areas to include billing, financial reporting and modelling for all service areas, budget setting, statutory accounts preparation and the support of the capital projects programme.

Governance – Chief Executive's Office costs to include internal and external audit costs and legal advice.

Investment fees – investment fees on investment portfolio linked to performance.

Central costs are allocated to expenditure on charitable activities based on a full time equivalent (FTE) basis.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

10. Interest payable

	2022	2021
	£'000	£'000
Interest payable on Barclays term loan	411	200
	411	200

11. Investment Income

	2022	2021
	£'000	£'000
Dividends and interest receivable	1,011	1,151
Short-term deposit and sundry income	1	2
	1,012	1,153

Of the above, £702,812 (2020/21: £700,200) relates to income from listed investments. Dividends and interest receivable also includes rental income on investment property.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

12. Tangible Assets

Group

	Freehold land and building s	Assets under Constructio n	Long leasehold land and buildings	Equipment	Motor vehicles	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Cost						
At 1 April 2021	141,648	22,940	1,025	7,318	33	172,964
Additions	15	888	-	503	-	1,406
Transfers	20,223	(20,326)	-	103	-	-
Transfer from subsidiary (note 15)	6,760			890		7,650
Disposals	(4,453)	(654)	-	(909)	-	(6,016)
At 31 March 2022	164,193	2,848	1,025	7,905	33	176,004
Depreciation						
At 1 April 2021	25,729	-	372	5,019	5	31,125
Charge for period	3,096	-	20	484	7	3,607
Transfer from subsidiary (note 15)	760	-	-	717	-	1,477
Disposals	(1,573)	-	-	(570)	6	(2,137)
At 31 March 2022	28,012	-	392	5,650	18	34,072
Net book value						
At 31 March 2022	136,181	2,848	633	2,255	15	141,932
At 31 March 2021	115,919	22,940	653	2,299	28	141,839

Tangible assets are all primarily used for charitable purposes.

Barclays Bank PLC hold a legal charge on the Jewish Care (Charity only) freehold property at 221 Golders Green Road as security for the borrowings for the development of the Maurice and Vivienne Wohl Campus at 221 Golders Green Road NW11 9DQ. The Jewish Care Pension Trustees limited also hold a collateral security arrangement with a second fixed security charge over the Maurice and Vivienne Wohl Campus.

Barclays Bank PLC also hold a legal charge on the Jewish Care (Charity only) freehold properties at Stanmore (Priory Close) and at Hendon (27 Church Road) as security for the funding of the development of the Sandringham Care Campus at Stanmore and Wohl Court, Retirement Living at Hendon (note 22).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

12. Tangible Assets (cont'd)

Company

	Freehold land and buildings	Assets under construction	Long leasehold land and buildings	Equipment	Total
	£'000	£'000	£' 000	£'000	£'000
Cost					
1 April 2021	140,316	24,307	1,025	6,960	172,608
Additions	1	888	-	482	1,371
Transfers	20,223	(20,326)	-	103	-
Transfer from					
Subsidiary (note 15)	1,502	-	-	890	2,392
Disposals	(4,453)	(654)	-	(959)	(6,066)
At 31 March 2022	157,589	4,215	1,025	7,476	170,305
Depreciation					
1 April 2021	25,653	-	372	4,665	30,690
Charge for the period	3,069	-	20	483	3,572
Transfer from					
Subsidiary (note 15)	760	-	-	717	1,477
Disposals	(1,573)	-	-	(628)	(2,201)
At 31 March 2022	27,909	-	392	5,237	33,538
Net book value					
At 31 March 2022	129,680	4,215	633	2,239	136,767
At 31 March 2021	114,663	24,307	653	2,295	141,918

Tangible assets are all primarily used for charitable purposes.

Barclays Bank PLC hold a legal charge on the Jewish Care (Charity only) freehold property at 221 Golders Green Road as security for the borrowings for the development of the Maurice and Vivienne Wohl Campus at 221 Golders Green Road NW11 9DQ. The Jewish Care Pension Trustees limited also hold a collateral security arrangement with a second fixed security charge over the Maurice and Vivienne Wohl Campus.

Barclays Bank PLC also hold a legal charge on the Jewish Care (Charity only) freehold properties at Stanmore (Priory Close) and at Hendon (27 Church Road) as security for the funding of the development of the Sandringham Care Campus at Stanmore and Wohl Court, Retirement Living at Hendon (note 22).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

13. Intangible Assets

Group/Company		
	Development Costs	Total
	£'000	£'000
Cost		
At 1 April 2021	2,363	2,363
Additions	72	72
At 31 March 2022	2,435	2,435
Amortisation		
1 April 2021	1,719	1,719
Charge for the period	321	321
At 31 March 2022	2,040	2,040
Net book value		
At 31 March 2022	395	395
At 31 March 2021	644	644

Development costs are directly attributable to the design and testing of unique software products (Dynamics 365, CRM and Raiser's Edge).

The amortisation charge for the year is included within charitable activities.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

14. Investments

Movement in investments

Group	Investment properties	Other investments	2022 Total	2021 Total
	£'000	£'000	£'000	£'000
Market value at the start of the period	1,321	30,229	31,550	27,751
Additions at cost	-	4,824	4,824	5,890
Disposal proceeds	(96)	(4,990)	(5,086)	(6,024)
Cash movements	-	158	158	66
Distribution to general reserves	-	-	-	(2,625)
Realised gain	-	685	685	1,317
Unrealised gain	334	1,878	2,212	5,175
Market value at the end of the period	1,559	32,784	34,343	31,550

Company	Investment properties	Other investments	2022 Total	2021 Total
	£'000	£'000	£'000	£'000
Market value at the start of the period	1,321	30,486	31,807	28,008
Additions at cost	-	4,824	4,824	5,890
Disposal proceeds	(96)	(4,990)	(5,086)	(6,024)
Cash movements	-	158	158	(58)
Distribution to general reserves	-	-	-	(2,625)
Realised gain	-	685	685	1,317
Unrealised gain	334	1,878	2,212	5,299
At 31 March	1,559	33,041	34,600	31,807

Investment properties include a one-third interest in a residential care home for adults with learning difficulties. The tenant holds an option to purchase the freehold interest in the property for £265,000 plus accrued interest calculated at Barclays Bank Plc base rate with effect from 17 October 1985. The residential care home was valued by Knight Frank at £55,000 in March 2016, based on a freehold vacant possession of £1,690,000, a deferment rate of 3.75% with 94 years to expiry at that date. A desk top review of the Knight Frank valuation at the 31 March 2022 suggests no change to the valuation. The gifted property portfolio was valued by Strettons and taken into the Jewish Care portfolio at a value of £1,334,000 on 22 November 2018, a desktop review of the portfolio by Herschell Consulting Ltd at 31 March 2022 saw a valuation of £1,503,700.

Investments may be analysed as follows:

	Group		Company	
	Market value	Cost	Market value	Cost
	£'000	£'000	£'000	£'000
Investment properties	1,559	1,205	1,559	1,205
Investment in subsidiary undertakings	-	-	10	10
Sterling and foreign currency bonds	5,022	4,991	5,022	4,991
Equities and convertibles	26,483	15,813	26,742	16,072
Deposits	1,279	1,263	1,267	1,263
	34,343	23,272	34,600	23,541

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

15. Acquisitions

On 19 April 2021, Jewish Care acquired 100% share capital of Sunridge Housing Association Limited for nil consideration, under an agreement dated the 9 April 2021. The principal activity of Sunridge Housing Association Limited was the provision of residential care for the elderly and disabled at Sunridge Court.

The acquisition has been accounted for under the purchase method in the consolidated financial statements of the group.

The following table sets out the book values of the identifiable assets and liabilities acquired and their fair value to the Group:

	Net book value	Fair value adjustment	Fair value at date of acquisition
	£'000	£'000	£'000
Tangible fixed assets	914	5,259	6,173
Investments	210	-	210
Trade debtors	19	-	19
Other debtors	5	-	5
Prepayments	14	-	14
Cash at bank	573	-	573
TOTAL ASSETS	1,735	5,259	6,994
Trade creditors	(40)	-	(40)
Accruals and deferred income	(159)	-	(159)
Other creditors	(313)	-	(313)
TOTAL LIABILITIES	(512)	-	(512)
NET ASSETS	1,223	5,259	6,482
Consideration	-	-	-
Gain on acquisition	1,223	5,259	6,482

Consolidated income and consolidated profit after tax comprise income of £2,043k and loss after taxation of £50k contributed by Sunridge Housing Association Limited between the date of its acquisition and 31 March 2022.

On 1 October 2021, the trade and assets of Sunridge Housing Association Limited were transferred to the parent charity, Jewish Care, for £nil consideration. As this transaction meets the definition of a group reconstruction and the criteria of section 27.4 of the Charities SORP (FRS 102), it has been accounted for as a merger within the Charity only financial statements of Jewish Care. The assets, liabilities and funds of Jewish Care and Sunridge Housing Association Limited have been aggregated as at 19 April 2021 (the date the Association joined the Jewish Care group) within the Balance Sheet of Jewish Care (charity only) and the aggregated results of the two entities have been shown within the activities of Jewish Care (charity only) for this period. The carrying amounts of the assets, liabilities and funds in Sunridge Housing Association Limited have not been restated to their fair value and the results of Sunridge Housing Association Limited have not been aggregated within the Jewish Care activities prior to the date that the Sunridge Housing Association Limited joined the Jewish Care group.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

16. Subsidiary Undertakings and Linked Charities

Detailed below is a list of the Charity's subsidiary undertakings and linked charities, the majority of which are registered with the Charity Commission in England and Wales and all of which operate within the United Kingdom. Jewish Care Pension Trustees Limited is the only subsidiary not consolidated into the group accounts. All of the subsidiary undertakings and linked charities listed below are involved in the provision of social services to the Jewish community. Their activities are managed by Jewish Care at its principal place of business and registered office at Amelie House, Maurice and Vivienne Wohl Campus, 221 Golders Green Road, NW11 9DQ. The subsidiaries that operate from a different registered office address are JAMI and Sunridge Housing Association Limited. JAMI's registered office is Leila's House, 55 Christchurch Avenue, London, N12 0DG. Sunridge Housing Association Limited's registered office is 124 Finchley Road, London, NW3 5JS. The results of Community Trading Limited, the Joel Emanuel Trust, the Jewish Association for Mental Illness (JAMI) and Sunridge Housing Association Limited are disclosed in note 3 to the financial statements. The results of JAMI Sales and Services Limited (100% subsidiary of JAMI) are a loss of £217,450 (2020/21: £Nil) with net liabilities of £217,448 (2020/21: £2). Linked charity numbers are also disclosed where available.

Name of Subsidiary/Linked Charity Undertakings	Basis of Control-Direct except where stated as indirect

Subsidiary

Community Trading Limited	100% trading subsidiary of Jewish Care (Co. No. 02449362)
Jewish Association for Mental Illness (JAMI)	Jewish Care is the sole Company law member of JAMI (Co. No. 02618170) – Charity No. 1003345
JAMI Sales and Service Limited	100% subsidiary of the Jewish Association for Mental Illness (JAMI) – indirect
Jewish Care Pension Trustees Limited	100% subsidiary (Co. No. 02493041)
Sunridge Housing Association Limited	100% subsidiary (FCA Registration No. IP18002R)

Linked charities

Joel Emanuel Trust	Linked charity - 802559-12
The Board of Guardians and Trustees for the Relief of the Jewish Poor/ Jewish Welfare Board	Linked charity – 802559-8
Jewish Blind Society	Linked charity – 802559-9
Jewish Home and Hospital at Tottenham	Linked charity – 802559-7
Stepney Jewish (B'nai B'rith) Clubs and Settlement	Linked charity – 802559-5
Redbridge Jewish Youth and Community Centre	Linked charity - 802559-6
Brighton and Hove Jewish Home	Linked charity – 802559-4
Maurice and Samuel Lyon Home	Linked charity – 802559-2
H E David Fund	Linked charity – 802559-10
Sophia Gardner Fund	Linked charity – 802559-15
A E Franklin Fund	Linked charity – 802559-16
Alexander Jacob Memorial Fund	Linked charity – 802559-17
Jewish Convalescent Home (Brighton Branch)	Linked charity – 802559-18
R A Schlesinger Fund	Linked charity – 802559-19
Nathan Simpson Trust	Linked charity – 802559-20
The Levy Charitable Trust	Linked charity – 802559-3
George Julian Egerton Fund	Linked charity – 802559-1

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Notes to the Accounts for the year ended 31 March 2022

16. Subsidiary Undertakings and Linked Charities (cont'd)

Name of Subsidiary/Linked Charity Undertakings	Basis of Control-Direct except where stated as indirect
Endowment Funds as linked charities	
Clara Baroness De Hirsch Convalescent Fund	Linked charity – 802559-14
Maitland Joseph Trust	Linked charity – 802559-11
The Anthony and Annie Muller Seaside Convalescent Home	Linked charity – 802559-13
Name of Dormant Subsidiary	Basis of Control
Jewish Family Services Limited	(Co. No. 03196138) 100% subsidiary
Friends of the London Jewish Hospital Limited	(Co. No. 00267419) Common Management control
Jewish Care Community Foundation Limited	(Co. No. 03071151) Common Management control

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

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

Linked charities

Linked charities of which there are 20 are administered by Jewish Care, all of which are linked as predecessor organisations to Jewish Care having been providing care and support for the community since the 1850s. Details of governing documents, charitable objects, areas of benefit and registration history are set out as follows. The activities and achievements of Jewish Care and its linked charities are outlined throughout this report and review, and fully demonstrate that the Charity is providing public benefit. The charitable purposes and history of each of the linked Charities are set out as follows:

George Julian Egerton Fund– 802559-1 – will of George Julian Egerton dated 21 March 1961. To meet the needs of those Jewish ladies and gentlemen of good family who having lived in comfortable conditions in earlier life find themselves in middle or old age in reduced circumstances and lacking the comforts to which they were formerly accustomed and thus enabling such persons to live more comfortably and in conditions more nearly approximating to those which they previously enjoyed. Registered as a linked charity on the 26 November 2008. Funds were applied to the general purposes of Jewish Care as agreed with the Charity Commission in January 2009.

Maurice and Samuel Lyon Home – 802559-2 – will proved 29 June 1931 and scheme of the 18 November 1932 as amended by a scheme of the commissioners dated 31 December 1990 (as affected by a uniting direction made under s.96 Charities Act 1993 dated 24 October 2008). Home for convalescent persons of the Jewish faith. Registered as a linked charity on the 26 November 2008. Please refer to note 24 for further information.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

16. Subsidiary Undertakings and Linked Charities (cont'd)

The Levy Charitable Trust – 802559 - 3 - scheme sealed 7 March 1996 (as affected by a uniting direction made under s.96 Charities Act 1993 and dated 24 October 2007). The relief of persons of the Jewish faith (wherever resident but in particular those residing in the United Kingdom) who are in need, or suffering sickness, hardship or distress, or who suffer visual or other physical or mental impairment resulting in disability or handicap. Registered as a linked charity on the 26 November 2008. Funds were applied to the general purposes of Jewish Care as agreed with the Charity Commission in January 2009.

Brighton and Hove Jewish Home – 802559-4 - declaration of trust dated 19 November 1952 as amended by scheme of the charity commissioners 22 August 1996 (as affected by a uniting direction made under s96 Charities Act 1993 dated 24 October 2008). For the residence of persons being aged, poor and ailing respectable persons of the Jewish faith, who are not under the age of 60 years and who have resided continuously in the county of Sussex for a period of not less than 3 years immediately prior to the application for admission. Registered as a linked charity on the 26 November 2008.

Stepney Jewish (B'nai B'rith) Clubs and Settlement – 802559-5 - memorandum and articles of association incorporated 14 July 1937 as amended 6 December 1949, 20 July 1954, 8 September 1959 and 25 November 1964 ((as affected by a uniting direction made under s96 of the Charities Act 1993 24 October 2008). To establish clubs for poor girls and infant welfare and play centres and generally to promote welfare of the poor and the relief of distress by social, educational and religious agencies. Registered as a linked charity on 26 November 2008. The Stepney Jewish (B'nai B'rith) Clubs and Settlement is a dormant entity, please refer to the financial statements filed at Companies House under company number 00329785.

Redbridge Jewish Youth and Community Centre – 802559-6 - constitution adopted 3 May 1967 as amended 9 June 1975, trust deed dated 18 March and schemes of the 7 April 1976 (as affected by a uniting direction made under s.96 of the Charities Act 1993 dated 24 October) to provide a youth centre for the use of young persons residing in or near the London Borough of Redbridge particularly such young persons as are of the Jewish faith, and in particular for the use of meetings, lectures and classes and for other forms of recreation and leisure time occupation for the purposes of educating and assisting young persons to develop their physical, mental and spiritual capacities so that they may grow to full maturity as individuals and members of society and that their conditions of life may be improved. Registered as a linked charity on 26 November 2008. Redbridge Jewish Youth and Community Centre merged with Jewish Care pursuant to a transfer dated 15 August 1997.

The Jewish Home and Hospital at Tottenham – 802559-7 - the laws of the home as amended 15 September 1963 and 22 November 1992 (as affected by a uniting direction made under s.96 of the Charities Act 1993 dated 24 October 2008). 1. To provide for the care, maintenance and medical treatment of persons of the Jewish faith, 16 years of age and over, who are permanently disabled by chronic disease, accident or deformity (certain diseases are excepted), 2. To support the charitable purposes of Jewish Care. Registered as a linked charity on 26 November 2008. Funds were applied to the general purposes of Jewish Care as agreed with the Charity Commission in January 2009.

The Board of Guardians and Trustees for the Relief of the Jewish Poor, commonly known as the Jewish Welfare Board – 802559-8 - laws of the Board adopted on 29 March 1967 confirmed 5 April 1967 as amended 15 November 1967, 18 March 1992 and scheme of 14 December 1989 (as affected by a uniting direction made under s.96 of the Charities Act 1993 dated 24 October 2006). To relieve the poverty and to ameliorate the condition of the Jewish poor of the metropolis. Registered as a linked charity on the 26 November 2008. One of the main predecessor organisations of Jewish Care.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

16. Subsidiary Undertakings and Linked Charities (cont'd)

The Jewish Blind Society – 802559-9 - laws and regulation adopted 3 May 1965 as amended 19 March 1992. The assistance of needy members of the Jewish faith who are totally blind or registered blind or partially sighted and their dependants. Registered as a linked charity on 26 November 2008. One of the main predecessor organisations of Jewish Care.

HE David Fund – 802559-10 - legacy from 1935, income preferably for international work. Registered as a linked charity on the 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Maitland Joseph Trust – 802559-11 - will dated 20 January 1962 as amended by scheme dated 17 April 2018 the object of the Charity is, for the public benefit, the relief of the elderly in need, in particular by providing specially designed or adapted housing. Registered as a linked charity on 3 June 2009. Please refer to note 24 for further information.

Joel Emanuel Trust - 802559-12 - scheme of the Charity Commissioners dated 30 December 1976, as amended by scheme dated 24 January 2006, the relief of financial hardship of persons of the Jewish faith in particular those in housing need. Registered as a linked charity on 3 June 2009. Please refer to the separate audited financial statements for the Joel Emanuel Trust for the year ended 31 March 2022 and note 24 for further information.

The Anthony and Annie Muller Seaside Convalescent Home – 802559-13 - chancery scheme of 8 July 1924 and scheme of 28 June 1961. The establishment of a seaside convalescent home for children and the payment for convalescent treatment for children and adults. Registered as a linked charity on the 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on the 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Clara Baroness De Hirsch Convalescent Fund – 802559-14 - schemes of 2 August 1898, 4 July 1930 and 16 March 1934. Defraying cost of maintenance in convalescent homes for sick or infirm poor. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Sophia Gardner Fund – 802559-15 – letter dated 3 October 1960, income for gifts for orphan boys. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

A E Franklin Fund – 802559-16 – letter of September 1926, income for non-medical extras for short period convalescent children at the Muller home. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Alexander Jacob Memorial Fund – 802559-17 – Board minute of 8 February 1904, income for widows. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

16. Subsidiary Undertakings and Linked Charities (cont'd)

Jewish Convalescent Home (Brighton Branch) – 802559-18 – schemes of 14 August 1931 and 30 June 1950, convalescent treatment for poor Jewish patients. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

R A Schlesinger Fund – 802559-19 – letter dated 15 April 1963, income for the benefit of convalescent children. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Nathan Simpson Trust – 802559-20 – order of High Court Justice, Chancery Division 31 July 1885, income for the benefit of deserving poor young kindred or other deserving poor young persons. Registered as a linked charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on the 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

17. Debtors

	Group	Group	Company	Company
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Trade Debtors	3,492	3,087	3,215	3,003
Amounts owed by subsidiary undertakings	-	-	2,937	1,683
Other debtors	1,083	849	611	258
Related Party Debtor	446	419	446	419
Monies due from HM Revenue & Customs	1,481	145	281	101
Prepayments	901	1,040	812	947
Accrued income	7,101	1,651	5,002	446
	14,504	7,191	13,304	6,857

18. Stock

Group and Company	2022	2021
	£'000	£'000
Food and cleaning stocks	111	118
	111	118

Stocks represent unused and unsold food and cleaning stocks at the 31 March.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

19. Creditors – Amounts falling due within one year

	Group 2022	Group 2021	Company 2022	Company 2021
	£'000	£'000	£'000	£'000
Barclays loan facility	2,500	3,732	2,500	3,732
Trade creditors	4,009	3,239	3,730	3,031
Other creditors	1,688	1,674	1,972	1,517
Taxation and social security	769	688	718	645
Accruals	2,949	1,637	2,313	1,570
Deferred Income (note 20)	126	341	116	335
	12,041	11,311	11,349	10,830

20. Deferred Income

	Group	Company
	£'000	£'000
Balance at 1 April 2021	341	335
Amount added to income earned from charitable activities	1,285	1,281
Amount released from charitable activities	(1,500)	(1,500)
Balance at the 31 March 2022	126	116

Deferred income relates to income received from donors that is subject to performance conditions that require its use at a later date.

21. Financial Instruments

	Group 2022	Group 2021	Company 2022	Company 2021
	£'000	£'000	£'000	£'000
Financial assets measured at fair value	31,505	29,377	31,764	29,636

Financial assets measured at fair value represent our listed investments.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

22. Creditors – Amounts falling due after more than one year

	Group 2022	Group 2021	Company 2022	Company 2021
	£'000	£'000	£'000	£'000
Barclays loan facility	15,800	20,550	15,800	20,550
	15,800	20,550	15,800	20,550

In April 2008, Jewish Care arranged a revolving facility loan facility with Barclays Bank PLC of up to £15m for a revolving period of 5 years and a term of 10 years, to assist the financing of the development of the care campus at 221 Golders Green Road, NW11 9DQ. The facility is secured on the development. As of the 14 April 2013 the revolving period had expired with quarterly capital payments commencing in July 2013, the outstanding balance on the facility was fully repaid in March 2022. In February 2019, Jewish Care arranged a joint facility of £21.3m with Barclays Bank PLC for the development of the Sandringham Care Campus at Stanmore (Facility A - £13m – revolving loan facility) and Wohl Court, Retirement Living at Hendon (Facility B - £8.3m - long term borrowing). The balance outstanding on this joint facility at the 31 March 2022 was £18.3m to include a facility reduction instalment of £3m in November 2021, this facility is secured on the freehold of both sites at Stanmore and Hendon. The key facility terms are as set out below:

Facility A - £13m revolving loan facility (22 February 2019)

£10m outstanding at 31 March 2022. *Interest rate* – 1.75% over SONIA, a switch from LIBOR to SONIA as the reference rate/benchmark to calculate interest under the agreement was approved in November 2021 prior to LIBOR replacement from 31 December 2021. There are no additional financial exposures as a result of this change other than in the normal course of business. *Capital* - facility reduction instalment of £2.5m in June 2022. *Facility Termination* – 22 February 2024.

Facility B - £8.3m term loan facility (22 February 2019)

£8.3m outstanding at 31 March 2022. *Interest rate* – 1.85% over SONIA, a switch from LIBOR to SONIA as the reference rate/benchmark to calculate interest under the agreement was approved in November 2021 prior to LIBOR replacement from 31 December 2021. There are no additional financial exposures as a result of this change other than in the normal course of business. *Capital* - even amortisation over a 25 year period on the 6th anniversary of the facility agreement, 22 February 2025, £332k pa. *Facility Termination* - 22 February 2029.

Included in creditors are:

	Group 2022	Group 2021	Company 2022	Company 2021
	£'000	£'000	£'000	£'000
Amounts repayable by instalments falling due after more than five years	5,312	6,640	5,312	6,640
	5,312	6,640	5,312	6,640

23. Result of the Charitable Company

As permitted by Section 408 of the Companies Act 2006, the parent undertaking's income and expenditure account has not been included in these financial statements. The net surplus for the year attributable to Jewish Care, including capital receipts but excluding unrealised gains and losses on investments and the unrealised pension scheme gain is £16.190m (2020/21: £5.718m).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

24. Endowment Funds Group/Company 2022

The funds below represent the value of the endowments at the 31 March 2022 which were to provide support to the general objectives of Jewish Care.

	1 April 2021	Income	Expenditure	Gain	31 March 2022
	£'000	£'000	£'000	£'000	£'000
Maurice and Samuel Lyon Home	602	-	(26)	-	576
Joel Emanuel Trust ¹	6,096	9	(109)	188	6,184
Other trusts	448	7	-	34	489
Maitland Joseph Trust ²	9,738	-	-	38	9,776
	16,884	16	(135)	260	17,025

1. Please refer to the financial statements for the Joel Emanuel Trust for further information.

2. £7m of the Maitland Joseph endowment funds were applied to the care campus development at Sandringham in Stanmore in 2018 with £2.3m of the same fund applied to the development of the Betty and Asher Loftus campus in Friern Barnet over a period of 3 years from 2015.

Endowment Funds Group/Company 2021

The funds below represent the value of the endowments at the 31 March 2021 which were to provide support to the general objectives of Jewish Care. Transfers include the re-allocation of funds between restricted and general funds.

	1 April 2020	Income	Expenditure	Gain	31 March 2021
	£'000	£'000	£'000	£'000	£'000
Maurice and Samuel Lyon Home	628	-	(26)	-	602
Joel Emanuel Trust ¹	5,799	-	(110)	407	6,096
Other trusts	388	7	-	53	448
Maitland Joseph Trust ²	9,657	-	-	81	9,738
	16,472	7	(136)	541	16,884

1. Please refer to the financial statements for the Joel Emanuel Trust for further information on this Trust.

2. £7m of the Maitland Joseph endowment funds were applied to the care campus at Sandringham at Stanmore, £2.3m of the same fund was applied to Betty and Asher Loftus campus in prior years.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

25. Restricted Funds – Group and Company 2022

	1 April 2021	Income	Expenditure	Net Gains/ Transfers in/(out)	31 March 2022
	£'000	£'000	£'000	£'000	£'000
Michael Sobell Community Centre ¹	-	171	(171)	-	-
Kun Mor and George Kiss ¹	-	1	(1)	-	-
Vi & John Rubens ¹	-	14	(14)	-	-
Sinclair House/Redbridge ²	3,508	25	-	(656)	2,877
Stepney Community Centre	-	127	(127)	-	-
Otto Schiff	-	68	(68)	-	-
Lady Sarah Cohen House	-	99	(99)	-	-
Anita Dorfman	-	27	(27)	-	-
Rosetrees	-	3	(3)	-	-
Disability Arts & Dementia	-	127	(127)	-	-
JC Direct & Community Support	-	73	(73)	-	-
Selig Court	-	70	(70)	-	-
Others ³	1	413	(414)	-	-
Sandringham ⁴	-	4,491	-	(4,491)	-
Pears Court	-	60	(60)	-	-
Sunridge	-	16	(16)	-	-
ICF Funding ⁵	-	1,416	(1,416)	-	-
Hyman Fine ⁷	-	-	-	658	658
Total – Company	3,509	7,201	(2,686)	(4,489)	3,535
JAMI ⁶	61	243	(272)	-	32
Total – Group	3,570	7,444	(2,958)	(4,489)	3,567

1. The receipt of restricted donations relate to funds that are soft credited to our Care Homes and Day and Community Centres to contribute to services solely for the benefit of our residents and members.

2. Restricted donations have been received over the years to part fund a brand-new development on the site of the current Redbridge Community Centre (RJCC), £886k of which has been spent on planning fees and duly capitalised. A recent and complete re-design of the development to meet the communities needs has been made with the submission of a second planning application; this has resulted in the write off of £656k of first round planning fees and associated costs.

3. Other restricted funds consist of funds that are used to fund entertainment and therapeutic services for the residents in our Care Homes and members in our Community Centres and other smaller amounts with restricted spending requirements.

4. The capital pledges received are towards the funding of the Sandringham Campus development at Stanmore which is now fully operational. Capital pledge redemptions are restricted to fund the project spend with the building and development applied for general purpose charitable use by means of a Care Home, Day and Community Centre and Retirement Living apartments with the transfer of all funding received to designated reserves, part of unrestricted funds.

5. Please refer to note 7 for the details of the receipt and application of government funded Infection Control Funding (ICF).

6. Please refer to the JAMI Charity accounts for the details of the restricted fund movements for the year.

7. Hyman Fine – this represents the transfer of the Brighton and Hove Jewish Home from designated reserves to restricted reserves.

Income excluding Infection Control Funding (ICF) relates to all fundraising income specifically raised for the services as detailed above.

Expenditure relates to all expenditure linked to that with which it was fundraised for.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

25. Restricted Funds – Group and Company 2021

	1 April 2020	Income	Expenditure	Net Gains/ Transfers in/(out)	31 March 2021
	£'000	£'000	£'000	£'000	£'000
Holocaust Survivors' Centre ¹	-	15	(15)	-	-
Michael Sobell Community Centre ¹	-	206	(206)	-	-
Kun Mor and George Kiss ¹	-	6	(6)	-	-
Vi & John Rubens ¹	-	17	(17)	-	-
Sinclair House/Redbridge ²	3,508	145	(145)	-	3,508
Special Day Centres	-	3	(3)	-	-
Stepney Community Centre	-	24	(24)	-	-
Otto Schiff	-	29	(29)	-	-
Lady Sarah Cohen House	-	45	(45)	-	-
Anita Dorfman	-	52	(52)	-	-
Sidney Corob	-	54	(54)	-	-
Rosetrees	-	5	(5)	-	-
Disability Arts & Dementia	-	14	(14)	-	-
JC Direct & Community Support	-	185	(185)	-	-
Selig Court	-	9	(9)	-	-
Others ³	-	29	(28)	-	1
Sandringham ⁴	-	6,399	-	(6,399)	-
ICF Funding (note 7)	-	1,352	(1,352)	-	-
Total - Company	3,508	8,589	(2,189)	(6,399)	3,509
JAMI ⁵	35	737	(231)	(480)	61
Totals - Group	3,543	9,326	(2,420)	(6,879)	3,570

1. The majority of the receipts of donated funds relate to funds that are soft credited to our Homes and Day Centres to contribute to the operating expenditure of those services.

2. Sinclair House/Redbridge is a day centre providing a facility for the whole community both young and old, with special day care for the needs of clients with Alzheimer's. Funds have been received to develop the site, £804k of which has been spent on planning fees and duly capitalised pending full development of the site, other transfers relate to cash designated for use on this project.

3. Other restricted funds consist of funds that are to be used to fund entertainment for the residents in the Care Homes and other smaller amounts with restricted spending requirements.

4. The majority of the capital pledges received are towards the development of the Sandringham campus at Stanmore currently in the second phase of construction. Monies are restricted to fund the project spend with the building and development applied for general purpose charitable use by means of a Care Home, Day and Community Centre and Retirement Living apartments with the transfer of all funding received to designated reserves, part of unrestricted funds.

5. Please refer to the JAMI Charity accounts for the details of the restricted fund movements for the year.

Income excluding Infection Control Funding (ICF) relates to all fundraising income specifically raised for the services as detailed above. Expenditure relates to all expenditure linked to that with which it was fundraised for.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

26. Summary of Funds 2022

Group	Brought forward 1 April 2021	Income	Expenditure	Gains	Transfers in/(out)	Carried forward 31 March 2022
	£'000	£'000	£'000	£'000	£'000	£'000
General funds	29,194	74,331	(53,888)	2,637	(511)	51,763
Designated funds	106,942	915	(3,743)	-	5,000	109,114
Pension fund	(14,408)	-	248	6,119	-	(8,041)
Restricted funds	3,570	7,444	(2,958)	-	(4,489)	3,567
Endowment funds	16,884	16	(135)	260	-	17,025
Total Funds	142,182	82,706	(60,476)	9,016	-	173,428

Please refer to the individual notes on endowment and restricted funds for further details on transfers.

Summary of Funds 2021

Group	Brought forward 1 April 2020	Income	Expenditure	Gain/(losses)	Transfers in/(out)	Carried forward 31 March 2021
	£'000	£'000	£'000	£'000	£'000	£'000
General funds	22,506	54,887	(52,183)	5,951	(1,967)	29,194
Designated funds	101,548	-	(3,452)	-	8,846	106,942
Pension fund	(10,589)	-	90	(3,909)	-	(14,408)
Restricted funds	3,543	9,786	(2,880)	-	(6,879)	3,570
Endowment funds	16,472	7	(136)	541	-	16,884
Total Funds	133,480	64,680	(58,561)	2,583	-	142,182

Please refer to the individual notes on endowment and restricted funds for further details on transfers.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

26. Summary of Funds 2022

Company

	Brought forward 1 April 2021	Income	Expenditure	Gain	Transfers in/(out)	Carried forward 31 March 2022
	£'000	£'000	£'000	£'000	£'000	£'000
General funds	27,022	66,881	(52,434)	2,637	4,660	48,766
Designated funds	107,021	913	(3,814)	-	(171)	103,949
Pension fund	(14,408)	-	248	6,119	-	(8,041)
Restricted funds	3,509	5,786	(1,271)	-	(4,489)	3,535
Endowment funds	16,884	16	(135)	260	-	17,025
Total Funds	140,028	73,596	(57,406)	9,016	-	165,234

Summary of Funds 2021

Company

	Brought forward 1 April 2020	Income	Expenditure	Gain/(losses)	Transfers in/(out)	Carried forward 31 March 2021
	£'000	£'000	£'000	£'000	£'000	£'000
General funds	21,465	54,478	(51,578)	5,950	(3,293)	27,022
Designated funds	100,869	-	(3,541)	-	9,693	107,021
Pension fund	(10,589)	-	90	(3,909)	-	(14,408)
Restricted funds	3,508	7,237	(836)	-	(6,400)	3,509
Endowment funds	16,472	7	(136)	541	-	16,884
Total Funds	131,725	61,722	(56,001)	2,582	-	140,028

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

27. Analysis of Group Net Assets Between Funds 2022

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£'000	£'000	£'000	£'000	£'000	£'000
Fund Balances at						
31 March 2022						
Tangible fixed assets	14,024	889	127,019	-	-	141,932
Intangible fixed assets	-	-	395	-	-	395
Investments	2,873	-	-	31,470	-	34,343
Current assets	128	2,678	-	29,834	-	32,640
Liabilities	-	-	(18,300)	(9,541)	-	(27,841)
Pension scheme liability	-	-	-	-	(8,041)	(8,041)
Total Net Assets	17,025	3,567	109,114	51,763	(8,041)	173,428

Designated funds represent the net book value of Jewish Care's unrestricted tangible and intangible fixed assets of £127,414k and the Barclays loan facilities of £(18,300)k.

Analysis of Group Net Assets Between Funds 2021

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£'000	£'000	£'000	£'000	£'000	£'000
Fund Balances at						
31 March 2021						
Tangible fixed assets	14,150	841	126,848	-	-	141,839
Intangible fixed assets	-	-	644	-	-	644
Investments	2,613	-	-	28,937	-	31,550
Current assets	121	2,729	-	11,568	-	14,418
Liabilities	-	-	(20,550)	(11,311)	-	(31,861)
Pension scheme liability	-	-	-	-	(14,408)	(14,408)
Total Net Assets	16,884	3,570	106,942	29,194	(14,408)	142,182

Designated funds represent the net book value of Jewish Care's unrestricted tangible and intangible fixed assets £127,492k and the Barclays loan facilities of £(20,550)k, amounts due in more than one year.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

27. Analysis of Company Net Assets Between Funds 2022

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£'000	£'000	£'000	£'000	£'000	£'000
Fund Balances at						
31 March 2022						
Tangible fixed assets	14,024	889	121,854	-	-	136,767
Intangible fixed assets	-	-	395	-	-	395
Investments	2,873	-	-	31,727	-	34,600
Current assets	128	2,646	-	25,888	-	28,662
Liabilities	-	-	(18,300)	(8,849)	-	(27,149)
Pension scheme liability	-	-	-	-	(8,041)	(8,041)
Total Net Assets	17,025	3,535	103,949	48,766	(8,041)	165,234

Designated funds represent the net book value of Jewish Care's unrestricted tangible and intangible fixed assets of £122,249k and the Barclays loan facilities of £(18,300)k.

Analysis of Company Net Assets Between Funds 2021

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£'000	£'000	£'000	£'000	£'000	£'000
Fund Balances at						
31 March 2021						
Tangible fixed assets	14,150	841	126,927	-	-	141,918
Intangible fixed assets	-	-	644	-	-	644
Investments	2,613	-	-	29,194	-	31,807
Current assets	121	2,668	-	8,658	-	11,447
Liabilities	-	-	(20,550)	(10,830)	-	(31,380)
Pension scheme liability	-	-	-	-	(14,408)	(14,408)
Total Net Assets	16,884	3,509	107,021	27,022	(14,408)	140,028

Designated funds represent the net book value of Jewish Care's unrestricted tangible and intangible fixed assets £127,571k and the Barclays loan facilities of £(20,550)k.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

28. Notes to the Statement of Cash Flow

Reconciliation of net income to net cash outflow from operating activities

	2022	2021
	£'000	£'000
Net income for the year	22,230	6,119
Adjustments for:		
Depreciation and amortisation charges	3,928	3,568
Asset write off (Redbridge first round planning fees)	656	-
Profit on disposal of Property	(11,882)	(2,882)
Increase/(decrease) in creditors within one year	1,962	(4,134)
Adjustment for pension funding	(248)	(524)
Net surplus on acquisition of subsidiary (note 15)	(6,482)	-
(Increase)/decrease in debtors & stock	(7,306)	(1,925)
Net dividends, interest and returns on investments	(793)	(964)
Net cash provided by/(used) operating activities	2,065	(742)

Analysis of changes in cash during the year

	2022	2021
	£'000	£'000
At 1 April	7,109	6,284
Net cash inflow	10,916	825
At 31 March	18,025	7,109

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

28. Notes to the Statement of Cash Flow (cont'd)

Analysis of change in net debt

	At 1 April 2021	Cashflow	Acquisition of subsidiary	Transfer	At 31 March 2022
	£'000	£'000	£'000	£'000	£'000
Cash at bank and on hand	7,109	10,343	573	-	18,025
Barclays loan facility	(3,732)	5,982	-	(4,750)	(2,500)
Debt due within one year	(3,732)	5,982	-	(4,750)	(2,500)
Barclays loan facility	(20,550)	-	-	4,750	(15,800)
Debt due after one year	(20,550)	-	-	4,750	(15,800)
Total net debt	(17,173)	16,325	573	-	(275)

Analysis of cash and cash equivalents

	2022	2021
	£'000	£'000
Cash in Hand	18,025	7,109
Total cash and cash equivalents	18,025	7,109

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

29. Pensions

General

Jewish Care has two pension schemes, the first being the Group Personal Pension plan, a defined contribution scheme administered by Legal and General, with total contributions (employer and employee) of £2.1m being paid in the year ended 31 March 2022, (2020/21: £2.1m). Group Personal Pension plan liabilities at the 31 March 2022 were £91k (2020/21: £67k), these contributions are unpaid at the year end. The second scheme is the Jewish Care Pension Scheme, a defined benefit scheme for the benefit of the employees; the scheme was closed to new entrants on the 1 February 2006 and closed to future benefit accrual as at the 31 March 2011. The assets of the scheme are administered by the Jewish Care Pension Scheme Trustees in a fund separate from that of the Charity. A full actuarial valuation was carried out at 1 April 2019 by Barnet Waddingham. In relation to the deficit on the defined benefit pension scheme, an arrangement is in place for Jewish Care and JCHA (Jewish Community Housing Association – a non-related entity) agreed by the Jewish Care Pension Trustees in relation to the actuarial assumptions and the recovery plan with relevant contribution arrangements. A collateral security arrangement (fixed security on the Maurice and Vivienne Wohl Campus) a deed of priority and a revised investment strategy have been agreed by Jewish Care and the Pension Trustees. This reduces the Charity's exposure to any potential deterioration of the funding position in the future. As part of the Covid-19 financial mitigation, Jewish Care negotiated a 3-month suspension of defined benefit contributions and also a 50% reduction in those contributions on the recommencement of the payments in July 2020 until March 2022 in agreement with the directors of the Jewish Care Pension Trustee. In agreement with the Jewish Care Pension Trustees, the contributions to the scheme from Jewish Care were £819,000 per annum from the 1 July 2020 to the 31 March 2022 and from the 1 April 2022 will increase to £1,691,000 per annum.

The cash contribution made by the employers over the financial year in respect of the scheme was £819,000 (2020/21: £614,000). The charge to the accounts under FRS102 was £571,000 (2020/21: £524,000). The contribution rate made by the Company as a percentage of pensionable salary was 4% (2020/21: 4%).

The principal actuarial assumptions used in the FRS102 calculations are as set out below:

	2022	2021
Discount rate	2.80% p.a.	2.00% p.a.
Retail price index (RPI) inflation	4.00% p.a.	3.55% p.a.
Consumer price index (CPI) inflation	3.55% p.a.	3.10% p.a.
Pension increases		
RPI max 5%	3.75% p.a.	3.40% p.a.
RPI max 2.5%	2.40% p.a.	2.35% p.a.
CPI max 3%	2.70% p.a.	2.45% p.a.
Pre and Post retirement mortality assumption*	100% of S2NXA CMI_2021 [1.25%]	100% of S2NXA CMI_2017 [1.25%]
Tax free cash	Members are assumed to commute 25% of their pension as tax free cash	Members are assumed to commute 25% of their pension as tax free cash.

*see extract from table below for a male and female member at life expectancies age 45 and 65

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

29. Pensions (cont'd)

Life expectancy at age 65 Mortality assumption	31 March 2022 Years	31 March 2021 Years
Male currently aged 45	23.1	23.2
Female currently aged 45	25.9	25.9
Male currently aged 65	21.9	22.0
Female currently aged 65	24.5	24.5

Amounts recognised in the Balance Sheet	Value at 31 March 2022 £'000	Value at 31 March 2021 £'000
Fair value of assets	56,873	55,611
Present value of funded obligations	(64,914)	(70,019)
(Deficit)	(8,041)	(14,408)

Amounts recognised in the Statement of Financial Activities over the year	31 March 2022 £'000	31 March 2021 £'000
Administration costs	288	267
Interest on liabilities	1,377	1,484
Interest on assets	(1,094)	(1,239)
Past service cost	-	12
Total	571	524

Re-measurements over the year	31 March 2022 £'000	31 March 2021 £'000
(Gain) on scheme assets in excess of interest	(2,025)	(2,980)
Experience loss/(gain) on liabilities	1,127	(870)
(Gain) from changes to demographic assumptions	(309)	(527)
(Gain)/Loss from changes to financial assumptions	(4,912)	8,286
Total re-measurements (gain)/loss	(6,119)	3,909

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

29. Pensions (cont'd)

Reconciliation of assets and Defined Benefit Obligation

The change in the assets over the period was:	31 March 2022	31 March 2021
	£'000	£'000
Fair value of assets at the beginning of the period	55,611	54,027
Interest on assets	1,094	1,239
Employer contributions	819	614
Benefits paid	(2,388)	(2,982)
Administration Costs	(288)	(267)
Return on plan assets less interest	2,025	2,980
Fair value of assets at the end of the period	56,873	55,611

Analysis of scheme assets	31 March 2022	31 March 2021
	£'000	£'000
Equities	16,751	15,846
Credit funds	25,475	25,037
Liability driven investments (LDI)	13,836	13,250
Annuity policies	-	311
Insured assets	253	-
Cash and net current assets	558	1,167
	56,873	55,611

The change in the liabilities over the period was:	31 March 2022	31 March 2021
	£'000	£'000
Defined Benefit Obligation at the beginning of the period	70,019	64,616
Past service cost	-	12
Interest cost	1,377	1,484
Benefits paid	(2,388)	(2,982)
Experience (gain)/loss on defined benefit obligation	1,127	(870)
Changes to demographic assumptions loss	(309)	(527)
Changes to financial assumptions (gain)/loss	(4,912)	8,286
Defined Benefit Obligation at the end of the period	64,914	70,019

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

30. Commitments under operating leases

Group

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

	2022	2021
	£'000	£'000
Within one year		
Land & Buildings	228	204
Plant and Machinery	72	129
Between one and five years		
Land & Buildings	911	818
Plant and Machinery	119	221
Over five years		
Land & Buildings	3,058	2,702
Totals	4,388	4,074

Company

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

	2022	2021
	£'000	£'000
Within one year		
Plant and Machinery	72	129
Between one and five years		
Plant and Machinery	119	221
Totals	191	350

31. Contingent Assets

At 31 March 2022, the Group had been notified of their legal entitlement to legacies but the amount is subject to finalisation. Amounts due will be recognised in the accounts when the values are determined with reasonable certainty. It is impractical to disclose these amounts due to the nature of legacies and the inherent uncertainty of future events that determine their existence and probability of receipt.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

32. Related Party Transactions

In 2022 the following transactions took place between the Charity and its related parties:

Sunridge Housing Association Limited (Subsidiary):

Sunridge Housing Association Limited, the principal activity of which is the provision of residential care became a subsidiary of Jewish Care on the 19 April 2021. As at the 31 March 2022 there were amounts owed to Jewish Care of £780,770 relating to the transfer of the trade and assets on the 1 October 2021, the balance will be transferred on the wind up of Sunridge Housing Association in 2022/23.

Community Trading Limited (Subsidiary):

The transfer under a qualifying payment of the trading profits of Community Trading Limited (CTL) in the amount of £419,781 (2020/21: £239,387) to Jewish Care. At the 31 March 2022 there were amounts owed by Community Trading Limited of £2,049,693 (2020/21: £1,597,692). Jewish Care finances the development activities of Community Trading Limited via capital donations and a commercial loan facility in its name. Monies advanced by Jewish Care to CTL to fund the construction activities in the year ended 31 March 2022 were £437,062 (2020/21 £14,155,226). In tandem the capitalised value of work in progress construction work is transferred to Jewish Care £437,062 (2020/21 £14,054,023) with £nil eliminated on consolidation.

Joel Emanuel Trust (JET) (Linked charity):

Jewish Care operates Sidney Corob House and the Wohl Court Retirement Living scheme on behalf of the Joel Emanuel Trust, the nature of transfers to and from JET relate to operational income received and charges incurred by Jewish Care on behalf of JET. Respective operational charges of £1,679,544 (2020/21 £1,683,862), operational income of £1,809,568 (2020/21 £1,819,588) and £51,639 (2020/21 £67,039) in balance sheet movements were transferred to the JET entity for Sidney Corob in the year. Respective operational charges of £208,035 (2020/21: £207,354) and operational income of £111,054 (2020/21: £126,326) were transferred to the JET entity for Wohl Court in the year ended 31 March 2022. At the 31 March 2022 there were amounts owed by JET of £151,399 (2020/21 owed to JET £6,824).

JC Switzerland Foundation (Common Trustee):

JC Switzerland is an independent foundation. There were no transactions during the year, at the 31 March 2022 there were amounts owed to Jewish Care of £36,483 (2020/21 £36,483).

Jewish Association for Mental Illness (JAMI) (Subsidiary):

The transfer of grant funding to the Jewish Association for Mental Illness in the amount of £715,257 (2020/21: £779,028). At the 31 March 2022 there was an amount due to Jewish Care of £59,319 from JAMI (2020/21: owed to Jewish Care £49,295). £59,319 has been charged by Jewish Care to JAMI for property and IT costs in the year ended 31 March 2022 (2020/21: £49,295).

Jewish Care Staff Benevolent Association (Related Party)

The Jewish Care Staff Benevolent Association is a separate Charity with registration number 220470. Members of the Association are Jewish Care staff members, the aim of the Charity is to grant relief and assistance to Jewish Care staff as is the nature of the related party relationship. Loans are advanced by an independent loans committee and repaid via repayments mandated to salaries. The related party balance with Jewish Care at the 31 March 2022 is £445,690 (2020/21:£419,494), the balance of which relates to the use of Jewish Care as the conduit to make the loan advances to staff.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

32. Related Party Transactions (cont'd)

Two former JAMI Trustees are also Trustees of Charitable Trusts which made donations to JAMI during the year. Robert Shemtob is a Trustee of the K C Shasha Charitable Trust, amount received was £20,000 (2020/21: £20,000) and Raymond Harris is a Trustee of the Atkin Foundation, amount received was £20,000 (2020/21: £20,000).

Jonathan Zenios, Chairman and Trustee is also a Trustee of the Jewish Leadership Council, an independent membership organisation of which Jewish Care paid an annual membership fee of £28,711 for the year ended 31 March 2022 (2020/21: £27,578).

Adam Dawson, Trustee is also the Chair and Trustee of the Jewish Association for Mental Illness, JAMI (subsidiary). JAMI is in receipt of a grant £715,257 from Jewish Care for the year ended 31 March 2022 (2020/21: £779,028).

Harold Gittlemon, Trustee is also a Trustee and Vice Chair of Camp Simcha. Camp Simcha rents office space from Jewish Care. The rent received in the normal course of business was £46,200 in the year ended 31 March 2022 (2020/21 £45,409).

Matthew Weiner, Trustee (retired 21 March 2022) is also a Director of the trading subsidiary Community Trading Limited.

Michael Brodtman, Trustee is also a Director of the trading subsidiary Community Trading Limited.

None of the Trustees received any remuneration or expenses from their work associated with the Charity. Donations received from Trustees without restrictions were £108k (2020/21: £234k).

33. Post Balance Sheet Events

Home Closure (non-adjusting event)

Against a backdrop of demographic and financial challenges in Brighton and Hove, the Trustee Board of Jewish Care approved the closure of Hyman Fine House to complete by the end of September 2022. Residents will be supported to move to their home of choice, some of whom will transfer to other homes within Jewish Care.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2022

34. Consolidated Statement of Financial Activities for the year ended 31 March 2021

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
		£'000	£'000	£'000	£'000
Income and endowments from:					
Donations and legacies		21,325	1,110	-	22,435
Capital project donations		-	6,864	-	6,864
Charitable activities		29,521	-	7	29,528
Other income		460	1,352	-	1,812
Other trading entities		6	-	-	6
Investments		1,153	-	-	1,153
Disposal of Property		2,882	-	-	2,882
Total		55,347	9,326	7	64,680
Expenditure on:					
Raising funds:					
<i>Fundraising</i>		2,554	-	-	2,554
<i>Investment fees</i>		192	-	-	192
Charitable activities		53,259	2,420	136	55,815
Total		56,005	2,420	136	58,561
Net gain on investments		5,951	-	541	6,492
Net income		5,293	6,906	412	12,611
Transfer between funds	26	6,879	(6,879)	-	-
Actuarial losses on defined benefit pension schemes		(3,909)	-	-	(3,909)
Net movement in funds		8,263	27	412	8,702
Reconciliation of funds:					
Total funds brought forward		113,465	3,543	16,472	133,480
Total funds carried forward		121,728	3,570	16,884	142,182

JEWISH CARE

England & Wales - Charity number 802559

Accounts

JEWISH CARE

A charitable company limited by guarantee

Trustees' Report and Accounts

For the year ended 31 March 2021

JEWISH CARE

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JEWISH CARE

1. CHARITY INFORMATION

Bankers

Barclays Commercial Bank
Level 28, 1 Churchill Place
London E14 5HP

Investment Advisors

Quilter Cheviot Limited
One Kingsway
London WC2B 6AN

Veritas Investment Management LLP
Riverside House
2A Southwark Bridge Road
London SE1 9HA

Auditors

External

RSM UK Audit LLP
25 Farringdon Street
London EC4A 4AB

Auditors

Internal

Haysmacintyre LLP
10 Queen Street Place
London EC4R 1AG

Solicitors

BDB Pitmans LLP
One Bartholomew Close
London EC1A 7BL

Solicitors

Stephenson Harwood LLP
1 Finsbury Circus
London EC2M 7SH

JEWISH CARE

1. CHARITY INFORMATION (cont'd)

Pension Advisors

Barnett Waddingham LLP
Decimal Place
Chiltern Avenue
Amersham HP6 5FG

Principal Office & Registered Address

Amélie House
Maurice and Vivienne Wohl Campus
221 Golders Green Road
London NW11 9DQ

Charity Registration Number

802559

Company Registration Number

02447900

Website

www.jewishcare.org

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

The Trustees have pleasure in submitting their Report incorporating the strategic report and audited financial statements for the year ended 31 March 2021.

CHAIRMAN'S OVERVIEW FOR 2020/21

2020 marked my first year as Chair of Jewish Care, which has been an incredible honour and privilege for me having been formerly involved as a Trustee and Treasurer. I took over the role of Chair from Steven Lewis in September 2020. Steven has had a remarkable life with Jewish Care: he first joined the Board 30 years ago and after serving as Vice-Chair, chaired Jewish Care for 9 years and will continue to serve the organisation as President with Lord Levy taking up the role of Life President, the organisation and I are so grateful for their continued support.

This year brought some other changes to our Board of Trustees. After many years of dedicated service as Trustees, Lord Ian Livingston, Dr Dean Noimark and Stuart Roden stepped down as Trustees of Jewish Care. We are incredibly grateful for the contributions they have made to Jewish Care as Trustees and continue to make on the various expert committees they remain part of. Current Trustee, Gayle Klein will also now serve as Jewish Care's joint Vice Chair alongside Arnold Wagner OBE, and Leah Hurst joins our Trustee Board.

Despite 2020 being incredibly challenging with the impact of the pandemic being swift and hard hitting, the flexibility and the determination of the Jewish Care team, along with clear plans meant we continued to do what we have always done: care for the most vulnerable members of our community in our Care Homes and support those living in our Retirement Living schemes and their own homes to lead happy and fulfilling lives. We have had to develop new ways of reaching people in the community, and as we look ahead into what we suspect will be a changed "normality", the types of services we provide will continue to broaden and change to reflect the needs of our community. Financially whilst we felt the significant impact of the pandemic on occupancy across our homes and having to stop all our in-person fundraising events, fortunately we end the year in a strong financial position thanks to the kindness and generosity of our community.

I want to extend my huge thanks to our incredible talented and dedicated Board of Trustees who have supported and dedicated an enormous amount of time to the organisation. We are equally fortunate to work with a highly effective and dedicated senior executive team led by Daniel Carmel-Brown. The partnership between Jewish Care's lay and executive leadership has been key to our success and resilience as an organisation. I want to also say a huge thank you to everyone who has supported us this year and continues to do so in this challenging year ahead.

Despite the many challenges that lie ahead in the new financial year, we have the resources, expertise, knowledge, governance, and skills to both surmount them and come out stronger.

Jonathan Zenios, Chairman

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

CHIEF EXECUTIVE'S OVERVIEW FOR 2020/21

Over the last year, Jewish Care has overseen some incredibly complex changes and experienced significant challenges in the face of a global pandemic that had an enormous impact on our staff, volunteers, and clients, many of whom are some of the most vulnerable people in society and rely on us for their care and support.

You can read more about the decisions we took early on in the pandemic to protect and keep safe those in our care in the Covid-19 section of this report.

One of the biggest challenges we faced was losing members of the Jewish Care family. Despite all of our efforts, sadly, 75 residents across our 10 care homes passed away either testing positive for or showing symptoms of, Covid-19. Many of these residents had underlying health issues or were already receiving end of life care. Unfortunately, we also lost a member of staff to Covid-19, along with some dear members of our community centres, supporters and dedicated lay leaders, including our former chairman Michael Goldmeier. We share the grief of each resident, member, supporter, and staff passing with their families and hold them fondly in our memory.

In August 2020, we took the difficult decision to close our Clore Manor care home in Hendon. The occupancy of all Jewish Care's homes was challenged significantly by the Covid-19 pandemic and our inability to accept any admissions into any of our homes for a 12-week period. This placed significant financial pressure on Jewish Care's resources, and it meant we had to consolidate our existing portfolio of homes where we could, in the interests of our financial sustainability whilst continuing to deliver high quality services for our residents. We had explored many other options to give Clore Manor, an ageing home, the extensive refurbishment needed for it to be an environment that meets the needs of today's residents with complex care needs. However, to do this would have required highly significant investment in an extremely challenging time. We are pleased that all residents are settled in new homes, and many have chosen to stay within Jewish Care.

Things began to look brighter when the summer arrived, and we were thrilled to be able to facilitate a number of special reunions between relatives and residents, who had not been able to see each other in-person for months. These visits were so important, not just for relatives, but for the wellbeing and mental health of our residents, including those who had made a full recovery from Covid-19.

We continued to facilitate visits in line with Government guidance throughout the winter months via visiting pods and via designated visitors. In addition to this, the large investment in technology that we made earlier in the year allowed us to continue to also facilitate as many video calls between residents and relatives as possible.

In October 2020, amidst the ongoing risk associated with the rising cases of Covid-19, there was no immediate possibility of going back into our community centres, day centres, Connect@ centres and centres for people living with dementia. This forced us to reassess and accelerate our strategic review to make sure our community services are viable, sustainable, and relevant to the communities we serve now and into the future.

Given the situation, we decided how we could best serve our members by investing in and further enhancing the outreach programme that we had developed. This involved a reorganisation of our centres to centralise and build on the success of our outreach services.

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

CHIEF EXECUTIVE'S OVERVIEW FOR 2020/21 (cont'd)

Regretfully, it meant that we were simply unable to sustain the full complement of the centres' staff that were needed to run the services when we could meet all our members in person, and we unfortunately had to say goodbye to a number of staff that worked in our community centres.

In spite of the many challenges that our homes and services faced, this did not stop the great work which happens across the organisation. To name just a few examples of this: Selig Court was assessed by the Association of Retirement Community Operators and judged once again to be an approved provider. Our Supportive Communities Tea Parties' volunteers were recognised by the London Borough of Redbridge with the 2020 Mayor's community award. Our plans to open and fill our newest Retirement Living scheme, Pears Court at Sandringham are moving forward. We have also celebrated birthdays, Jewish festivals, remarkable fundraising challenges, residents returning to homes after recovering from Covid-19, and more. We were also delighted to welcome Sunridge Court care home into our portfolio of care homes on April 19th 2021.

As we reflect on some of the more positive aspects of the year, we are regularly reminded of the truly special community that exists within Jewish Care and are so thankful to those who make it possible. This was exemplified by the commitment of our new volunteers. When lockdown began, Jewish Care put out a call for volunteers to help support our staff in what we knew would be a challenging time. Within a week, over 600 new volunteers had signed up to help with the huge effort to support older, vulnerable members in the local community. The Redbridge Jewish Community Centre packed and delivered over 3000 meals during the month of April alone. Together with staff, these volunteers made sure that hot, Kosher meals were delivered across London to those in need. By early November, we had delivered over 33,000 Meals on Wheels to those who needed them and were making over 600 calls a week to the most vulnerable and isolated members of our community. By the end of the year, we had delivered over 50,000 Meals on Wheels and made over 50,000 befriending calls. We would also like to acknowledge the great support of our donors in these difficult times.

The development and roll-out of a vaccine was a true light at the end of a tunnel in 2020, as we encouraged and continue to encourage our staff, residents and members to receive their vaccination as soon as possible.

As the financial year closes, we can see there are positive developments ahead, as we look to plan to resume in-person activity safely when Government guidance allows for it and plans are underway to allow more visitors and volunteers back into our care homes. We will, eventually, once again, be able to meet in person and hold events again.

We know that we would not be able to do the work that we do without the generous support of our Board, donors and volunteers, and we are incredibly grateful for the contributions that have been made to ensure we are able to reach our members and properly protect our residents and tenants during an incredibly challenging year.

Daniel Carmel-Brown, Chief Executive Officer

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

2a. WHAT WE DO

Jewish Care is the largest health and social care charity serving the UK Jewish community in London and the South-East. Together with our 1,000 staff members, our 3,500 volunteers, and our dedicated Trustees and lay leaders lending their time and expertise, we run 10 care homes, 3 Retirement Living Schemes, 10 Community Centres, 3 Dementia Day Centres and many support services and groups, which, touch the lives of over 10,000 people every week.

IMPACT OF COVID-19 ON WHAT WE DO

When the pandemic took hold in March 2020, Jewish Care took a number of steps to help prevent the spread of Covid-19 across all of our resources including: the introduction of a screening process upon entry to any resource; self-isolation measures where appropriate; increased deep cleaning and use of additional sanitisation and specialist cleaning products; only allowing visits to our care homes in visiting pods or from designated visitors, and following all Government guidance on social distancing measures in our Retirement Living facilities. Jewish Care also invested in and procured over two million pieces of PPE, following the lock down of our homes a week earlier than the Government's advice. Our annual fundraising dinner was cancelled but our donors rallied to support the organisation and in addition, supported the emergency appeal with funds raised via the Jewish Homes Emergency Appeal (JHEA) to support the additional financial strains of the organisation during this difficult period. Government infection control funding and rapid test funding received was utilised in full to cover the additional costs of staffing and respective mechanisms and measures to manage infection control in all of our care and community settings. Government Coronavirus Job Retention Scheme (CJRS) income was also received as staff were furloughed with the closure of our Day and Community Centres.

During the pandemic, our frontline staff showed incredible commitment and dedication to the safety and protection of our residents. Our staff and homes took, and continue to take measures, along with following Government guidance, to ensure residents are protected and kept safe. Additional pressure was also placed on staff when volunteers who would usually help with activities and cosmetic treatments were unable to enter the care homes during national lockdowns.

We implemented regular staff and resident testing as soon as this became available. All visitors are required to take a Lateral Flow Test before entering any of our buildings. Between April and July 2020, Jewish Care sent weekly communications to all relatives of residents in our homes. These became fortnightly in August 2020, as the situation in our care homes stabilised and are now sent monthly (from March 2021). The letters keep relatives well informed and updated about Covid-19 levels, deaths, measures, and changes in their loved one's home.

At the time of writing this document, all of our residents have now been offered their second vaccination, with nearly all having it, except a small minority who have declined for personal or health reasons. We actively encourage our staff to take up the vaccine and launched an internal campaign to dispel any myths they may have encountered. This included an open seminar with medical experts, which was also repeated for relatives of care home residents.

Following the closure of our community centres and ceasing in-person activity for our members in March 2020, Jewish Care increased the provision of Meals on Wheels, telephone befriending and virtual and online activity for those who were isolated, unable to access services, or lonely during the pandemic.

Between March 2020 and March 2021, we delivered over 50,000 Meals on Wheels and made over 50,000 befriending calls. Much of this was helped by the 600 new volunteers who signed up to Jewish Care at the beginning of the pandemic to offer their assistance with deliveries and calls. We are incredibly grateful to our new and existing volunteers for the support they have given us in delivering these services.

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

2a. WHAT WE DO (cont'd)

IMPACT OF COVID-19 ON WHAT WE DO (cont'd)

Volunteers who had previously helped in our care homes and Retirement Living schemes were no longer able to go to these buildings to carry out their regular activities during the pandemic but continued to do as much as possible for us online, lending their time and assistance via video calls, livestreams and virtual programmes and entertainment.

Volunteers also helped us to ensure that we could provide for our residents and community centre members during Jewish festivals. This included recording seders for Passover for others to stream online in their homes in place of in-person seders and services, delivering honey cake over Rosh Hashanah, cheesecake on Shavuot and other festival themed treats, recording various talks, prayers, and live streaming services and much more. We worked to ensure that festivals were still celebrated as much as possible, in the knowledge that these are often times spent with family and community.

We have resumed in-person activity at our community centres focusing on our strategic objective of activity around our state-of-the-art care campuses or hubs.

Contingency and response plans were and still are in place for all scenarios which may occur as a result of Covid-19 impacting the UK more widely. Jewish Care continues to regularly review the situation, along with our measures and plans and share these very openly and transparently on our website, as and when things change.

Our care and support services include the following services:

Care homes – all of our 10 care homes are committed to enable residents to receive high quality residential, nursing and dementia care in an environment that promotes meaningful lives. Electronic care plans support evidence-based care and treatment, while providing an educational function for staff with active input to policies and procedures. Our care homes are regulated and inspected by the Care Quality Commission (CQC) and we aim to provide the very best standards of care. We also offer a unique style of care which reflects the traditions, beliefs and culture shared by Jewish people. Our staff are trained to understand the Jewish culture and help residents to observe and celebrate Shabbat and the Jewish festivals in a comfortable "heimische" atmosphere. The Jewish way of life is celebrated in all of our homes, which have ongoing relationships with the community. We are open to safe admissions following strict Public Health England guidelines and measures across our care homes.

Retirement Living – Our third retirement living scheme, Pears Court, open from April 2021, is part of our strategy to continue to meet the community's aspirations and requirements. Tenants benefit from having access to communal facilities including lounges, a kosher restaurant/catering facility, a hobby room as well as a courtyard garden and excellent access to local shops and facilities. Tenants also have access to care services depending on the care needs of individuals and are adjusted as care needs change.

Community support and social work services – we have five specialist teams who can guide, support, advise and advocate in the areas of ageing and dementia, disability and welfare rights, family carers, holocaust survivors, refugees, and palliative care. Our teams work closely together with community networks, with GPs, synagogues, voluntary agencies, and other organisations including the NHS, local authorities, and other care service providers to deliver the best possible outcomes for our clients.

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

2a. WHAT WE DO (cont'd)

Our care and support services include the following services (cont'd):

Community and day centres – Our community centres are places where people can stay active, develop new skills, stay in touch with old friends and make new ones. We try to cater for all interests, by offering a wide variety of enjoyable activities for all ages, including exercise, discussions, computer lessons, social events, support groups and more. All of our centres celebrate the Jewish festivals and stay in touch with their communities by participating in activities with local synagogues and schools.

As described above we had to close our centres during the pandemic lockdown. However we are restructuring and reopening centres during the summer and autumn of 2021 to progress our long-term strategic vision of creating state-of-the-art care campuses and hubs for the community. Our community centres and centres for people living with dementia will soon operate from spaces within our Maurice and Vivienne Wohl Campus, The Betty and Asher Loftus Campus and our new Sandringham development. We are progressing plans to operate our services in East London and Essex from a new hub on the existing Redbridge Jewish Community Centre site, and we are currently in the process of obtaining planning permission.

Although our non-residential buildings, including community centres, were closed during the Covid-19 pandemic, we continued to provide a number of key services to meet the needs of our community, providing Meals on Wheels every week, a programme of virtual talks, digital entertainment, online activities, and telephone befriending services. Between April 2020 and March 2021, we delivered over 50,000 Meals on Wheels and made more than 50,000 befriending calls, which were all support by our dedicated volunteers.

Jewish Care Direct (Helpline) – is a confidential first port of call information and advice helpline offering assistance, with a wide range of health and social care queries. Our trained advisers are friendly, knowledgeable, and helpful and can provide details of all of Jewish Care's community support services in a sensitive and compassionate manner. In these unprecedented times, our telephone lines are available to support adults and carers who are considered extremely vulnerable to Covid-19, with an online and local resource library available for information and advice from other organisations. Last year, the Helpline had over 21,000 enquiries.

Mental Health and wellbeing – The Jewish Association for Mental Illness (JAMI) and Jewish Care deliver a single integrated mental health service for the Jewish Community. The services provided offer support, advice, and care to people with mental health needs, their families and loved ones. The highly experienced and skilled teams provide individual support to clients using therapeutic, social, and cultural activities, enabling people to maintain their independence and enhance their wellbeing.

Dementia care – our person-centred care encourages individuals to remain active and helps people to maintain their dignity and quality of life. We also have a specialist dementia development team to train and support our staff working in dementia care throughout the organisation. Our Singing for Memory and Memory Way Café groups continue to meet regularly online (and where possible, in person) each week.

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

2a. WHAT WE DO (cont'd)

Our care and support services include the following services (cont'd):

Home care and Live in Care (East London) – sometimes our clients need support to remain living independently in their own homes. This may mean providing someone to do the shopping, monitor a client's medication, help with personal hygiene, or provide home care assistance as often as three times a day, every day or on a "live" in basis.

Other Services

Support groups and social clubs – we facilitate over 40 different groups that offer support, encouragement, and advice to all those who attend. These groups offer support in such areas as addiction, bereavement, carers, memory way cafés, living with dementia and divorce. Other social groups promote social events to increase confidence, enhance wellbeing and support those with mental health needs, such as the Active Life Supper club, Sunday socials and the Thursday Social Club and Salt Beef Bar.

Holocaust Survivor and Refugee Services – we also offer a unique range of therapeutic services for holocaust survivors and refugees, tailored to meet their specific needs. Staff in the Shalvata centre offer practical and emotional support related to past trauma and current difficulties.

Disability services – we offer specialist services for people with disabilities, promoting independence, choice and providing support and enabling development.

Family carers support – our services for family carers provide vital information, support and representation to help people manage their caring role. We aim to offer individual support and advice about coping strategies and specialist support groups. Our Social Work and Community Support Team supported over 2000 people over the last year.

ROLE OF VOLUNTEERS

Prior to the pandemic our volunteers have been important to the service we deliver in Care Homes and critical to the services we deliver in Community and Day Centres. As a result of Covid-19, we had to stop volunteers coming into our Care Homes and as explained above, we had to shut our Community and Day Centres. However volunteers were critical to our Covid-19 response and as we explained above, 600 volunteers worked alongside staff to deliver meals on wheels and make befriending calls.

All our Trustees and Lay Leaders are also volunteers and section 2c explains their role and how significant they are to Jewish Care.

JEWISH CARE

2b. OUR VISION, PURPOSE, VALUES AND STRATEGY

Our Vision

For Jewish Care to be the care and community services provider of choice for older people in the Jewish community and to support family members every step of the way.

Our Purpose

To deliver excellent care and community support services to the community that are Jewish at heart, either directly or with others.

Jewish Care is an organisation where Jewish culture and values are shared and celebrated throughout our work. The Jewish values of care and respect for others run through all we do. We will be distinguished by the Jewishness of the services we offer, and people will choose us because of this.

Our Values

Our values are central to the way we work. They are what make us distinctive and drive how we act as individuals and as an organisation. They shape our culture. They are:

- Excellence
- Innovation
- Compassion
- Inclusiveness
- Integrity

Our Strategy

Our strategic plan for 2020-25 is available to view at www.jewishcare.org/strategy. Our strategy sets out an ambitious plan in a world of increasing change, complexity, challenges and choice. We will need to be agile and responsive and also ensure the organisation's sustainability for generations to come. Our strategic vision faces the following challenges: the changing need for care, the changing nature of Jewishness, the widening care funding gap, the growth of regulation and the changing economic landscape. We will have to make tough choices internally and constantly challenge ourselves in order to ensure that the care we provide, the people who provide it and the systems that support it are the most efficient and the most effective every day, in every interaction. The future of Jewish Care will be characterised by outstanding engagement, excellent experience, clarity of purpose, agility, efficiency and the strength of our values.

Our strategy sets out the seven priorities we want to achieve across the organisation from 2020-25, how we are approaching them and some of the ways with which we will measure success. The seven priorities are as follows and are underpinned by partnerships as everything we do requires the coming together of our workforce, our army of volunteers, our donors and the community at large.

Jewish Care will be distinctively Jewish – our aim is that the Jewishness of the experience we offer is clear, distinct and meets the needs and expectations of the community we serve. We want people to experience the Jewish values of kindness, giving and welcoming in every interaction with us.

Jewish Care will be recognised for quality and innovation – our aim is to be the social care provider of choice for older people in the Jewish community, universally recognised for the quality of our services. Jewish Care should always deliver quality, best practice and achieve full compliance with all legal and regulatory requirements.

JEWISH CARE

2b. OUR VISION, PURPOSE, VALUES AND STRATEGY (cont'd)

Our Strategy (cont'd)

Jewish Care will be integrated in our community - our aim is that the Jewish community and Jewish Care will remain central to each other. Jewish Care will develop with the members of the community we serve, as we navigate a changing world of care and evolve to provide the care that is needed and work together with our communities to shape the future of care and sustain our ability to meet their changing expectations and needs. We will engage effectively with supporters, volunteers, leaders, partners and clients to respond to their needs and provide them with first-class care and services.

Jewish Care will be the customer's choice – our aim is to develop staff and volunteers, our insights, our systems and our tools, so that we can become the social care provider of choice to the Jewish community. We should be known for the speed and excellence of our service.

Jewish Care will be an employer of choice – our aim is to be the employer of choice for talented people who share our values and have the skills we need to deliver our ambitions.

Jewish Care will be the champion of volunteering – our aim is to enable people to enjoy a first class experience as volunteers, making the most of these skills and the impact they make on the communities we serve.

Jewish Care will be a continued leader for the community for generations to come – our aim is to ensure that the governance, leadership, financial, health, resources and reputation of the organisation continue to be robust, well managed and allow us to serve the community for generations.

Over the last couple of years we have been improving our Measures of Success. Not all of the priorities were measured in FY2021 but those that were measured have been incorporated into the Aims, Achievement and Performance section of this report.

Strategic Priority	Measure of Success
Distinctively Jewish Recognised for quality and innovation Customer's choice	• CQC ratings • Health and Safety ratings • Mandatory training completion • Occupancy • Number of community and day centre members • Compliments and complaints
Integrated in our community Champion of volunteering	• Number of volunteers (front line and Trustees / lay leaders) • Amount of funds raised
Employer of choice	• Staff turnover
Continued leader for generations to come	• Occupancy • Proportion of self-funders • Staff to resident ratios • Amount of funds raised (also above) • Financial performance vs budget • Investment performance vs target

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT

Our Constitution

Jewish Care is a registered Charity (reg no. 802559) and a Charitable Company limited by guarantee and not having a share capital (reg no. 02447900). Jewish Care was registered as a Charity in November 1989, though the predecessor organisations to Jewish Care have been providing care and support for the community since the 1850s. It is governed by its Memorandum and Articles of Association, as amended in June 2017.

Subsidiaries & Linked Charities

At the year end, Jewish Care operated four subsidiaries and 20 linked Charities (all subsidiaries are consolidated into the group accounts and all linked charities are incorporated into the Jewish Care accounts). Of the three larger subsidiaries and linked Charities, Community Trading Limited is a trading subsidiary wholly owned by Jewish Care, the Joel Emanuel Trust is a registered social landlord wholly owned by Jewish Care (linked Charity) and the Jewish Association for Mental Illness (JAMI) is a Charity of which Jewish Care is the sole company law member (see note 3 for a summary of the audited financial numbers for the year ended 31 March 2021). The three undertakings, as detailed below, nominate their own Board of Directors, Management Committee and Board of Trustees respectively. Jewish Care Pension Trustees Limited is also a dormant subsidiary (by virtue of the absence of financial transactions) of Jewish Care but it is active in its role as Trustee to the pension schemes operated by Jewish Care. The other 20 are trusts and linked Charities (see note 15) and are consolidated on the basis of common management and control; work is continuing with the Charity Commission to rationalise these trusts. Jewish Care also has close working relationships and partnerships with other Jewish charities, sharing knowledge and support to actively enhance each of their respective objectives.

Community Trading Limited (CTL)

Community Trading Ltd (CTL) (company registration number 02449362) was incorporated in 1989. The principal activity of CTL is the provision of services to, and in connection with Jewish Care. The majority of activity during 2020/21 was the development of the Sandringham site at Stanmore. In other years CTL has also been responsible for fundraising dinners and events in aid of Jewish Care's work, but these events were suspended as a result of Covid 19 during the 2020/21 year. CTL makes a qualifying payment, as a donation, to Jewish Care under a formal deed of covenant.

Joel Emanuel Trust (JET)

Joel Emanuel Trust (JET) is a linked Charity and registered social landlord, whose objectives are the provision of housing for poor persons of the Jewish faith. JET operates Sidney Corob House, a mental health residential home for those over 50, offering residents different levels of care to suit their individual needs. JET also holds an interest in Wohl Court which is a Retirement Living unit. The overall affairs of the JET were managed and controlled by the corporate trustee (Jewish Care) through the operation of the Independent Living Committee (ILC) incorporating the JET Management Committee, until March 2021. The ILC also oversees the development of our retirement living schemes with our latest scheme Pears Court at Sandringham, Stanmore which opened in 2021. Having taken advice from BDB Pitmans, the trustees considered this arrangement in January 2021 and concluded that it would be preferable for the work of JET to be delegated to an executive committee, leaving ILC to concentrate upon the retirement living schemes. On 22nd March 2021 the trustees resolved to approve the formation of the JET Executive Committee, under a fresh delegated authority within new terms of reference.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Jewish Association for Mental Illness (JAMI)

Jewish Care with the Jewish Association for Mental Illness (JAMI) provides an integrated mental health service for the Jewish community providing support to clients using therapeutic, social and cultural activities, enabling them to maintain independence and enhance their wellbeing. Jewish Care is the sole company law member of JAMI. The Jewish Care group financial statements for the year ended 31 March 2021 include the consolidated numbers of JAMI. JAMI owns a 100% trading subsidiary, JAMI Sales and Services Limited. Jewish Care supported JAMI with a grant of £715,257 during the year ended 31 March 2021 (2019/20: £765,257) which is included in JAMI's own financial statements.

Funds held as custodian Trustee on behalf of others

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

Trustees

The current Directors of Jewish Care are the Board of Trustees (who are listed on page 20 of this document). The Board of Trustees comprises 13 Trustees, the minimum requirement is 10 Trustees with a maximum of 20. The Trustees have delegated the day to day decision making to the Executive Leadership Team, who report directly to the Board of Trustees. Once in every 12 month period, one third of the Directors or, if their number is not three or a multiple of three, the number nearest to one third, shall retire from office by rotation. The Directors to retire by rotation shall be those who have been longest in office since their last appointment or re-appointment. A person retiring from the office of Director shall be eligible for re-election, provided that no Director shall serve for a consecutive period of more than six years, save with the approval of at least two thirds of the other Directors. The Board of Trustees meets every six to eight weeks alongside the Executive Leadership Team, to discuss the strategic priorities, performance of the organisation against key performance indicators, to agree any changes in the way the organisation operates, strategic initiatives and to focus on the future. The Trustee Board has been selected based on skills and abilities chosen from a broad range of backgrounds, including health care, business, property, law, accountancy, and public life to meet the collective requirements of the organisation. Trustees are often recruited from our broader lay leadership team although when looking for very specific skills advertising and / or a Non-Executive specialist recruiter are used. All new Trustees are given an induction pack on appointment with meetings and training organised with key charity personnel. Development and training of Trustees continues throughout their term of appointment. Whilst training was suspended during the pandemic period, training resumed post year end with a half day session on safeguarding, health and safety and serious incident reporting. At the beginning of every Board meeting, Trustees are asked to disclose any conflicts they may have given what is being discussed. If any Trustee has a conflict, that conflict is minuted and that Trustee is asked to absent him or herself from the specific discussion.

At the 31 March 2021, the Board of Trustees was supported by nine sub-Committees and seven expert groups. Some of these are recent creations and have been set up as a consequence of a governance review carried out in the previous financial year. The governance review involved a review of the Charity's organisational structure, its constitution, board composition and all other best practice recommendations to include recommendations from the Charity Governance Code.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Sub-Committees

- Nominations
- Remunerations (RemCo)
- Campaign Oversight
- Clinical Governance
- Community Services & Volunteers
- Finance, Audit and Investment
- Retirement Living
- Internal Audit, Assurance & Risk
- Residential Care Services

All sub-Committees of the Board of Trustees report directly to the Board of Trustees and have delegated authorities and responsibilities.

The Nominations Committee is responsible for the recruitment and selection of Trustees and the Executive Leadership Team. It consists of Trustees and the Chief Executive and is chaired by the Chair of the Board. The Committee oversees the balance of skills, knowledge and experience and evaluates the requirements of all appointments to ensure an adequate balance of requisite skills. The Committee oversees the process for the appointment and initial framework for the remuneration of the Chief Executive, whilst also ensuring that all actions in relation to both the Board of Trustees and the Executive Leadership Team reflect the requirements of the Fit and Proper Person test.

The Remuneration Committee oversees the remuneration and terms and conditions of the Chief Executive and Directorate, together with other direct reports to the Chief Executive, which are recommended by the Chief Executive and will be made by the Committee on appointment. Variations to the terms and conditions and remuneration of Directorate and other direct reports to the Chief Executive will also be recommended by the Chief Executive and made by the Committee. The Chief Executive will be responsible for determining the remuneration and the terms and conditions of other staff employed by Jewish Care. However, the Committee will oversee the development, and implementation of Jewish Care's remuneration policies and practices for Jewish Care staff. In general Jewish Care aims to pay the median in the market. However for the lowest paid Jewish Care has had and will continue to have a policy of increasing pay above the median in the market.

The Campaign Oversight Committee oversees the Governance aspects of Jewish Care's day to day fundraising practices and provides assurance that those practices are appropriate in all respects, whilst also providing support to allow Jewish Care's strategic objectives to be met, and to address and to mitigate risk around donations. This in turn enables the Board of Trustees to be assured that appropriate scrutiny processes are in place. The committee also monitors fundraising data and communications with donors.

The Clinical Governance Committee is responsible for scrutinising, providing assurance and oversight of Jewish Care's clinical governance arrangements with a focus on residential care. The Committee ensures that adequate and appropriate governance and clinical risk structures, processes and controls are in place across Jewish Care. The membership of the Clinical Governance Committee comprise Trustees and non-Trustees, who have relevant current expertise in the areas of clinical governance, the Charity's Chief Executive, Director of Care Services, Director of Community Services & Volunteers also attend and represent the Executive Leadership Team.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Sub-Committees (cont'd)

The Community Services and Volunteers Committee has delegated responsibility on behalf of the Board of the Charity for helping to shape and to monitor progress on Jewish Care's Community Service and Volunteer Strategy, including but not limited to, community centres or community hubs and to make recommendations for their timely and effective implementation; helping to develop the overall strategy in assisting Jewish Care source and develop partnerships with other organisations, in an effort to fulfil the seven strategic objectives, and particularly to be integrated in communities, recognised for quality and innovation, a champion of volunteering and the customer's choice; and helping develop Jewish Care's response to the changing demographics of the Jewish community in the UK and the needs of older Jewish people living in those communities.

The Finance Audit and Investment Committee has delegated authority to assist the Board in its duty to supervise the broad direction of the Charity's financial affairs. The Committee exercises, on behalf of the Board, supervisory oversight of all aspects of the Charity's corporate financial policies and operations. On an annual basis it reviews the operating plan and budget, the rolling five-year plan, and the reserves and the investment policies, for recommendation to the Board. It oversees preparation of the Annual Report and Accounts including accounting policies and judgements and reviews the performance, independence, and objectivity of the external auditors.

The Retirement Living Committee has delegated responsibility on behalf of the Board of the Charity to oversee all retirement living activities, including advising upon affordable housing strategy. It also considers operational performance, health and safety aspects of Jewish Care's retirement living operations, facilities managements, satisfaction surveys and tenant policy.

The Internal Audit, Assurance and Risk Committee is responsible for overseeing internal audit and identifying and overseeing Jewish Care's risk assessment. The membership of the Audit and Risk Committee comprise Trustees and non-Trustees who have relevant current expertise in the areas of finance, and/or risk management, the Charity's Chief Executive, General Counsel and Chief Operating Officer also attend and represent the Executive Leadership Team. The committee oversees the appropriate systems in place (which shall include corporate governance, legal, financial, and regulatory compliance systems) to manage the risks to which the Charity is exposed and mechanisms to manage risk to include the appointment of internal auditors.

The Residential Care Services Committee has delegated responsibility on behalf of the Board of the Charity for residential care and support services. The purpose of Committee is to ensure the delivery of the highest possible quality of service within the Charity's residential care facilities, having regard to financial budgetary constraints and best practice, by facilitating the development of effective strategic and operational policies and monitoring performance.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Expert Groups

These Expert Groups exist to advise the Trustees and the Executive Management team. They do not have decision making power. They consist of Trustees and other experts, whose selection is based on skills and abilities relevant to a group's expertise requirement.

- Campaign Strategy Group
- Patrons Committee
- Property Expert Group
- HR Sub-Committee (a sub-committee of the Remuneration Committee)
- Jewish in Jewish Care
- IT Expert Group
- Quality and Customer Experience

The **Campaign Strategy Group** helps steer Jewish Care's fundraising strategy, ensuring the organisation is able to successfully raise funds required from the Community to support our services. The Committee use their expertise to support fundraising portfolios which have been identified as having growth potential: Major Gifts, Legacies, Events, Young Jewish Care, Community Engagement and Community Fundraising and Individual Giving.

The **Patrons Committee** provides advice and guidance to the fundraising team, with regard to increasing the number of Patrons who support Jewish Care.

The **Property Expert Group** provides advice and guidance on strategic property issues, likely costs to provide for major repairs, alterations, and refurbishment and in keeping abreast of modern designs and methods within the remit of Health and Social Welfare.

The **HR Sub-Committee** provides advice and guidance to the Human Resources and Training team (via the Remuneration Committee) to support the delivery of a people strategy, with a focus on delivering effective and impactful HR.

The **Jewish in Jewish Care Group** provides advice on the integration of Jewish aspects of service delivery and operations across the charity's work.

The **IT Expert Group** provides advice and guidance on the strategic direction of the organisation's digital infrastructure capabilities and advises on the introduction/development of applications that can be utilised throughout the organisation, specifically targeting the provision of services to end users.

The **Quality and Customer Experience Group** provides advice to the Quality and Customer Experience team.

The **Executive Leadership Team** has delegated authority from the Trustees for the day to day operations of the Charity and Group (see membership on page 20).

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Public Benefit

The Trustees have considered the requirements of the Charities Act 2011 and have satisfied themselves that they have complied with their duty to have regard to the Public Benefit guidance published by the Charity Commission. The activities and achievements of Jewish Care are outlined throughout this report and review,, and fully demonstrate that the Charity is providing public benefit.

Access to Jewish Care's services is by need and not by the ability to pay. Clients are asked to make a contribution towards the cost of the service they use, which itself is often heavily subsidised. Clients are not refused a service if they cannot pay. The cost may then be reduced or waived altogether, depending on their circumstances. This funding gap is subsidised by donations from the community.

Clients are not refused access to a care home if their family is unable to pay the requested third party/family contribution. Barnet local authority continues to pay an agreed 5% increase on rates for all care services provided by Jewish Care to residents of Barnet which takes into account our culturally specific service. Fee assistance (to meet the gap between the cost of care and the rate paid by the local authority for residents) is provided by Jewish Care in appropriate cases after assessing the needs and means of applicants, their families and any further contribution from the local authority.

Jewish Care's day and community centres are subsidised by voluntary donations which enable entrance fees to be kept lower than they would otherwise be. Some beneficiaries of services, such as carer's support and social work, are not required to pay a fee. There is no geographic restriction to people using the services; however, most are based in or around London and the South East. Jewish communities living in these areas are those benefiting most from them. The various services available are advertised to the public through Jewish Care's website (www.jewishcare.org) as well as in local papers, the Jewish press and in a large number of synagogue magazines.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Energy and Carbon Reporting

Jewish Care is committed to the Energy Savings Opportunities Scheme (ESOS) that applies to large undertakings as defined by the Companies Act 2006. The energy consumption reports the energy and carbon consumption for the company only.

Total Energy Consumption (TEC)

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

Fuel	TEC Contribution (kWh)	TEC Contribution %	Emissions tCO ₂ e/Year	% Emissions tCO ₂ e/Year
Grid supplied electricity	5,843,922	37.8%	1,301.6	42.2%
Natural Gas	9,459,883	61.3%	1736.0	56.4%
Grey Fleet Mileage	128,879	0.9%	39.7	0.4%
Total	15,432,684	100%	3,077.3	100%

Note diesel consumption in the year ending 31st March 21 has been de minimis due to the pandemic.

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

Fuel	TEC Contribution (kWh)	TEC Contribution %	Emissions tCO ₂ e/Year	% Emissions tCO ₂ e/Year
Grid supplied electricity	6,120,986	34.2%	1,732.7	44.3%
Natural Gas	11,519,328	64.4%	2119.0	54.2%
Diesel	148,523	0.8%	36.8	0.9%
Unknown	87,192	0.5%	21.0	0.6%
Total	17,876,029	100%	3,909.5	100%

Methodology

Data used in calculating Total Energy Consumption (TEC) includes summary data, supplier invoices, automatic meter readings in downloadable format e.g. half-hourly electricity data and transport mileage data provided by Jewish Care and expense reduction analysts. All fuel conversions to kWh and CO₂ emissions data have been calculated in line with the 2013 UK Government environmental reporting guidance using UK Government GHG conversion factors for company reporting.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Energy and Carbon Reporting (cont'd)

Intensity Measurement Ratio

The intensity measurement ratio is a measure of environmental impact; the quantity of energy per unit of output, we have chosen the entire estate square meterage.

Estate M ²	Energy Consumption (kWh)	Intensity Ratio (kWh)/m ²	Emissions tCO ₂ e	Intensity Ratio (tCO ₂ e)/m ²
65,012	15,432,684	237.4	3,077.3	0.05

The intensity measurement ratio for the previous financial year was as follows:

Estate M ²	Energy Consumption (kWh)	Intensity Ratio (kWh)/m ²	Emissions tCO ₂ e	Intensity Ratio (tCO ₂ e)/m ²
65,012	17,876,029	274.97	3,909.5	0.06

Measures taken to improve efficiency

As part of the ESOS review, a report of findings indicated sixteen high level recommendations of potential energy savings amounting to 2,280,285 kWh per year. This suggests significant opportunities to improve management, energy efficiency, reduce energy waste and contribute to an improved working environment. These include the implementation of combined heat & power (CHP) systems, the installation of burner management controls to boilers and LED lighting upgrades to name but a few. None of these were done in FY20/21 due to the pandemic but some of these will be implemented in FY21/22. We endeavour to continue to analyse the feasibility and implementation of these suggestions to mark our commitment to care for our environment. It is also part of our 2020-25 strategy to consolidate our care and community delivery into four main hubs, this will also underpin our commitment to improving our energy efficiency and carbon footprint.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Key Management Personnel: Trustee Board (Current Trustees and Directors)

Trustees (who are also company Directors of the Charity)

Steven Lewis (Chair) (resigned 14th September 2020)

Jonathan Zenios (Chair) (appointed Chair 14th September 2020)

Rachel Anticoni (resigned 22nd November 2021)

Julia Bekhor

Linda Bogod (resigned 13th June 2021)

Michael Brodtman

Adam Dawson

Graham Edwards (Treasurer) (resigned 22nd November 2021)

Simon Friend

Harold Gittelmon

Leah Hurst (appointed 14th September 2020)

Gayle Klein

Lord Ian Livingston (resigned 29th July 2020)

Dean Noimark (resigned 29th July 2020)

Stuart Roden (resigned 14th September 2020)

Jonathan Rose (appointed 22nd March 2021)

Marcus Sperber (appointed 22nd November 2021)

Arnold Wagner OBE (Vice Chair)

Matthew Weiner

The Group has maintained insurance cover for the benefit of its Trustees, Directors and Officers against any liability incurred by them in carrying out their duties in such capacities. The premium paid in respect of such insurance was £11,508 (2019/20 £7,840).

Key Management Personnel: Executive Leadership Team

Daniel Carmel-Brown	Chief Executive Officer
Andrew Hope	Chief Operating Officer (resigned 4 th June 2021)
Adam Overlander-Kaye	Director of Fundraising & Community Engagement
Ellisa Estrin	Director of Marketing, Communications & Customer Engagement
Angela Beerman	Director of Human Resources & Organisational Development
Gaby Wills	Director of Care Services
Richard Shone	Director of Community Development (appointed interim 9 th September 2020)
Jonathan West	Director of Legal Affairs, Property and Procurement & Company Secretary
Amanda King	Director of Finance and IT (appointed 22 nd April 2021)

Pay and Remuneration Policy for Key Management Personnel

The Trustees consider the Executive Leadership Team as the key management personnel of the Charity in charge of directing, controlling, running, and operating the Charity on a day to day basis. In determining the remuneration policy for key management personnel, consideration is given to pay staff at a level where they are motivated to enhance the organisation, their individual performance and quality of care in line with our objectives and strategy, notwithstanding the Charity's ability to pay. The aim is to pay staff within the median to upper quartile of salaries within the UK and charity care sector, so that we are competitive in relevant markets, but not to compete on pay with the public or private sectors. None of the Jewish Care Trustees received any remuneration or expenses from their work associated with the Charity.

JEWISH CARE

2c. STRUCTURE, GOVERNANCE AND MANAGEMENT (cont'd)

Key Management Personnel: Trustee Board (Current Trustees and Directors)

Trustee Membership of Committees of the Board and Expert Groups and who served as such as 31 March 2021(a full list of both Trustee and non-Trustee members are available in the annual review):

Nominations Committee Jonathan Zenios (Chair) Simon Friend Gayle Klein Arnold Wagner OBE	Patrons Committee Linda Bogod (Chair) Harold Gittelmon Jonathan Zenios
Internal Audit, Assurance & Risk Committee Julia Bekhor (Chair) Arnold Wagner OBE	Property Expert Group Michael Brodtman (Chair) Matthew Weiner Jonathan Rose
Clinical Governance Committee Rachel Anticoni (Chair)	Human Resources Arnold Wagner OBE (Chair)
Residential Care Services Simon Friend Jonathan Zenios Rachel Anticoni	Campaign Oversight Linda Bogod (Chair) Gayle Klein
Jewish in Jewish Care Harold Gittelmon	Residential Care Services Simon Friend (Chair) Jonathan Zenios Rachel Anticoni
Remuneration Committee Arnold Wagner OBE (Chair) Jonathan Zenios Adam Dawson Graham Edwards	Finance, Audit and Investment Graham Edwards (Chair) Michael Brodtman Jonathan Zenios
Community Services & Volunteers Gayle Klein (Chair) Linda Bogod Harold Gittelmon	
Retirement Living Leah Hurst (Chair) Matthew Weiner Jonathan Rose	

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

CARE AND COMMUNITY DEVELOPMENT

What we said we would achieve in 2020/21	What we achieved
Financial / occupancy Following a reduction in occupancy caused by the pandemic, our aim is to improve the financial status of the homes by improving occupancy. Deliver cost savings by reducing overall staff numbers (through redundancies) and better deployment and management of resources (for e.g. a reduction in more expensive agency usage). In retirement living, we will fill voids in the existing schemes and ensure that the new scheme (Pears Court at Sandringham) will fulfil the expectations of a desirable and sought-after place to live.	With the pandemic we sadly lost a number of residents and were unable to admit new residents which impacted care home occupancy levels. Overall care home occupancy has recovered somewhat with the resumption of safe admissions and was at 81% at the end of March 2021 (this has increased significantly again post year-end). The level of self-funders has remained at around 40%. Cost savings have been delivered by the closure of Clore Manor and the restructure of the care management and support team. The use of agency staff was also reduced significantly. The opening of Pears Court was slightly delayed. Admissions of tenants began in June 2021 and have been at high levels over summer 2021. Shebson Lodge and Selig Court continued to have high levels of occupancy. Uptake of tenancies at Wohl Court remains a challenge and is being addressed in 2021/22.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

CARE AND COMMUNITY DEVELOPMENT (cont'd)

What we said we would achieve in 2020/21	What we achieved
Digital Our aim is to adopt systems that will support remote health, as well as enable those in isolation to actively participate in positive and meaningful activities and to engage with others. We now know how essential digital technology is in enhancing the wellbeing, health and experience of residents and their families and our aim is to continue to extend our capabilities.	Our searches and trials of remote health digital technology and streaming services did not yield strong enough providers and the search for these will continue. Other digital developments include an electronic dashboard, using data collated on the electronic care plans and enabling management to study and use it for prevention of incidents such as falls. This is still at early stages of rollout and should be further developed in 2021/22. An electronic signing in device is being rolled out improving our compliance with data protection.
New Developments We will re-review the Redbridge development, focusing mainly on care home provision. The feasibility of retirement living will be carefully considered, and plans will be developed accordingly. Our aim is to ensure that this retirement and care community achieves its potential to enhance the lives of those who live there and the surrounding community. We will make every effort to fill the retirement living scheme, Pears Court at Sandringham after the completion of phase 2 of the Sandringham development at Stanmore and consider how we can best use The Ronson Community Centre facilities at Sandringham in light of the pandemic.	A decision was reached to develop a care home and a small community centre on the Redbridge site but omit the development of a retirement living facility. Planning applications are underway and local management is being consulted in the planning of layouts and operational factors. As per above (section finance / occupancy), the opening of Pears Court was slightly delayed, but admissions of tenants began in June 2021 and has been at high levels over summer 2021.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

CARE AND COMMUNITY DEVELOPMENT (cont'd)

Future Aims 2021/22

- Continue to deliver a distinctively Jewish experience to residents of our Care Homes and Retirement Living units.
- Continue to innovate and improve quality by:
 - Introducing life enhancing elements and activities to support those living in our care homes and retirement living facilities to achieve better quality of life, independence, and fulfilment, regardless of physical, mental, emotional, or cognitive impairment
 - Enhancing catering and housekeeping services providing those living in our care homes and retirement living facilities with an enhanced dining experience and nutrition that meet a wide range of dietary requirements and suitable to those with physical or cognitive impairments.
 - Enhancing all aspects of care management and service experience by using digital technology.
 - Establishing excellent practice across services through the use of KPIs, auditing and learning from these.
- Secure Jewish Care's future for the community for generations to come, by increasing occupancy to levels equating or surpassing the pre-pandemic levels and by increasing efficiency and reducing costs whilst maintaining quality and customer satisfaction.

On 19 April 2021 Sunridge Housing Association Limited became part of Jewish Care as a subsidiary under a business combination agreement. With the joining of forces of both organisations, Sunridge Housing Association Limited will have access to greater resources to provide a higher level and wider spectrum of care now and in the future, than it would be remaining as a separate organisation. It will be stronger and more financially sustainable, securing the home into the future. Sunridge Court, the care home within the entity will also have the opportunity to offer better career options for care staff and importantly and will also benefit from Jewish Care's large marketing team, strong governance, and fundraising expertise.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

STAFF

What we said we would achieve in 2020/21	What we achieved
Refine staffing models and structure to reflect the significant changes required following the Covid-19 pandemic.	With great sensitivity and clear communication, we successfully closed Clore Manor and significantly reduced the numbers of staff in support functions and Community Services (where centres have been closed). Feedback on the process was as positive as it could be in these circumstances with staff feeling listened to and respected. The structural changes have allowed us to continue to provide good, efficient services that are more cost effective.
Continue to drive our digital agenda for staff during employment.	The majority of support staff moved to remote working in line with government guidance and the use of Microsoft Teams has become the norm for daily business. Workplace (Facebook for employees) has become an invaluable platform used on a daily, if not hourly, basis to share and celebrate what is happening across Jewish Care. All mandatory training has been moved to online modules, some of which is subsequently observed and assessed. A significant amount of other learning and development has also moved to a blended approach, e.g., online modules supported by group webinars where discussion and or case work can be explored.
Provide colleagues with the opportunity to develop their knowledge and skills to maximise and manage performance through remote learning (ACAS).	The focus on maximising and managing performance was delayed due to the pandemic and capacity issues. However, with 'all hands on deck', there has been significant opportunity for staff to develop in the face of adversity e.g., improving knowledge and understanding of infection control, virtual communication skills, resilience and the value of collaboration. Work on our Performance Plan has now been completed and will be implemented in the year ahead.

Additional Achievements

Staff have coped amazingly well with uncertainty and change. They quickly adapted to new requirements and the impact these had – furlough, PPE, Covid testing, remote working, and the need for vaccinations to name a few. We have supported our workforce and their wellbeing with the creation of an online portal <https://www.jewishcare.org/staffwellbeing> and by running an average of five wellbeing and engagement events each month. These have varied from meditation and mindfulness, JC Radio FM and staying active challenges to a talk-show with inspirational women at Jewish Care. We listen to our staff views both directly through pulse surveys where 90% of those that completed a survey said they feel safe at work, and 89.5% said they know who to talk to if they need support. We also have an active staff forum and the usual management feedback routes. We are proud to have an engaged, diverse workforce who have pulled together and done a remarkable job in another challenging year.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

STAFF (cont'd)

Additional Achievements (cont'd)

Staff turnover (voluntary and involuntary) for Q4 FY2021 was 26% compared to a sector benchmark of c. 30%. Going forward, we are targeting voluntary staff turnover of less than 20% and we are confident that the many “Employer of Choice” initiatives we have ongoing, including the wellbeing initiative referred to above, will enable us to achieve that. Our staff turnover measure at the end of Q4 FY2021 was affected by the closure of our Community and Day Centres and making those staff redundant as a result of the pandemic.

Disability awareness in our organisation is high, we cover ‘equality in the workplace’ both as part of induction and as standalone training. Our recruitment training highlights the importance of disability awareness during the recruitment process and employees demonstrate a culture of understanding via risk assessments, weekly emails, and posts on Workplace (Facebook for employees). In order to understand and celebrate the diversity of those working at Jewish Care, we invited all employees to provide up-to date information, including details of any disabilities they wished to disclose. The aim of this exercise was to ensure we create an open and inclusive environment for our employees, where we can monitor that everyone can have the same opportunities. Where employees have a changing personal circumstance, Jewish Care has supported with specialist equipment and in some circumstances, changing job roles to accommodate needs.

Jewish Care have also signed up to the voluntary Government Disability Confident scheme. The scheme aims to help employers make the most of the opportunities provided by employing disabled people. It is voluntary and has been developed by employers and disabled people’s representatives. We have the logo on our career's website, and we are still registered as a member according to the Gov.uk website.

Future Aims 2021/22

Continue on our journey to become an employer of choice by:

- Successfully implement 'Back to Better', which is an initiative to introduce a hybrid working model (between 1-3 days in the office) for staff largely in support services, currently working remotely from home.
- Launch our ‘Performance Plan’ with managers to develop their skills and ability to maximise the potential of our staff and more effectively manage performance of their teams, again linking to our long-term strategic plan of being an employer of choice in the sector.
- Continue to develop our equality, diversity, and inclusion through active network groups.
- Maintain voluntary staff turnover at less than 20%.
- In October 2021, it was announced that our frontline staff would receive the current London Living Wage. Our aim for the future is to continue to review pay rates on an annual basis to maintain rates of pay that are sufficiently competitive to attract and retain people who will provide the quality of care we promise to give to those in our care.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

FUNDRAISING & COMMUNITY ENGAGEMENT

Fundraising approach and performance

Jewish Care undertakes fundraising activity to achieve both revenue and capital projects income. Jewish Care is a member of the Fundraising Regulator and adheres to the Fundraising Code of Practice. Jewish Care also holds organisational membership of the Institute of Fundraising. Income is generated from the community and existing Jewish Care supporters via a number of channels; donations, direct mail, challenge events, special events, supporters who raise income on behalf of Jewish Care, gifts in wills and a major gifts programme. Jewish Care does not use any third-party fundraising organisations. By being members of the Fundraising Regulator, Jewish Care adheres to the Fundraising Promise, which outlines the commitment we make to our donors and the public. Fundraising matters for Jewish Care are overseen by the Campaign Oversight Group. We ensure our fundraising is legal, open, honest, and respectful:

- We will commit to high standards
- We will be clear, honest, and open
- We will be respectful
- We will be fair and reasonable
- We will be accountable and responsible

Jewish Care's fundraising activity also complies with the Data Protection Act 2018 and General Data Protection Regulations (GDPR). Jewish Care sends communications via mail, email and by the use of social media and advertising. Consent is obtained where required and recorded. All information is stored securely. Supporters are aware of their rights; are in control of the information they share with us and are able to change the way they hear from Jewish Care at any time. We also ensure that we take careful steps to protect vulnerable and other members of the community from behaviours that may be deemed unreasonable. In line with the Institute of Fundraisings guidance on Treating Donors Fairly, we have a clear policy for treating people in vulnerable circumstances. The Campaign Oversight Group convenes on a frequent basis and is made up of Committee Chairs and professionals. Reports are prepared by the fundraising department for each meeting, so that fundraising practices and policies are scrutinised and ensure that anyone representing the Charity, whether professional or lay leader, adheres to Jewish Care's established fundraising practices.

We received a total of 4 fundraising complaints (2019/20: 6) all of which were resolved and related to administrative discrepancies. We make sure that any complaints are acknowledged in a timely manner, that they are investigated thoroughly, resolved and that any outcomes and actions are taken. We acknowledge complaints upon receipt and commit to responding within 7 working days. Where this is not possible, we will correspond with the person making the complaint to agree a new deadline.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

FUNDRAISING & COMMUNITY ENGAGEMENT (cont'd)

What we said we would achieve in 2020/21	What we achieved
To maintain revenue fundraising income at £15.4m.	Our revenue fundraising income was just over £14.6 million. In addition, we received a further £2.2 million from our share of the Jewish Homes Emergency Appeal (JHEA).
To maintain legacy income at £4 million and to roll out our new legacy fundraising strategy, including new messaging and a focus on legator stewardship.	Legacy income for 2020-21 was £4.1 million and new marketing adverts were placed across all Jewish press – digital and print. Legator stewardship was successful with all legators, who gave us permission, telephoned in addition to our regular updates.
To achieve a capital gifts target of £3.9 million.	We exceeded our target with income of just over £5.4 million.
To secure £9 million in donations from major gifts income.	We exceeded our target with income of just over £10.5 million. Whilst this was a significant achievement, the major gifts team continues to work in a challenging financial environment.
To increase the number of volunteer fundraisers who actively fundraise for the organisation, working alongside the professional team. This also aligned to our long-term strategic vision of being fully integrated within communities and to become a champion of volunteering.	This is an ongoing piece of work. We have had one additional canvasser join the Fundraising Strategy Committee. However, we recognise that for the future success of the organisation we need to continually engage those who can help Jewish Care fundraise.
Develop clear terms of reference for our Patrons Committee and Campaign Strategy Group.	Terms of reference for both Committees were approved.
Develop new fundraising products including In Memory and Celebratory Giving.	Giving in Memory and Celebrate with Jewish Care are both fully launched products; allowing current and new donors to support Jewish Care with their own section on the website.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

FUNDRAISING & COMMUNITY ENGAGEMENT (cont'd)

Future aims 2021/22:

- Continue to be recognised for quality and be the customer's choice by:
 - Maintaining revenue fundraising income at £15.4 million and legacy income at £4 million
 - To maintain legacy income at £4 million
- Continue to be integrated in our community and champion volunteering by
 - Formally completing the re-naming of Stella & Harry Freedman House from Lady Sarah Cohen House.
 - Increasing the number of volunteer fundraisers who actively fundraise for the organisation, working alongside the professional team, including new members of event committees.
 - Re-establishing a calendar of in-person fundraising events.
 - Developing the Fundraising Strategy Committee through additional members, find a new Chair for Campaign Strategy and refresh the Patrons Committee.
 - Increasing the number of synagogues choosing Jewish Care for their high holy appeal and companies who engage Jewish Care through employee engagement and donations, and further ensuring that we are achieving the long term strategic aim of being integrated into communities.
- Secure Jewish Care's future for the community for generations to come by
 - Achieving a capital gifts target of £3.3 million and ensure that all capital donor signage for Sandringham is complete, alongside individual plaques and dedication events.
 - Continue developing the Giving in Memory Portfolio and creating a Legacy Advisory Committee.
 - Start planning for a Redbridge capital fundraising campaign.
 - Continuing to implement data procedures and processes and security measures to ensure secure use of personal information.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

COMMUNITY SERVICES, COMMUNITY ENGAGEMENT AND VOLUNTEERS

The aims below are not the aims in the FY2019/20 Annual Report. Community Services, in particular, had to change approach during FY2020/21 as a result of the pandemic; away from continuing to run Community and Day Centres to closing those Centres and dramatically scaling up replacement services including Meals on Wheels and Befriending.

What we said we would achieve in 2020/21	What we achieved
Cost savings will be achieved through the reduction of overall staff numbers through redundancies and better deployment and management of resources.	Throughout the pandemic, our Community Centres remained closed. In October 2020, when the organisation understood that the second wave would not allow us to reopen resources, we undertook a full restructuring and reduced the Community Centres team from 106 to 27 members of staff to operate all of our services virtually. As we follow the roadmap to exit lockdown, this team is now increasing to enable us to reopen and provide services. A new and leaner management structure is now in place for Community Services.
Following the first wave of the pandemic and the reality that Covid-19 will be a factor of our lives for some time, our aim is to ensure that our standards of compliance in all areas affecting health, safety and wellbeing of our residents, staff and volunteers are at the highest level.	A comprehensive risk assessment has been carried out for all of our resources, to incorporate all of the necessary and relevant standards ensuring the safety and wellbeing for members, volunteers and staff as the Centres begin to reopen.
Our aim is to adopt systems that will support remote health as well as enable those in isolation to actively participate in positive and meaningful activities and to engage with others. We now know how essential digital technology is in enhancing the wellbeing, health and experience of residents and their families and our aim is to continue to extend our capabilities.	A biproduct of the reprovion of services when the Centres were closed was online and virtual activity. This enabled us to reach more people, especially those who may have been unable to physically attend a centre due to their own physical frailty. Whilst the virtual and online offer was originally planned to be an interim measure, this is an opportunity to capitalise on and increase our service offer to both those who can come into our centres and to those who cannot.
To provide every volunteer with an agreed role outline in line with the new 5-year strategic plan.	This did not happen in 2020/21 due to the closure of our community centres. However, as the Community Centres and Centres for people living with Dementia reopen in 2021/22, and following the appointment of Community Hub Volunteer Managers, all returning volunteers are being allocated specific roles and tasks.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

COMMUNITY SERVICES, COMMUNITY ENGAGEMENT AND VOLUNTEERS (cont'd)

What we said we would achieve in 2020/21	What we achieved
To be able to provide the organisation with a financial value for volunteering, with each role benchmarked against the paid equivalent.	This did not happen in 2020/21 due to the closure of the community centres but will be re-visited in 2021/22.
To enable the organisation to thank individual volunteers for their contribution.	Volunteers continue to be thanked through regular communications from the CEO and the Volunteers department. They also receive a gift at Chanukah and Rosh Hashanah. The Volunteer Awards were postponed this year due to the pandemic.

Additional achievements

During the last year, our Community Services have been reliant on our volunteers to deliver Meals on Wheels, telephone befriending, and a multitude of online and virtual gatherings and activities. When the pandemic took hold, we saw more than 600 new volunteers register to help, and we are incredibly grateful to them for enabling us to deliver these expanded services in lieu of in-person activities when we were forced to close the doors of our community centres.

Volunteering also continued online at many of our care homes via livestreaming entertainment, festival, or Shabbat services or kiddush. As volunteers were unable to physically go in to our resources, we are grateful to those who were able to continue helping those in need online.

Future aims for 2021/2022:

- Continue to be the Customers' choice, recognised for quality and being distinctively Jewish by
 - Reopening community and day centres (for people living with dementia) in a way that recognises the risk posed by Covid-19.
 - Developing a meaningful and rich programme in our newest community in South Herts, ensuring that the Ronson Family Community Centre is fully utilised.
- Continue to be the champion of volunteering by restructuring the Volunteers Department to provide support to all resources with the recruitment, training, and development of volunteers.
- Continue to secure Jewish Care's future for generations to come by
 - Continuing to review each service individually based on attendances and usage of the services and as currently operating a reduced service, where attendance and demography suggests there is an opportunity to consolidate/ reduce our opening days.
 - Engaging and managing expectations within the Redbridge Community on the delivery of a new campus, providing residential care and community activity on one site.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

MARKETING, COMMUNICATIONS AND CUSTOMER ENGAGEMENT

Marketing, Communications and Customer Engagement are striving to provide outstanding customer experience and during FY2020/21 measured success by monitoring compliments and complaints. During Q4 FY2020/21 the percentage of residents in our Care Homes and Retirement Living units complimenting Jewish Care was 15% and 14% respectively and the percentage making complaints was 1% and 2% respectively. Jewish Care has processes in place to detect and log compliments and complaints including on external websites such as Google review.

What we said we would achieve in 2019/20	What we achieved
Effectively communicate and engage all our internal and external stakeholders in an open, honest, and transparent way about any organisational changes and developments that happen throughout 2020/21.	2020/21 was sadly defined by the pandemic. As a result, we had to make huge organisational changes to all our physical services. We had to provide new outreach services to those isolating and now housebound, cancel events, and regularly introduce guidelines, measures, and systems to protect and keep safe clients, staff, and supporters. Throughout the pandemic we regularly communicated in an open, clear, and transparent way with all of our many stakeholders. We understood what an incredibly challenging time this was for them, and we made it our commitment to communicate effectively and engage with them throughout – in some case on a weekly basis.
Launch virtual tours across all of our care homes and vacant apartments at Wohl Court, to help ensure people can view our services in a new digital forum that both keeps them, and our service users, protected and safe.	We created and launched virtual tours across all of our care homes and also within our Retirement Living schemes. This meant that tours of these services were not only highly accessible to both clients and relatives but could be conducted in a safe way.
Launch a new care home advertising campaign that helps support more admissions into all of our 9 homes throughout the Covid-19 pandemic and 2020/21.	We launched a 'We are open for admissions' campaign in June 2020, followed by a suite of adverts both in print and online which advertised our homes to help increase admissions across our homes.
Promote and raise awareness of the Pears Court retirement living scheme and The Ronson Family Community Centre at Sandringham to support, lead and generate income for both of these new services.	A fully integrated marketing and advertising campaign in both print and online was launched in September 2020 to promote Pears Court. Delays in us being able to open The Ronson Family Community Centre meant an awareness campaign for this service was put on hold until July 2021.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

MARKETING, COMMUNICATIONS AND CUSTOMER ENGAGEMENT (cont'd)

What we said we would achieve in 2019/20	What we achieved
Continue to promote and market the Wohl Court retirement living scheme, in order to help support the service to achieve full occupancy by April 2021.	Whilst we continued to promote Wohl Court in press and online, unfortunately the pandemic meant we had to cease holding Open Days to help generate leads and higher occupancy due to visiting restrictions. We also had to stop all physical tours of apartments in order to protect and keep safe tenants, which hampered our efforts to increase occupancy at Wohl Court. Options to increase occupancy are being reviewed by the Retirement Living Committee.
Launch a new legacy marketing campaign to help increase legacy enquiries in 2020/21	In March 2021 we soft-launched a brand-new legacy marketing campaign which went to a full launch in June 2021 in press, online and on social media.

Future aims for 2021/2021

- Continue to be the Customers' choice, recognised for quality and being distinctively Jewish by
 - Launching a community centre reopening campaign which raises awareness and generate new members for our community centres.
 - Launching a new awareness campaign for both our care homes and Retirement Living schemes.
 - Further streamlining the admissions process by digitising the application experience to help increase occupancy across all our care homes and Retirement Living schemes.
 - Launching a new website which will include an event booking and ticket sales system, virtual community centre and digitised version of the helpline.
 - Creating a Quality Assurance framework to help the organisational reflect and take forward learnings at a strategic level and take it from a reactive to proactive support function for the organisation
- Secure Jewish Care's future for generations to come by achieving full occupancy at Pears Court and increasing occupancy at Wohl Court via open days.
- Secure Jewish Care's future for generations to come and further integrate Jewish Care in our community, by setting up a Marketing & Communications Expert Group, made up of lay leaders with expertise and skills across this area.

JEWISH CARE

SECTION 172 STATEMENT

The Trustees have considered the requirement to promote the success of the Charity for the benefit of all stakeholders and to achieve its charitable purposes, and in doing so the Trustees have had regard to the following requirements of S172 of the Companies Act 2006.

The likely consequences of any decision in the long term

The Board of Trustees meet every 6 to 8 weeks alongside the Executive Leadership Team to discuss strategic initiatives, priorities and to agree any changes in the way the organisation operates with a focus on the future of the organisation. The development of initiatives and plans by the Executive Leadership Team are also supported with focused expertise and oversight from our many sub-Committees. Our 2020-25 strategy also sets out the organisation's long term focus in a changing and challenging landscape, a strategy that is underpinned by its stakeholder partnerships

The interests of the company's employees

Our people, both staff and volunteers, are our greatest asset. One of the 7 priorities of our 2020-25 strategy is to be the employer of choice for talented people, who share our values and have the skills we need to deliver our ambitions. We recognise, support and engage with our staff by celebrating success, creating wide-ranging and robust learning and development programmes, providing flexible working, managing a staff forum where concerns can be raised, discussed and resolutions proposed, introducing Workplace (a business focussed Facebook-type application) and commitments being made by the Board to continue to work towards the London Living Wage; in October 2021, it was announced that our frontline staff would receive the current London Living Wage. Staff are supported by a Sub-Committees of the Board, namely the Remunerations Committee. The staff forum in particular is effective at enabling staff to influence how Jewish Care is run and there are a number of recent examples where staff have brought suggestions to the staff forum and they have been implemented.

The need to foster the company's business relationships with suppliers, customers, and others

Our organisation is defined by partnerships. Everything we do requires the coming together of our workforce, our army of volunteers, our donors, our suppliers, our clients, our purchasers of services that include local authorities, clinical commissioning groups and our regulators. Our 2020-25 strategy underpins the value and contribution from all of these stakeholders. We encourage feedback from all stakeholders, especially client feedback, as this is a critical part of the mechanism that allows the development and improvement of our front-line services. Oversight of our frontline services is provided by four newly formed sub-Committees of the Board, namely the Residential Care Services Committee, the Clinical Governance Committee, the Independent Living Committee and the Community Centres and Volunteering Committee.

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

We are committed to shaping the future of care and sustain our ability to meet changing expectations and needs of our community, whether that be determined by location or age. Over the years, we have regularly responded to the community's changing needs and in doing so, have embarked on major donor funded capital projects to develop four campuses of care. These campuses will allow the community to benefit from high quality care, community support, independent living apartments and a range of social events, easily accessible locations, along with opportunities to volunteer to strengthen community ties. On the ground, we have also modernised our care delivery with the introduction of hand-held, electronic care plans and modernised our day community services programmes, taking advantage of the many digital innovations that have been made. Please refer to our carbon reporting on pages 18 and 19 to understand our contribution and response to the environmental challenges.

JEWISH CARE

SECTION 172 STATEMENT (cont'd)

The desirability of the company maintaining a reputation for high standards of business conduct

Our organisation is strongly committed to maintaining a reputation of high standards in all of our charitable deliverables and business conduct. Organisational and departmental risk registers are kept and overseen by the Internal Audit, Assurance and Risk, a sub-Committee of the Board. Our internal audit function also performs a critical role in determining cross cutting audits based on risks with high net risk scores, as well as areas of the business that heavily rely on robust control environments that dramatically reduce our risk exposure. As a CQC regulated Charity, we also respond to regulatory findings obtained during inspections to understand how service improvements can be made. All regulatory finding reports are reported to the Board of Trustees. Aligned to reputational management is our process for reporting serious incidents (SIR) to the Charity Commission. Jewish Care's SIR procedure was put in place in July 2018 and amended in February 2020. The SIR process is a robust one and has resulted in a number of reports being made. During FY2021 there was a report made in May 2020 when our first staff member died of Covid-19, and the Charity Commission was entirely confident in the way that this very sad incident had been dealt with. The SIR process requires any potential incident to be reported to a committee of various members of the Board, whereupon the committee will convene to discuss each incident, and the Board is informed whether the potential incident is reported to the Charity Commission or not.

The need to act fairly as between members of the company

All Trustees and Directors of subsidiary entities act in the best interests of the charitable organisation in meeting its charitable objectives. Declaration of any conflicts of interest are a standing agenda item at each Board and sub-Committee meeting. Conflicts of loyalty are dealt with in the same way. The Trustees do not believe there is any potential for conflicts of loyalty between Jewish Care and its subsidiary Community Trading Limited given CTL only exists to support Jewish Care.

FINANCIAL REVIEW

Analysis of the Group Charitable Activities (Operations)

Total charitable activities income for the Group before donations and other income was £29.5m (2019/20 £34.9m) with total charitable expenditure before depreciation of £52.2m (2019/20 £53.3m) resulting in a net operating loss before depreciation, donations and other income of £22.7m (2019/20 net loss of £18.4m). See further analysis on page 39. The net operating loss before donations and other income highlights the importance of our voluntary income to support the provision of our day to today services and to support innovation with the development of our new services, all of this with a view to financial sustainability in light of economic and demographic pressures on voluntary donations. The end of the previous financial year also saw the outbreak of the Covid-19 pandemic which had a very significant impact on our activities and plans for 2020/21. The Executive Leadership Team immediately concentrated its resources and capacity on managing the pandemic, focusing and protecting the most vulnerable client groups within our organisation. In late March 2020 we launched an emergency appeal "The Jewish Homes Emergency Appeal" alongside Nightingale Hammerson and The Fed in Manchester. 90% of the funds were allocated based on the number of registered residential care beds, with 10% of the fund allocated to 11 smaller stand-alone care homes who are members of the National Association of Jewish Homes. Jewish Care received £2.1m from this appeal during 2020/21 and this has gone some way to support the severe financial impact of the pandemic on our financial resources. We also converted our fundraising activities and day centre provision to online and virtual participation.

Income

Our income comes from a range of sources. The principal funding sources for 2020/21 are charitable activities income, donations, legacies, investment income, other income, property disposal proceeds and capital project donations. Total income from all principal funding sources was £64.7m (2019/20 £62m) which represents a 4% increase on the prior year.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

FINANCIAL REVIEW (cont'd)

Charitable activities income was £29.5m in 2020/21 (2019/20 £35m). This funding source consists of local authority and private residential fees, grant income, retirement living rental income and day centre attendance income. 2020/21 saw a substantial drop in all residential fees driven in the main by the loss of a number of residents, the inability to accept any admissions into any of our Care Homes for a 12 week period as a result of the pandemic and a slow recovery in occupancy. 2020/21 also saw the closure of all of our day and community centres for the full financial year, with a significant downward impact on admittance and attendance fee income. Year on year the increase in frailty levels saw a rise in demand for one to one residential and nursing care, funding for which is covered by local authority and private income. Residential fees are payable by local authorities for individuals who live in their borough prior to moving to the care home whom they must fund. Any gaps between the local authority funding received and the costs of care we provide need to be met by donations received by the Charity.

Other income was £1.8m (2019/20 NIL). Government infection control funding and rapid test funding of £1.3m was received in 2020/21 but was utilised in full to cover the additional costs of staffing and respective mechanisms and measures to manage infection control in all of our care and community settings. Government Coronavirus Job Retention Scheme (CJRS) income of £0.5m was also received as staff were furloughed with the closure of our Day and Community Centres.

Donations were £18.1m (2019/20 £12.6m) representing a 43% increase on the prior year. £2.1m of this increase relates to the one off proceeds from the Jewish Homes Emergency Appeal launched in March 2020 and a one off gift of £2m from the winding up of a charitable foundation. The balance of the increase relates to a significant contribution from the community to support the organisation in a challenging year.

Legacy income was £4.3m (2019/20 £4.6m) down 7% on the prior year but still exceeding budgeted levels for this income line. As is the nature of the make-up of legacies from estates, there were delays in a number of properties proceeding to exchange/completion during the national lockdown. The volatile nature of this income stream requires a legacy fundraising strategy to generate an awareness of the importance and impact of gifts in wills to Jewish Care's work.

Capital project donations were £6.9m (2019/20 £8.3m). This funding source consists of capital donations applied directly to our capital construction projects. The capital project funding received during the year was towards the construction of the Sandringham campus at Stanmore. Pledges and commitments made by our capital project donors in prior years continued in line with the pledge redemption timings for 2020/21. Expenditure on capital development projects is capitalised into their respective fixed asset categories on the balance sheet. The phased nature of this funding stream which extend out beyond respective project completion dates, require the use of commercial borrowing facilities to bridge the gap between capital funding receipts and intensive cash-outflows during construction periods. The balance of the £13m revolving loan facility with Barclays was drawn down during the year to support the construction payments (£6.6m utilised in 2019/20).

Property Disposals 2020/21 saw the disposal of the Bearsted Centre. Jewish Care held an interest in the headlease with Norwood holding an underlease in the same property, the disposal proceeds were split evenly between Jewish Care and Norwood and, the profit on disposal for Jewish Care was £2.9m. The 2019/20 year saw the disposal of three properties from a gifted ground rent portfolio with a profit on disposal of £421k.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

FINANCIAL REVIEW (cont'd)

Expenditure (note 9)

Expenditure on fundraising was £2.6m (2019/20 £3.6m). Expenditure on raising funds was 11% of donation and legacy income (2019/20 21%) and is lower than the previous year due to Covid 19, events costs linked to our normal fundraising events cycle were substantially lower, the majority of which relates to the cancellation of the annual fundraising dinner.

Expenditure on our charitable activities (including depreciation of £3.2m) for our care homes, day centres, home care, retirement living, and mental health resources was £55.8m (2019/20 £57m). Some areas of our charitable activities most notably our care based services saw a significant increase in expenditure due to Covid 19 and other areas saw a reduction in expenditure (Day and Community Centres and some head office departments) with the swift adoption of reset plans to mitigate the financial impact of the pandemic.

Charitable expenditure in our care homes was £38.9m (2019/20 £38.4m). The majority of the increase in expenditure in the year related to Covid 19 related expenditure, with the additional costs of personal protective equipment (PPE), additional staff and agency costs to cover periods of self-isolation, enhanced overtime rates for our care staff and thank you bonuses, additional staff food costs and the costs of testing regimes for staff, residents, and visitors. Some mitigation of these costs included support from the government, with the receipt of Infection Control Funding from each local authority and access to PPE. As part of our financial mitigation plans, October 2020 also saw the closure of one of our older care homes, Clore Manor in Hendon, a home that brought challenges to managing care in a building that was constructed over 50 years ago. The closure saw a number of redundancies with the transfer of all of the residents to our newer homes across the estate. Challenges with high agency costs and recruitment fees in our care homes prior to the pandemic were also magnified by Covid 19.

Charitable expenditure in our day centres was £5m (2019/20 £7.1m). March 2020 saw the closure of all of our day and community centres, with a subsequent re-provision of services in a digital and virtual format supported by our befriending service and a meals on wheels delivery option. The closure of the day and community centres saw a significant reduction in day to day operational costs with a major staff restructuring programme completing in January 2021 with significant redundancy costs

Charitable expenditure in our home care service was £0.8m (2019/20 £1.1m). As is the case with the Care Homes, our Home Care service also saw an increase in the year with Covid 19 related expenditure. Some mitigation of these costs included support from the government with the receipt of Infection Control Funding from each local authority and access to PPE. We anticipated lower operational costs in 2020/21 due to the closure of our North West London and Hertfordshire home care service prior to the pandemic in the last quarter of 2020, but this did not translate in full for the reasons as stated above.

Charitable expenditure in our retirement living service was £4.7m (2019/20 £4.3m). As is the case with our other community-based services, our retirement living Care service also saw an increase in the year with Covid 19 related expenditure. Some mitigation of these costs included support from the government with the receipt of Infection Control Funding from each local authority and access to PPE. 2020/21 also saw the completion of our third retirement living scheme, 48 units at Pears Court in Sandringham, this scheme will welcome tenants in June 2021.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

FINANCIAL REVIEW (cont'd)

Expenditure (note 9) (cont'd)

Charitable expenditure in our social work service was £2.4m (2019/20 £2.3m). Our social work service supports individuals, families, carers, and communities and also plays a pivotable role in our care homes, retirement living and service admission process. The social work service does not attract any funding with the costs of this service being met in their entirety by donations.

Charitable expenditure in our mental health service was £2.1m (2019/20 £1.9m) reflecting the cost of the integrated mental health service provided by the Jewish Association for Mental Illness (JAMI). March 2020 saw the closure of the mental health day and community centres with a subsequent re-provisioning of services in a digital and virtual format.

Central costs were £5.9m (2019/20 £5.7m). The majority of the increase in costs relates to a restructuring programme of our support and central departments in 2020/21. Central costs are allocated to activities based on the number of full-time equivalents at Jewish Care. Our central costs are normally at a level that is consistent with the requirement for the effective running of a Charity of our size.

JEWISH CARE

3. STRATEGIC REPORT – AIMS, ACHIEVEMENTS AND PERFORMANCE

FINANCIAL REVIEW (cont'd)

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

	31 March 2021	31 March 2020
	£' 000	£' 000
Charitable income and expenditure		
Charitable activities income ¹	29,528	34,966
Charitable expenditure before depreciation ²	(52,247)	(53,358)
Operating charitable loss before donations	(22,719)	(18,392)
Other operational expenditure		
Depreciation and amortisation	(3,568)	(3,664)
Total other operational expenditure	(3,568)	(3,664)
Asset write offs (former Princess Alexandra Care Home)	-	(520)
Net operating loss before donations and other income	(26,287)	(22,576)
Other Income³	1,812	-
Income from donations and investments		
Donations and legacies (includes one off emergency appeal monies in 2021)	22,435	17,225
Fundraising expenditure	(2,554)	(3,624)
Other trading entities	6	70
Investment income	1,153	1,017
Investment fees & other investment related costs	(192)	(190)
Total income from donations and investments (net)	20,848	14,498
Net operating (loss)	(3,627)	(8,078)
Net unrealised gains/(losses) on investments	6,492	(949)
Property Disposals	2,882	421
Capital project donations		
Sandringham	6,399	8,224
Leila's House (JAMI)	465	110
Total capital project donations	6,864	8,334
Actuarial (losses)/gains on defined benefit pension scheme	(3,909)	2,999
Net movement in funds	8,702	2,727

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

2. Charitable activities expenditure in our Care Homes, Day Centres, Home Care, Retirement Living and Mental Health services (note 9)

3. Other income relates to government funding for the Coronavirus Job Retention Scheme (CJRS) and Infection Control Funding (ICF)

JEWISH CARE

3. STRATEGIC REPORT

Defined Benefit Pension Scheme

The pension scheme liabilities have been calculated by updating the valuation calculations carried out for the formal actuarial valuation as at 1 April 2019. The deficit at 31 March 2020 under FRS102 was £14.4m (2019/20 £10.6m) and further details can be found in note 28. In recognition of this level of pension deficit for Jewish Care, the investment strategy approved by the Pension Trustees and Jewish Care along with a collateral security arrangement in order to reduce the charity's exposure to any potential deterioration in the future continues. The annual contributions to the scheme from Jewish Care reduced to £0.6m in 2020/21 (£1.5m 2019/20), as a result of an agreement between the Trustees of Jewish Care and the Trustees of the Jewish Care Pension Scheme (and in line with guidance issued by the Pensions Regulator) to mitigate the financial impact of Covid -19 on Jewish Care. Under that agreement contributions will continue at a reduced 50% level during 2021/22 and will increase to the 100% level from the beginning of 2022/23. This will still result in the deficit being fully repaid over the target period of 10-15 years.

Investment Objectives, Powers and Performance

Jewish Care's investment powers are set out in its Memorandum of Association, which states that Jewish Care shall have the power: *"To invest the monies of the Charity not immediately required for its purposes in or upon such investments, securities real or personal property as may be thought fit."*

At the year end, the market value of the Jewish Care Group's investments was £31.5m (2019/20 £27.7m). There were net gains on the investment portfolio of £6.4m (2019/20: losses of £1m). Investment gains for the year follow a market rebound in equity markets combined with worldwide monetary and fiscal stimulus after a period of volatility brought on by the Covid-19 lockdown 'shock' experience of 2019/20. As part of the mitigation of the financial impact of Covid-19 on Jewish Care, the Board approved the withdrawal of £2.5m from free investment reserves in 2020/21, this was primarily to cover the reduced income from our day-to-day operations and to support working capital requirements. Investments were managed equally by Veritas Investment Management LLP and Quilter Cheviot Ltd. The key investment objective for both Managers is to achieve an absolute return of inflation plus 3% over the medium term 3 - 5 years with Veritas Investment Management achieving a one-year total return of 25.87% in the year ended 31 March 2021 (last 3 years 10.45%, last 5 years 10.48%) and Quilter Cheviot achieving a one-year total return of 28.3% in the year ended 31 March 2021 (last 3 years 10.6%, last 5 years 13.1%). Both investment managers have a fully discretionary investment management mandate with the risk profile for both Investment Managers being one of medium risk with an emphasis on capital growth with income. Performance is monitored by the Finance, Audit and Investment Committee.

Ethical Investments

Jewish Care takes all reasonable steps to ensure that any decisions taken by its investment managers in respect of its corporate investments are consistent with its social care policies. Regular review of the investment managers' Ethical Investment Policy is undertaken.

Taxation

Jewish Care and its subsidiary charitable entities are exempt from income tax and corporation tax on its charitable activities. Jewish Care's trading subsidiary and other related trading subsidiaries are liable to United Kingdom corporation tax where they have taxable profits. Like most charities, Jewish Care is unable to reclaim much of its input VAT and suffers it as an expense. All irrecoverable VAT is included within the appropriate expenditure headings.

JEWISH CARE

3. STRATEGIC REPORT

Employment Policy

Jewish Care is committed to establishing equality of opportunity for all staff and volunteers. It is the policy of Jewish Care that there should be no unfair discrimination in considering applications for employment, including those from disabled persons. We believe in a diverse team and promote diversity and inclusion in all forms and, we have policies in place to ensure we give candidates and existing staff equal opportunities to succeed. We are also registered as a Disability Confident employer. The directors are committed to maintaining and developing communication and consultation procedures with employees who, in turn, are encouraged to become aware of and involve themselves in the performance of the Charity. Please refer to the section 172 statement on pages 34 with regard to the interest of the company's employees.

Gender Pay Gap

Jewish Care's values are at the heart of everything we do, and we are committed and proud of our diverse and inclusive organisation where people are treated fairly with dignity and respect. Jewish Care's median gender pay gap is 1% (meaning its gender pay gap is 13% with the difference between the two measures being due to the gender pay gap in those paid in the upper quartile).

Modern Slavery and Human Trafficking

Jewish Care is committed to eliminating the existence or prospect of modern day slavery and human trafficking within its own business and that of its supply chain. The Trustees, and Executive Leadership team are responsible for assessing and bolstering Jewish Care's effectiveness, to ensure that slavery and human trafficking are not taking place in its business or supply chains. They do so by providing adequate resources, training, and investment. Jewish Care's performance is measured annually and members of staff responsible for procurement are required to complete courses with respect to modern slavery capacity building and reporting/etc. More information is available in our Anti-Slavery and Human Trafficking statement published in April 2019 and available at www.jewishcare.org

JEWISH CARE

3. STRATEGIC REPORT

Risk Policy

The Internal Audit and Risk Committee ensures a risk assessment review is undertaken annually and that all key risks are identified, reported to the Board and suitable controls are implemented. Jewish Care identifies and manages risks that endanger the achievement of the strategic aims, as defined in its Memorandum and Articles of Association and its published Vision and Mission. The outbreak of Covid-19 introduced new risks whilst also compounding existing risks.

The principal risks and uncertainties faced by the organisation this year are:

Risk	Mitigation
Major outbreak of food poisoning, or of infection or a fire or another serious incident leading to multiple serious illness, injury or even death. This sort of happening could also lead to reputational damage, a reduction in income or an increase in expenditure.	Risk control measures include extensive policies and procedures, comprehensive staff training plus various checks and audits.
Accidental data misuse or leak by staff or malicious unauthorised access to data. This could lead to significant fines, reputational damage and loss of income.	Control measures include a strong IT security environment (including multi factor authentication, e mail screening and real time monitoring of log ons and network activity) and staff training on security and GDPR.
Reduced availability of appropriately skilled staff leading to higher costs and a less consistent standard of care.	Risk control measures include an ongoing staff recruitment partner, various "best employer" initiatives and a business continuity plan that diverts resources from support functions to the front line.
Loss of fundraising income due to reliance on a few lay leaders to raise funds.	Risk control measures included the roll out the recommendations from a strategic review of our fundraising strategy to include plans for sustainability and diversification of the income portfolio with a reduced dependency on voluntary and legacy income. In addition, there is a leadership development programme in place to train the next generation of lay leaders.
Property estate regulatory compliance, the risk of a failure to comply with statutory and regulatory regimes which ensure the safety of those living, using, entering or working in our premises.	Risk control measures include the regular review of policies and procedures by both in house and independent external contractors, mandated training for staff, communication on a regular basis with all staff, and regular review and reporting by external contractors with oversight from our Property Expert Group.

JEWISH CARE

3. STRATEGIC REPORT

Risk Policy (cont'd)

In last year's Annual Report we reported on additional risks that the organisation faced as a result of the pandemic.

- Reduced income. Occupancy fell by over 20% between March and June 2020 with admissions frozen during the 12 week national lockdown. Admissions resumed in June 2020 when all Homes were Covid 19 free, and occupancy has increased since then. We are now back to pre-pandemic occupancy levels. However, we are mindful that this coming winter could be challenging, and occupancy could reduce again.
- Local Authority Funding, both for residential fees and financial support for the impact of the pandemic. Local Authorities (providers) have provided infection control funding and some increase in rates to cover PPE costs and infection control methods and procedures as mandated by the Government. This funding goes some way to support the additional pandemic costs. Last year we were concerned that one or more Local Authorities could fail. That has not happened due to support from central government. Whilst failure is still possible, we believe this risk has reduced.
- Future cost increases. Even at this stage we do not yet know the likely effect of the pandemic on certain costs such as insurance premium costs.
- Wider economic impact. The economy has started to recover from the pandemic and that recovery has been better than many people thought it would be. However not all economic indicators are positive, and a challenging winter could reverse some of the economic gains seen to date. There is still a risk of individuals, trusts or foundations reducing donations due to economic downside or uncertainty or donations being diverted to other causes.
- Reduction in the value of our investment portfolio. Global markets reacted to the Covid-19 pandemic with a decline in the value of the portfolio investments at the end of March 2020. These declines have been reversed and the value of our investment portfolio at 31 March 2021 is now in excess of the value at 31 March 2019. Clearly there is still a risk that these gains could be reversed if the winter is challenging.

Our Internal Audit function presents an internal audit plan to the Audit and Risk Committee at the beginning of each financial year. The internal audit plan cuts across services, with audits selected for review based on the risks with high net risk scores taken from departmental risk registers. Internal audit reviews and recommendations are presented to the Audit and Risk Committee upon completion that also includes management responses. Business Continuity and Disaster Recovery plans continue to be reviewed and updated at an organisational and departmental/service level. Plans are tested and reported to the Audit and Risk Committee.

JEWISH CARE

3. STRATEGIC REPORT

Reserves Policy and Going Concern

Jewish Care's reserves policy focuses on the level of its free (general) reserves, excluding restricted, designated and the pension reserve.

The pension reserve is excluded as a plan is reducing the Charity's risk regarding any potential future deterioration of the current deficit. Tangible fixed assets are considered designated, as they do not represent free reserves. The reserves policy is updated and approved by the Finance, Investment and Audit Committee and the Trustee Board on an annual basis. The approach adopted by Jewish Care to develop its reserves policy is the "risk identification approach" recommended by the Charity Commission. It reviews the financial impact of risk, the stability of future income streams and the funding of future expenditure plans. The Finance, Investment and Audit Committee then monitors Jewish Care's performance against budget and recommends action to bridge any gap in reserves if and when necessary. The approved 2020/21 reserves policy is that a level of £21.4m (representing just under 5 months of expenditure) of free reserves was appropriate. Subsequent to year end, the Finance, Investment and Audit Committee reviewed Jewish Care's reserves policy and increased the policy to a level of £25m. The increase was driven by stock market volatility and rising costs.

At the 31 March 2021, the total funds held on a consolidated basis were £142.1m (2019/20 £133.5m). After taking out restricted and designated funds but before the pension scheme reserve, free reserves were £29.1m (2019/20 £22.5m). This is significantly above the recommended reserves and also above the target of £21.4m in place at the end of March 21 explained above and somewhat above the current reserves target. The Board of Trustees is currently thinking about future investment in light of the many current and future challenges facing the organisation..

Reserves (Funds) at the 31 March 2021:

At the 31 March 2021, the total funds held on a consolidated basis were £142.1m (2019/20 £133.5m) and were made up of the following:

- Endowment reserves were £16.9m (2019/20 £16.5m) and represent the value of endowments to provide support to the general objectives of Jewish Care, the majority of which are properties and investments.
- Restricted reserves were £3.6m (2019/20 £3.5m) and are spent in accordance with the conditions of the donors/funders. Please refer to note 24 in the financial statements for further details.
- Designated reserves were £106.9m (2019/20 £101.5m) and represent the value of the functional tangible fixed assets of the organisation namely the homes, day centres and retirement living schemes from which Jewish Care operates its services netted off against the commercial term loan and revolving facilities used to fund the construction of the Maurice and Vivienne Wohl Campus, Wohl Court at Hendon and Sandringham at Stanmore.
- The pension reserve was a deficit of £14.4m under FRS102 (2019/20 £10.6m) and represents the deficit on the defined benefit pension scheme. The programme to address this deficit has been discussed on page 40. Please also refer to note 28.
- Free (general) reserves before the pension deficit were £29.1m (2019/20 £22.5m) and are above the target of £21.4m (since revised to £25m) explained above.

JEWISH CARE

3. STRATEGIC REPORT

Going Concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operation for the foreseeable future. This expectation includes an assessment of the impact of the significant organisational risks. The financial accounts have been produced on the going concern basis given the level of reserves and plans to mitigate financial exposure. Further details of risks can be found on pages 41 and 42 with a more detailed assessment of the adoption of the going concern policy included in the accounting policies on page 58.

JEWISH CARE

4. RESPONSIBILITIES OF TRUSTEES

The Trustees, (who are also directors of Jewish Care for the purposes of company law) are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland. Under Company law the Trustees must not approve the financial statements unless satisfied that they give a true and fair view of the state of the group's and the charitable company's affairs and the group's and charitable company's net movement in funds, including the income and expenditure for that period.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

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

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

In so far as we are aware:

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

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

JEWISH CARE

4. RESPONSIBILITIES OF TRUSTEES (cont'd)

The Trustees Annual Report which incorporates the Strategic Report and the Directors Report as required by company law has been approved and authorised for issue by the Board of Trustees in their capacity as directors on the 22 November 2021 and signed on their behalf by:


Chair & Trustee
Jonathan Zenios

22 November 2021

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

We have audited the financial statements of Jewish Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated Summary Income and Expenditure Account, the Group and Company Balance Sheets, the Group Cash Flow Statements and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

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

Other information

The other information comprises the information included in the Trustees' Annual Report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees'/Directors' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic Report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on pages 46 and 47, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011 and the parent charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to the Care Act 2014, Care Quality Commission regulations, health and safety regulations and General Data Protection Regulations. We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

The group audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and estimates.

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

RSM UK Audit LLP

HANNAH CATCHPOOL (Senior Statutory Auditor)

For and on behalf of RSM UK Audit LLP, Statutory Auditor

Chartered Accountants

25 Farringdon Street, London, EC4A 4AB

Date: 21st December 2021

JEWISH CARE

Consolidated Statement of Financial Activities for the year ended 31 March 2021

		2021		2020		
	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds	Total Funds
		£' 000	£' 000	£' 000	£' 000	£' 000
Income and endowments from:						
Donations and legacies	5/24	21,325	1,110	-	22,435	17,225
Capital project donations	5	-	6,864	-	6,864	8,334
Charitable activities	6	29,521	-	7	29,528	34,966
Other income	7	460	1,352	-	1,812	-
Other trading activities		6	-	-	6	70
Investments	11	1,153	-	-	1,153	1,017
Disposal of Property		2,882	-	-	2,882	421
Total		55,347	9,326	7	64,680	62,033
Expenditure on:						
Raising funds:						
<i>Fundraising</i>	9	2,554	-	-	2,554	3,624
<i>Investment fees</i>	9	192	-	-	192	190
Charitable activities	9/24	53,259	2,420	136	55,815	57,022
Other expenditure	9	-	-	-	-	520
Total	9	56,005	2,420	136	58,561	61,356
Net gains/(losses) on investments	14	5,951	-	541	6,492	(949)
Net income	4	5,293	6,906	412	12,611	(272)
Transfer between funds	24	6,879	(6,879)	-	-	-
Actuarial (losses)/gains on defined benefit pension schemes	28	(3,909)	-	-	(3,909)	2,999
Net movement in funds		8,263	27	412	8,702	2,727
Reconciliation of funds:						
Total funds brought forward		113,465	3,543	16,472	133,480	130,753
Total funds carried forward	25/26	121,728	3,570	16,884	142,182	133,480

The notes on pages 57 to 102 form an integral part of the accounts. All activities during the year derive from continuing activities. Full comparative figures for the year ended 31 March 2020 as shown in note 34.

JEWISH CARE

Consolidated Summary Income and Expenditure Account for the year ended 31 March 2021

	All income funds 2021 £' 000	All income funds 2020 £' 000
Income	63,521	61,016
Gain/(loss) on investments	2,041	(901)
Investment income	1,153	1,017
Gross income in the reporting period	66,715	61,132
Expenditure	(54,790)	(57,379)
Interest payable	(200)	(313)
Depreciation and amortisation of tangible and intangible fixed assets	(3,435)	(3,664)
Total expenditure in the reporting period	(58,425)	(61,356)
Net income before tax for the reporting period	8,290	(224)
Tax payable	-	-
Net income/(expenditure) for the financial year	8,290	(224)

The Consolidated Summary Income and Expenditure Account is derived from the Statement of Financial Activities on page 53 with movements on endowment funds removed to comply with Company law.

All income and expenditure is derived from continuing activities.

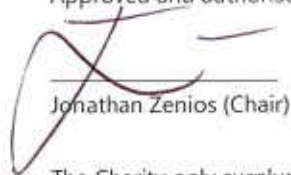
JEWISH CARE

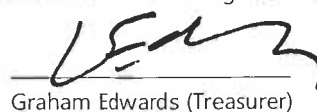
Balance Sheets as at 31 March 2021

Registered No. 02447900

		Group		Company	
	Note	2021	2020	2021	2020
		£' 000	£' 000	£' 000	£' 000
Fixed Assets					
Tangible assets	12	141,839	133,729	141,918	133,754
Intangible assets	13	644	842	644	842
Investments	14	31,550	27,751	31,807	28,008
		174,033	162,322	174,369	162,604
Current Assets					
Debtors	16	7,191	5,210	6,857	5,465
Stock	17	118	173	118	173
Cash at bank and in hand	27	7,109	6,284	4,472	3,872
		14,418	11,667	11,447	9,510
Liabilities					
Creditors – Amounts falling due within one year	18	(11,311)	(11,988)	(10,830)	(11,868)
Net Current assets/ (liabilities)		3,107	(321)	617	(2,358)
Total Assets Less Current Liabilities					
		177,140	162,001	174,986	160,246
Creditors – Amounts falling due after more than one year	21	(20,550)	(17,932)	(20,550)	(17,932)
Total assets less total liabilities excluding pension liabilities		156,590	144,069	154,436	142,314
Defined benefit pension scheme provision	28	(14,408)	(10,589)	(14,408)	(10,589)
Total net assets		142,182	133,480	140,028	131,725
The funds of the charity:					
Restricted funds					
Endowment funds	23/25/26	16,884	16,472	16,884	16,472
Restricted income funds	24/25/26	3,570	3,543	3,509	3,508
Unrestricted funds					
Designated funds	26	106,942	101,548	107,021	100,869
General funds	26	29,194	22,506	27,022	21,465
Total unrestricted funds		136,136	124,054	134,043	122,334
Pension reserve	26/28	(14,408)	(10,589)	(14,408)	(10,589)
Total charity funds	25/26	142,182	133,480	140,028	131,725

Approved and authorised for issue by the Board on 22 November 2021 and signed on its behalf by


Jonathan Zenios (Chair)


Graham Edwards (Treasurer)

The Charity only surplus for the year ended 31 March 2021 is £5.718m (2019/20 deficit of £0.343m). The notes on pages 57 to 102 form an integral part of these accounts.

JEWISH CARE

Consolidated Statement of Cashflows for the year ended 31 March 2021

	Note	2021 £' 000	2020 £' 000
Cash flows from operating activities:			
Net cash provided by operating activities	27	(742)	4,136
Cashflows from investing activities:			
Dividends, interest & returns from investments		964	827
Payments to acquire tangible and intangible fixed assets	12/13	(11,422)	(9,952)
Proceeds from sale of investments	14	6,024	5,676
Proceeds from sale of property		3,108	613
Payments to acquire investments	14	(3,207)	(4,998)
Net cash used in investing activities		(4,533)	(7,834)
Cash flows from financing activities:			
Cash inflows from borrowings	27	6,100	5,650
Net cash from financing activities		6,100	5,650
Change in cash and cash equivalents in the reporting period		825	1,952
Cash and cash equivalents at the beginning of the reporting period		6,284	4,332
Cash and cash equivalents at the end of the reporting period	27	7,109	6,284

The notes on pages 57 to 102 form an integral part of these accounts.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

1. Status of the Charitable Company

Jewish Care is a charitable company registered in England, company number 02447900, limited by guarantee and not having a share capital. It is a registered Charity in England and Wales, Charity Commission number 802559, with its registered office at Amelie House, Maurice and Vivienne Wohl Campus, 221 Golders Green Road, NW11 9DQ. The principal activities of the group are documented in the Trustees' Annual and Strategic Report on pages 3-45.

2. Accounting Policies

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

Statement of Compliance

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) (March 2018) and the Companies Act 2006. The financial statements are prepared in sterling, both the functional and presentational currency of the company. Financial values are rounded to the nearest whole pound. As a qualifying entity within the meaning of FRS 102 the charitable company has chosen to take advantage in its individual financial statements of the following disclosure exemption: - section 7 – presentation of a statement of cash flows, related notes and disclosures as permitted by the reduced disclosure framework.

Jewish Care meets the definition of a public benefit entity under FRS 102. Assets and liabilities are recognised at historical cost unless otherwise stated in the relevant accounting policy notes.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

2. Accounting Policies (cont'd)

Preparation of accounts on a going concern basis

Going Concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operation for the foreseeable future. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements and have thereby adopted the going concern basis of accounting in preparing the financial statements

- Working capital and cash – an overdraft facility of £8m is available to cover working capital requirements. Management accounts to September 2021 are positive to budget with occupancy rates exceeding the budget for 2021/22. Cashflow forecasts for the next 3 years have been produced along with a longer term financial plan. These have been reviewed and approved in September 2021.
- Reserves - a review and adoption of a revised reserves policy with a focus on known risks from the organisational risk register was completed and approved in September 2021.
- Defined Benefit Pension Scheme - Jewish Care negotiated a 50% reduction in the defined benefit contributions from July 2020 until March 2022 in agreement with the directors of the Jewish Care Pension Trustee.
- Planned property sales - two planned property sales have completed as at the date of accounts signing, Clore Manor, 160-162 Great North Way, NW4 and Rubens House, 184 Ballards Land, N3. The use of the proceeds have been agreed to support some operational costs and to repay loan facility repayments due in 2021/22.
- Financial support from the Government in terms of Infection Control Funding (ICF) continues to be utilised with regular reporting submissions being made to each local authority in accordance with its terms and conditions. Support from Infection Control Funding and Rapid Test Funding has been extended from October 2021 to March 2022.
- The Covid-19 pandemic continues, but vaccination levels mean that it will not have the same impact as the previous Winter period and we retain the strict measures necessary to minimise transmission in all of our care settings including mandatory vaccination of all staff.

In view of the steps completed and being taken as listed above, the Trustees consider that the Group has both sufficient funding and liquidity for the foreseeable future. The Charity therefore continues to adopt the going concern basis in the preparation of its financial statements.

Group financial statements

The financial statements consolidate the results of the Charity and its subsidiary undertakings on a line-by-line basis. The entities consolidated are those as listed in note 15 of the accounts with further analysis of the material subsidiaries in note 3. A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 Companies Act 2006. The surplus of the parent Charity including capital gifts was £5.718m (2019/20: deficit of £0.343m). Uniform SORP accounting policies have been applied.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

2. Accounting Policies (cont'd)

Basis of Consolidation

The Charity operated 3 subsidiaries and 20 linked Charities. All subsidiaries are consolidated into the group accounts and consolidated on a line by line basis and, linked Charities are accounted for as branches in the accounts of the Charity. Of the three larger subsidiaries and linked Charities, Community Trading Limited is a trading subsidiary wholly owned by Jewish Care, the Joel Emanuel Trust is a registered social landlord wholly owned by Jewish Care (linked Charity) and the Jewish Association for Mental Illness (JAMI) is a Charity of which Jewish Care is the sole company law member.

Income and endowments

All income and endowments are recognised when the criteria of entitlement, measurement and probability of receipt have been satisfied.

Income from charitable activities to include care home residential and nursing fee income and grants are accounted for on a receivable basis. Investment income, including interest receivable, and other miscellaneous income are also accounted for on a receivable basis. Income from the Government Coronavirus Job Retention Scheme (CJRS) in the amount of £460k has been accounted for on a receivables basis. Income from the Government Adult Social Care Infection Control Fund of £1,352k has also been accounted for on a receivables basis.

Donations are accounted for on a received basis. For legacies, entitlement is taken as the earlier of the date on which either: Jewish Care is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and Jewish Care has been notified of the executor's intention to make a distribution. Where legacies have been notified to Jewish Care, or Jewish Care is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material. Income from the endowment funds is split between restricted and unrestricted funds according to the specific terms of each fund.

Trading income (shops income) is recognised in the period in which the goods are sold or the services are provided.

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

2. Accounting Policies (cont'd)

Donated Services and Facilities

Donated services and facilities are only included in these accounts at the value to the Charity where this can be accurately and reliably quantified. The majority of the Charity's donated services represent the contribution of many thousands of hours by its 3,500 unpaid volunteers which complements the work of the Charity's paid staff. These volunteers support many aspects of the Charity from youth groups right through to the Trustee Board. The value of the contribution of donated hours is estimated at between £3m to £4m, this has not been reflected in these accounts. The SORP does not permit the accounting for such contributions due to the inherent uncertainty in applying an accurate and reliable financial measurement in accordance with the SORP. Further details of the contribution of volunteers are included in the Trustees' Report.

Expenditure

Expenditure is accounted for on an accruals basis where there is a legal and constructive obligation to make a payment to a third party and the amount of the obligation can be measured reliably. Expenditure is allocated to the appropriate headings relevant to the charitable activities; namely fundraising, care homes, day centres, home care and retirement living, social work, indirect community services, mental health and project costs. Where expenditure relates to more than one cost category it is apportioned. The method of apportionment uses the most appropriate basis for each department. Reference should be made to note 9 for further information on the allocation of costs. Any irrecoverable VAT is included with the costs to which it relates.

The cost of raising funds are those costs that are attributable to raising funds for the Charity, other than costs incurred in undertaking the charitable activities or investing activities. The costs of raising funds represent direct costs and overheads associated with raising donated income and, they also include an allocation of central costs as shown in note 9.

The central costs which include governance costs are shown in note 9 and support the whole of the charitable activities. Central costs are allocated to the charitable expenditure headings on a full time equivalent basis that is consistent with the use of these resources. Central costs include human resources, information technology, facilities, finance, governance and investment costs.

Operating Leases

The Charity classifies the lease of property, buses and printing equipment as operating leases. The title of the property, buses and printing equipment remains with the relevant lessors with the rental charges applicable to operating leases charged on a straight-line basis over the term of the lease.

Employee benefits

Short term benefits

Short term benefits, including holiday pay, are recognised as an expense in the period in which the service is rendered.

Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

2. Accounting Policies (cont'd)

Pension Schemes

Jewish Care operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of Jewish Care in an independently administered fund. The pension costs charged in the financial statements represent the contributions payable during the year. Jewish Care also operated a defined benefit pension scheme - the Jewish Care Pension Scheme, for the benefit of the employees. The scheme was closed to new entrants on the 1 February 2006 and closed to future benefit accrual as at 31 March 2011. The assets of the scheme are administered by the Jewish Care Pension Scheme Trustee in a fund separate from that of the Charity. The Pension Scheme has been accounted for in accordance with FRS 102. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses. Actuarial gains and losses are recognised immediately in other recognised gains and losses. See note 28 for further details.

Fixed assets and depreciation

Freehold properties are stated in the Balance Sheet at cost or value less depreciation. Only expenditure on property that is a new build or an improvement or an extension of existing facilities has been defined as fixed assets. Assets under construction are stated at cost and will be depreciated in accordance with the principal rates below when the assets are brought into use. No depreciation is charged on freehold land. Tangible fixed assets are stated at cost less depreciation. All single items of equipment with a value in excess of £1,000 are capitalised. Depreciation is provided in order to write off the cost, less estimated residual value of each asset, over its expected useful economic life. The principal rates used are:

Long leasehold land and building	Over the lease period, straight line method
Equipment	7 - 25% straight line method
Freehold and long leasehold buildings	2% straight line method
Motor Vehicles	25% straight line method

Intangible fixed assets and amortisation

Intangible assets are stated in the balance sheet at cost less amortisation and impairment. Amortisation on software is provided using the straight line method at 25%. Costs recognised with maintaining computer software are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of unique software products are recognised as intangible fixed assets (Dynamics 365, CRM and Raiser's Edge).

Impairment of Fixed Assets

An assessment is made at each reporting date of whether there are any indications that the value of a fixed asset may be impaired. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairment losses where applicable.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

2. Accounting Policies (cont'd)

Investments

Listed investments are a form of basic financial instruments and are initially shown in the financial statements at market value. Movements in the market values of investments are shown as unrealised gains and losses in the statement of financial activities. The level of investment funds held by the Charity take into account income requirements and risk profile. Both investment managers have a fully discretionary investment management mandate with the risk profile for both Investment Managers being one of medium risk with an emphasis on capital growth with income. Performance is monitored by the Finance, Audit and Investment Committee.

Investment Properties are valued by surveyors on a 3 yearly basis, all of whom are members of the Royal Institute of Chartered Surveyors. Desk top reviews of these valuations are carried out as and when required. Investment Properties are initially recognised at their transaction value and are subsequently measured at their fair value (market value) as at the balance sheet date.

The results of subsidiaries are included in the Jewish Care group's total charitable income/expenditure or trading income/expenditure as their respective financial designation determines. Consolidation of the subsidiaries is determined by the group's control and power to govern the financial and operating policies of the subsidiaries so as to obtain benefits from their activities. Investments in subsidiaries are accounted for at cost.

Profits and losses on the realisation of investments are shown as realised gains and losses in the Statement of Financial Activities. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying values or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the statement of financial activities.

Financial Instruments

The Charity operates basic financial instruments in terms of its assets and liabilities. In terms of its liabilities, the bank loan shown in creditors amounts falling due after one year is recognised at its principal amount advanced less capital repayments.

Debtors

Trade and other debtors are recognised at the settlement amount due for the provision of services delivered. Prepayments are recognised at the amount prepaid or the amount it has paid in advance. They are measured on the basis of the amount recoverable.

Cash at Bank and in Hand

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

Creditors

Creditors 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 reliably, amounts are measured on the basis of their settlement amount.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

2. Accounting Policies (cont'd)

Fund Accounting

Jewish Care maintains various types of funds as follows:

Restricted funds

Restricted funds represent donations and legacies received which are allocated by the donor to a specific project. The restrictions are binding on the Trustees of the Charity. (note 24)

Unrestricted (General) Funds

General funds are funds that are expendable at the discretion of the Trustees in the furtherance of the objects of Jewish Care. Such funds may be held in order to fund both working capital and capital investment. (note 25)

Designated Funds

Designated funds represent funds which are unrestricted, but the Trustees have designated them for a specific purpose to further the objectives of Jewish Care, the only designated fund is the fixed asset fund which represents the value of unrestricted tangible fixed assets. (note 25)

Permanent Endowment funds

These are funds where the assets must be held permanently by the Charity, principally in the form of investments. Income from endowments is included, together with income from unrestricted funds in incoming resources. In some cases, this income is also restricted towards a particular purpose specified by the donor. (note 23).

Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the Charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The key areas that are deemed to be material for these financial statements are as follows:

Judgements

Accruing for income derived from legacies where complicated issues surrounding the measurement of the group's entitlement to receipt existed at the year end. At the 31 March 2021 a review of post year end legacy receipts lead to the take up of a £55k legacy income accrual where the conditions of entitlement, probability and measurement were met. (2019/20: £NIL)

The value of the contribution of the many thousands of hours donated by its 3,500 unpaid volunteers has not been reflected in these accounts. The SORP does not permit the accounting for such contributions due to the inherent uncertainty in applying an accurate and reliable financial measurement in accordance with the SORP.

Key Assumptions and Estimates

The principal assumptions used to calculate the liabilities in the defined benefit pension scheme are those as set out in note 28.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

3. Subsidiaries

The Charity has one wholly owned trading subsidiary, Community Trading Limited, which is incorporated in England and Wales, company registration number 02449362. The following is a summary of its audited financial statements for the year ended 31 March 2021 (please also see note 15 for further details).

Statement of Income and Retained Earnings

	2021	2020
	£' 000	£' 000
Turnover	11,251	10,479
Cost of sales	(10,949)	(9,572)
Gross profit	302	907
Administrative expenses	(63)	(66)
Operating profit	239	841
Interest receivable	-	-
Profit before taxation	239	841
Taxation expense	-	-
Profit after taxation and profit for the financial year	239	841
Qualifying payment to Jewish Care	(239)	(841)
Total Shareholders' Funds at 1 April 2020/2019	13	13
Total Shareholders' Funds at 31 March 2021/2020	13	13

Statement of Financial Position as at 31 March

	2021	2020
	£' 000	£' 000
Current assets	1,960	4,746
Creditors (amounts falling due in one year)	(1,947)	(4,733)
Total assets less current liabilities	13	13
Total Shareholders' Funds	13	13

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

3. Subsidiaries (cont'd)

The Joel Emanuel Trust (JET) is a Registered Social Landlord wholly owned by Jewish Care; linked Charity number 802559-12 and Registered Social Landlord number A2670. The following is a summary of its audited financial statements for the year ended 31 March 2021 (please also see note 15 for further details).

Statement of Comprehensive Income

	2021	2020
	£' 000	£' 000
Turnover	1,502	1,605
Operating expenditure	(1,902)	(1,712)
Operating (deficit) for the year	(400)	(107)
Dividend & interest receivable	45	34
(Losses)/gains on investments	441	(59)
Interest payable	(43)	(55)
Surplus/(deficit) for the year	43	(187)
Total reserves at 1 April 2020/2019	6,166	6,353
Total reserves at 31 March 2021/2020	6,209	6,166

Statement of Financial Position as at 31 March

	2021	2020
	£' 000	£' 000
Fixed assets	6,270	5,939
Current assets	43	311
Creditors (amounts falling due in one year)	(103)	(84)
Total Net Assets	6,210	6,166
Reserves		
Income and expenditure reserve	(61)	226
Revaluation reserve	166	132
Designated reserve	9	9
Endowment reserve	6,096	5,799
Total Reserves	6,210	6,166

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

3. Subsidiaries (cont'd)

The Jewish Association for Mental Illness (JAMI) is a subsidiary of Jewish Care by reference to Jewish Care being its sole member. It is registered in England and Wales, company registration number 02618170 and Charity Commission number 1003345. The following is a summary of its audited financial statements for the year ended 31 March 2021 (please also see note 15 for further details).

Statement of Financial Activities

	2021	2020
	£' 000	£' 000
Income- donations and legacies (revenue)	1,650	1,722
Income – charitable activities (includes grant from Jewish Care)	1,120	1,092
Charitable expenditure	(2,761)	(2,667)
Net income before capital donations	9	147
Capital donations	440	110
Net income after capital donations	449	257
Total funds at 1 April 2020/2019	3,223	2,966
Total funds at 31 March 2021/2020	3,672	3,223

Balance Sheet as at the 31 March

	2021	2020
	£' 000	£' 000
Fixed Assets	1,185	1,212
Current assets	2,743	2,230
Creditors (amounts falling due in one year)	(256)	(219)
Total assets less current liabilities	3,672	3,223
Charity Funds		
Designated*	1,538	1,565
Restricted	62	35
Unrestricted	2,072	1,623
Total Charity Funds	3,672	3,223

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

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

4. Net Income

Jewish Care has one class of business, being the provision of welfare services to the Jewish community in the United Kingdom. All income relates to continuing operations.

The net income is stated after charging/(charging):

	2021	2020
	£' 000	£' 000
Profit on Disposal of Fixed Assets	(2,882)	(421)
Depreciation and amortisation (note 12 & 13)	3,568	3,664
Operating Leases – buildings	204	204
Operating leases – equipment & vehicles	128	114
Auditors' remuneration (excludes VAT)		
- RSM UK Audit LLP - audit fees including £40,349 in respect of the Charity	79	84
Internal audit fees (excludes VAT)		
- Haysmacintyre LLP	22	39

5. Donations and Legacies

	2021	2021	2021	2020
	£' 000	£' 000	£'000	£'000
	Unrestricted	Restricted	Totals	Totals
Legacy income	4,337	-	4,337	4,615
Revenue donations	16,988	1,110	18,098	12,610
Capital project donations	-	6,864	6,864	8,334
	21,325	7,974	29,299	25,559

6. Charitable Activity Income

	2021	2021	2021	2020
	£' 000	£' 000	£'000	£'000
	Unrestricted	Endowment	Totals	Totals
Charitable Activity Income	29,521	7	29,528	34,966
	29,521	7	29,528	34,966

7. Other Income

	2021	2021	2021	2020
	£'000	£' 000	£'000	£'000
	Unrestricted	Restricted	Totals	Totals
Other income	460	1,352	1,812	-
	460	1,352	1,812	-

Other income relates to £460k of Coronavirus Job Retention Scheme (CJRS) from the Government and £1,352k of infection control funds from the Adult Social Care Infection Control Funds, funds of which were utilised to reduce Covid-19 transmission in and between care homes and to support wider workforce resilience.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

8. Staff Costs (Group)

	2021	2020
	£' 000	£' 000
Wages and salaries	32,053	31,047
Social security costs	2,808	2,638
Pension costs – defined contribution	1,080	1,037
Pension costs – defined benefit	536	602
	36,477	35,324
Redundancy and termination costs	1,009	185
Payments made to independent third parties for the provision of staff	65	224

Staff Costs (Company)

	2021	2020
	£' 000	£' 000
Wages and salaries	30,368	29,480
Social security costs	2,661	2,503
Pension costs – defined contribution	1,032	1,003
Pension costs – defined benefit	536	602
	34,597	33,588
Redundancy and termination costs	1,009	185
Payments made to independent third parties for the provision of staff	65	224

Employees received £93,572 (2019/20: £98,680) of benefits in kind not included above. Key management personnel comprise the Executive Leadership team and Trustees. The total remuneration, benefits and pensions paid to the Executive Leadership team in the year was £1,204,857 (2019/20: £1,039,549). None of the Jewish Care Trustees received any remuneration or expenses for their work associated with the Charity. The average number of people employed by the Group during the year was 1,241 (2019/20: 1,382) and employed by the Company was 1,179 (2019/20: 1,334). Of these, the average number of employees directly involved in care related work was 559 (2019/20: 633). Volunteers do not receive any remuneration for their volunteering time but can be reimbursed for out of pocket expenses where applicable. The contribution of many thousands of hours given by our 3,500 unpaid volunteers has not been reflected in these accounts.

The premium paid to independent third parties for the provision of staff relate to costs incurred where established staff vacancies exist and cover is required pending recruitment, short term sickness cover and time limited projects.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

8. Staff Costs cont'd

At 31 March 2021, the following number of employees earned in excess of £60,000 per annum including benefits in kind but excluding national insurance and pension costs:

	2021	2020
	No	No
Emoluments of employees:		
£60,001 - £70,000	7	5
£70,001 - £80,000	7	6
£80,001 - £90,000	4	1
£90,001 - £100,000	4	7
£100,001 - £110,000	2	-
£110,001 - £120,000	-	1
£130,001 - £140,000	-	1
£140,001 - £150,000	1	-
£170,001 - £180,000	1	1

The Chief Executive falls in the highest banding above.

Employer's pension contributions for employees whose emoluments exceeded £60,000 were £114,556 (2019/20: £66,068).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

9. Analysis of Expenditure 2021

	Personnel	Direct Fundraising	Establishment	Client/ Other	Central	2021 Totals	2020 Totals
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Fundraising	1,592	278	211	242	231	2,554	3,624
Totals	1,592	278	211	242	231	2,554	3,624
Charitable activities							
Care Homes	23,936	-	7,574	2,842	4,591	38,943	38,422
Day Centres	3,332	-	1,189	515	13	5,049	7,139
Home Care	551	-	55	57	146	809	1,085
Retirement Living	2,805	-	1,251	289	328	4,673	4,331
Social Work	1,785	-	147	18	419	2,369	2,299
Indirect Community Services	1,369	-	111	4	55	1,539	1,526
Mental Health	1,295	186	427	217	-	2,125	1,925
Project Costs	273	8	1	-	-	282	295
Totals	35,346	194	10,755	3,942	5,552	55,789	57,022
Investment fees	-	-	-	-	192	192	190
Totals	-	-	-	-	192	192	190
Other expenditure	-	-	-	26	-	26	520
Totals	-	-	-	26	-	26	520
Total expenditure	36,938	472	10,966	4,210	5,975	58,561	61,356

Personnel – salaried and agency staff providing charitable services, national insurance contributions, pension contributions, staff benefits, professional development and core training costs.

Direct Fundraising – direct costs of major events, marketing costs, various programme costs (Friends, Young Patrons etc.) and committee event costs.

Establishment – property and equipment maintenance costs to include fixed and reactive works, depreciation costs on all sites, cleaning and refuse, insurance, utilities (to include gas, electricity, council tax and water rates) computer, telephone and security costs.

Client – direct catering costs, medical supplies, therapists, and GP fees.

Central – central costs as detailed on page 72.

Other expenditure - relates to the write off of the residual net book value of the former property Princess Alexandra and related fixtures and fittings as part of the capital project development at Stanmore.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

9. Analysis of Expenditure 2020

	Personnel	Direct Fundraising	Establishment	Client /Other	Central	2020 Totals
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Fundraising	1,632	1,294	209	276	213	3,624
Totals	1,632	1,294	209	276	213	3,624
Charitable activities						
Care Homes	24,482	-	7,347	2,875	3,718	38,422
Day Centres	3,716	1	1,368	1,205	849	7,139
Home Care	875	-	61	49	100	1,085
Retirement Living	2,525	-	1,272	286	248	4,331
Social Work	1,816	1	163	32	287	2,299
Indirect Community Services	1,260	-	147	23	96	1,526
Mental Health	1,163	264	498	-	-	1,925
Project Costs	231	35	2	27	-	295
Totals	36,068	301	10,858	4,497	5,298	57,022
Investment fees	-	-	-	-	190	190
Totals	-	-	-	-	190	190
Other expenditure	-	-	-	520	-	520
Totals	-	-	-	520	-	520
Total expenditure	37,700	1,595	11,067	5,293	5,701	61,356

Personnel – salaried and agency staff providing charitable services, national insurance contributions, pension contributions, staff benefits, professional development and core training costs.

Direct Fundraising – direct costs of major events, marketing costs, various programme costs (Friends, Young Patrons etc.) and committee event costs.

Establishment – property and equipment maintenance costs to include fixed and reactive works, depreciation costs on all sites, cleaning and refuse, insurance, utilities (to include gas, electricity, council tax and water rates) computer, telephone and security costs.

Client – direct catering costs, medical supplies, therapists, and GP fees.

Central – central costs as detailed on page 73.

Other expenditure - relates to the write off of the residual net book value of the former property Princess Alexandra and related fixtures and fittings as part of the capital project development at Stanmore.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

Analysis of Expenditure (cont'd)

9. Analysis of Expenditure 2021 (Central Costs)

	Human resources	Information technology	Facilities	Finance	Governance	Investment Fees	2021 Totals	2020 Totals
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Fundraising	70	31	57	50	23	-	231	213
Totals	70	31	57	50	23	-	231	213
Charitable activities								
Care Homes	1,386	611	1,148	989	457	-	4,591	3,718
Day Centres	4	2	3	3	1	-	13	849
Home Care	44	19	36	32	15	-	146	100
Retirement Living	99	44	82	71	32	-	328	248
Social Work	127	55	105	90	42	-	419	287
Indirect Community Services	17	7	14	12	5	-	55	96
Project Costs	-	-	-	-	-	-	-	-
Totals	1,677	738	1,388	1,197	552	-	5,552	5,298
Investment fees	-	-	-	-	-	192	192	190
Totals	-	-	-	-	-	192	192	190
Total expenditure	1,747	769	1,445	1,247	575	192	5,975	5,701

Human Resources – central human resources and training department to support and administer recruitment and training in all services areas.

Information technology – central IT department to support all service areas to include day to day administration for all service areas and the support of project implementation including electronic care plans and rostering systems.

Facilities – central property department to support all estate and facilities maintenance and the support of the capital projects programme.

Finance – central finance department to support and administer the finances for all service areas to include billing, financial reporting and modelling for all service areas, budget setting, statutory accounts preparation and the support of the capital projects programme.

Governance – Chief Executive's Office costs to include internal and external audit costs and legal advice.

Investment fees – investment fees on investment portfolio linked to performance.

Central costs are allocated to expenditure on charitable activities based on a full time equivalent (FTE) basis.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

9. Analysis of Expenditure 2020 (Central Costs)

	Human resources	Information technology	Facilities	Finance	Governance	Investment Fees	2020 Totals
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Fundraising	64	22	59	49	19	-	213
Totals	64	22	59	49	19	-	213
Charitable activities							
Care Homes	1,124	392	1,009	857	336	-	3,718
Day Centres	257	89	230	196	77	-	849
Home Care	30	11	27	23	9	-	100
Retirement Living	75	26	68	57	22	-	248
Social Work	87	30	78	66	26	-	287
Indirect Community Services	29	10	26	22	9	-	96
Project Costs	-	-	-	-	-	-	-
Totals	1,602	558	1,438	1,221	479	-	5,298
Investment fees	-	-	-	-	-	190	190
Totals	-	-	-	-	-	190	190
Total expenditure	1,666	580	1,497	1,270	498	190	5,701

Human Resources – central human resources and training department to support and administer recruitment and training in all services areas.

Information technology – central IT department to support all service areas to include day to day administration for all service areas and the support of project implementation including electronic care plans and rostering systems.

Facilities – central property department to support all estate and facilities maintenance and the support of the capital projects programme.

Finance – central finance department to support and administer the finances for all service areas to include billing, financial reporting and modelling for all service areas, budget setting, statutory accounts preparation and the support of the capital projects programme.

Governance – Chief Executive's Office costs to include internal and external audit costs and legal advice.

Investment fees – investment fees on investment portfolio linked to performance.

Central costs are allocated to expenditure on charitable activities based on a full time equivalent (FTE) basis.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

10. Interest payable

	2021	2020
	£' 000	£' 000
Interest payable on Barclays term loan	200	313
	200	313

11. Investment Income

	2021	2020
	£' 000	£' 000
Dividends and interest receivable	1,151	1,003
Short-term deposit and sundry income	2	14
	1,153	1,017

Of the above, £700,200 (2019/20: £700,200) relates to income from listed investments.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

12. Tangible Assets

Group

	Freehold land and buildings	Assets under Construction	Long leasehold land and buildings	Equipment	Motor vehicles	Total
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Cost						
At 1 April 2020	141,669	12,064	1,025	7,000	13	161,771
Additions	335	10,876	-	318	20	11,549
Disposals	(356)	-	-	-	-	(356)
At 31 March 2021	141,648	22,940	1,025	7,318	33	172,964
Depreciation						
At 1 April 2020	23,079	-	352	4,607	4	28,042
Charge for period	2,773	-	20	412	1	3,206
Disposals	(123)	-	-	-	-	(123)
At 31 March 2021	25,729	-	372	5,019	5	31,125
Net book value						
At 31 March 2021	115,919	22,940	653	2,299	28	141,839
At 31 March 2020	118,590	12,064	673	2,393	9	133,729

Tangible assets are all primarily used for charitable purposes.

Barclays Bank PLC hold a legal charge on the Jewish Care (Charity only) freehold property at 221 Golders Green Road as security for the borrowings for the development of the Maurice and Vivienne Wohl Campus at 221 Golders Green Road NW11 9DQ. The Jewish Care Pension Trustees limited also hold a collateral security arrangement with a second fixed security charge over the Maurice and Vivienne Wohl Campus.

Barclays Bank PLC also hold a legal charge on the Jewish Care (Charity only) freehold properties at Stanmore (Priory Close) and at Hendon (27 Church Road) as security for the funding of the development of the Sandringham Care Campus at Stanmore and Wohl Court, Retirement Living at Hendon (note 21).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

12. Tangible Assets (cont'd)

Company

	Freehold land and buildings	Assets under construction	Long leasehold land and buildings	Equipment	Total
	£' 000	£' 000	£' 000	£' 000	£' 000
Cost					
1 April 2020	140,337	13,381	1,025	6,645	161,388
Additions	335	10,926	-	315	11,576
Disposals	(356)	-	-	-	(356)
At 31 March 2021	140,316	24,307	1,025	6,960	172,608
Depreciation					
1 April 2020	23,029	-	352	4,253	27,634
Charge for the period	2,747	-	20	412	3,179
Disposals	(123)	-	-	-	(123)
At 31 March 2021	25,653	-	372	4,665	30,690
Net book value					
At 31 March 2021	114,663	24,307	653	2,295	141,918
At 31 March 2020	117,308	13,381	673	2,392	133,754

Tangible assets are all primarily used for charitable purposes.

Barclays Bank PLC hold a legal charge on the Jewish Care (Charity only) freehold property at 221 Golders Green Road as security for the borrowings for the development of the Maurice and Vivienne Wohl Campus at 221 Golders Green Road NW11 9DQ. The Jewish Care Pension Trustees limited also hold a collateral security arrangement with a second fixed security charge over the Maurice and Vivienne Wohl Campus.

Barclays Bank PLC also hold a legal charge on the Jewish Care (Charity only) freehold properties at Stanmore (Priory Close) and at Hendon (27 Church Road) as security for the funding of the development of the Sandringham Care Campus at Stanmore and Wohl Court, Retirement Living at Hendon (note 21).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

13. Intangible Assets

Group/Company	Development Costs	Total
	£' 000	£' 000
Cost		
At 1 April 2020	2,199	2,199
Additions	164	164
At 31 March 2021	2,363	2,363
Amortisation		
1 April 2020	1,357	1,357
Charge for the period	362	362
At 31 March 2021	1,719	1,719
Net book value		
At 31 March 2021	644	644
At 31 March 2020	842	842

Development costs that are directly attributable to the design and testing of unique software products. (Dynamics 365, CRM and Raiser's Edge).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

14. Investments

Movement in investments

Group	Investment properties	Other investments	2021 Total	2020 Total
	£' 000	£' 000	£' 000	£' 000
Market value at the start of the period	1,266	26,485	27,751	29,335
Additions at cost	-	5,890	5,890	3,051
Disposal proceeds	-	(6,024)	(6,024)	(5,675)
Cash movements	-	66	66	1,947
Distribution to general reserves	-	(2,625)	(2,625)	-
Realised gain/(loss)	-	1,317	1,317	(455)
Unrealised gain/(loss)	55	5,120	5,175	(452)
Market value at the end of the period	1,321	30,229	31,550	27,751

Company

	Investment properties	Other investments	2021 Total	2020 Total
	£' 000	£' 000	£' 000	£' 000
Market value at the start of the period	1,266	26,742	28,008	29,592
Additions at cost	-	5,890	5,890	3,051
Disposal proceeds	-	(6,024)	(6,024)	(5,675)
Cash movements	-	(58)	(58)	1,947
Distribution to general reserves	-	(2,625)	(2,625)	-
Realised gain/(loss)	-	1,317	1,317	(455)
Unrealised gain/(loss)	55	5,244	5,299	(452)
At 31 March	1,321	30,486	31,807	28,008

Investment properties include a one-third interest in a residential care home for adults with learning difficulties. The tenant holds an option to purchase the freehold interest in the property for £265,000 plus accrued interest calculated at Barclays Bank Plc base rate with effect from 17 October 1985. The residential care home was valued by Knight Frank at £55,000 in March 2016, based on a freehold vacant possession of £1,690,000, a deferment rate of 3.75% with 94 years to expiry. A desk top review of the Knight Frank valuation at the 31 March 2021 suggests no change to the valuation. The gifted property portfolio was valued by Strettons and taken into the Jewish Care portfolio at a value of £1,334k on 22 November 2018. A desktop review of the remaining properties within the portfolio by Herschell Consulting Ltd at 31 March 2021 saw an uplift in value of £55k.

Investments may be analysed as follows:

	Group		Company	
	Market value	Cost	Market value	Cost
	£' 000	£' 000	£' 000	£' 000
Investment properties	1,321	1,205	1,266	1,205
Investment in subsidiary undertakings	-	-	10	10
Sterling and foreign currency bonds	5,447	5,407	5,447	5,407
Equities and convertibles	22,321	12,631	22,580	12,891
Hedge Funds and Commodities	1,609	1,557	1,609	1,557
Deposits	852	852	840	840
	31,550	21,652	31,752	21,910

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

15. Subsidiary Undertakings and Linked Charities

Detailed below is a list of the Charity's subsidiary undertakings and linked Charities, the majority of which are registered with the Charity Commission in England and all of which operate within the United Kingdom, Jewish Care Pension Trustees Limited is the only subsidiary not consolidated into the group accounts. All of the subsidiary undertakings and linked Charities listed below are involved in the provision of social services to the Jewish community. Their activities are managed by Jewish Care at its principal place of business and registered office at Amelie House, Maurice and Vivienne Wohl Campus, 221 Golders Green Road, NW11 9DQ. The only subsidiary to operate from a different registered office address is JAMI whose registered office is at Leila's House, 55 Christchurch Avenue, London, N12 0DG. The results of Community Trading Limited, the Joel Emanuel Trust and the Jewish Association for Mental Illness (JAMI) are disclosed in note 3 to the financial statements. The results of JAMI Sales and Services Limited (100% subsidiary of JAMI) are a Nil result (2019/20: Nil) with net assets of £2 (2019/20: £2). Linked Charity numbers are also disclosed where available.

Name of Subsidiary/Linked Charity Undertakings	Basis of Control-Direct except where stated as indirect
Subsidiary	
Community Trading Limited	100% trading subsidiary of Jewish Care (Co. No. 02449362)
Jewish Association for Mental Illness (JAMI)	Jewish Care is the sole Company law member of JAMI (Co. No. 02618170) – Charity No. 1003345 - indirect
JAMI Sales and Service Limited	100% subsidiary of the Jewish Association for Mental Illness (JAMI) - indirect
Jewish Care Pension Trustees Limited	100% subsidiary - (Co. No. 02493041)
Linked Charities	
Joel Emanuel Trust	Linked Charity - 802559-12
The Board of Guardians and Trustees for the Relief of the Jewish Poor/ Jewish Welfare Board	Linked Charity -- 802559-8
Jewish Blind Society	Linked Charity – 802559-9
Jewish Home and Hospital at Tottenham	Linked Charity – 802559-7
Stepney Jewish (B'nai B'rith) Clubs and Settlement	Linked Charity – 802559-5
Redbridge Jewish Youth and Community Centre	Linked Charity - 802559-6
Brighton and Hove Jewish Home	Linked Charity – 802559-4
Maurice and Samuel Lyon Home	Linked Charity – 802559-2
H E David Fund	Linked Charity – 802559-10
Sophia Gardner Fund	Linked Charity – 802559-15
A E Franklin Fund	Linked Charity – 802559-16
Alexander Jacob Memorial Fund	Linked Charity – 802559-17
Jewish Convalescent Home (Brighton Branch)	Linked Charity – 802559-18
R A Schlesinger Fund	Linked Charity – 802559-19
Nathan Simpson Trust	Linked Charity – 802559-20
The Levy Charitable Trust	Linked Charity – 802559-3
George Julian Egerton Fund	Linked Charity – 802559-1
Endowment Funds as linked charities	
Clara Baroness De Hirsch Convalescent Fund	Linked Charity – 802559-14
Maitland Joseph Trust	Linked Charity – 802559-11
The Anthony and Annie Muller Seaside Convalescent Home	Linked Charity – 802559-13

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

15. Subsidiary Undertakings and Linked Charities (cont'd)

Name of Dormant Subsidiary	Basis of Control
Jewish Family Services Limited	(Co. No. 03196138) 100% subsidiary
Friends of the London Jewish Hospital Limited	(Co. No. 00267419) Common Management control
Jewish Care Community Foundation Limited	(Co. No. 03071151) Common Management control

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

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

Linked Charities

Linked Charities of which there are 20 are administered by Jewish Care, all of which are linked as predecessor organisations to Jewish Care having been providing care and support for the community since the 1850s. Details of governing documents, charitable objects, areas of benefit and registration history are set out as follows. The activities and achievements of Jewish Care and its linked charities are outlined throughout this report and review, and fully demonstrate that the charity is providing public benefit. The charitable purposes and history of each of the linked Charities are set out as follows:

George Julian Egerton Fund– 802559-1 – will of George Julian Egerton dates 21 March 1961. To meet the needs of those Jewish ladies and gentlemen of good family who having lived in comfortable conditions in earlier life find themselves in middle or old age in reduced circumstances and lacking the comforts to which they were formerly accustomed and thus enabling such persons to live more comfortably and in conditions more nearly approximating to those which they previously enjoyed. Registered as a linked Charity on the 26 November 2008. Funds were applied to the general purposes of Jewish Care as agreed with the Charity Commission in January 2009.

Maurice and Samuel Lyon Home – 802559-2 – will proved 29 June 1931 and scheme of the 18 November 1932 as amended by a scheme of the commissioners dated 31 December 1990 (as affected by a uniting direction made under s.96 Charities Act 1993 dated 24 October 2008). Home for convalescent persons of the Jewish faith. Registered as a linked Charity on the 26 November 2008. Please refer to note 23 for further information.

The Levy Charitable Trust – 802559 - 3 – scheme sealed 7 March 1996 (as affected by a uniting direction made under s.96 Charities Act 1993 and dated 24 October 2007). The relief of persons of the Jewish faith (wherever resident but in particular those residing in the United Kingdom) who are in need, or suffering sickness, hardship or distress, or who suffer visual or other physical or mental impairment resulting in disability or handicap. Registered as a linked Charity on the 26 November 2008. Funds were applied to the general purposes of Jewish Care as agreed with the Charity Commission in January 2009.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

15. Subsidiary Undertakings and Linked Charities (cont'd)

Brighton and Hove Jewish Home – 802559-4 - declaration of trust dated 19 November 1952 as amended by scheme of the charity commissioners 22 August 1996 (as affected by a uniting direction made under s96 Charities Act 1993 dated 24 October 2008). For the residence of persons being aged, poor and ailing respectable persons of the Jewish faith, who are not under the age of 60 years and who have resided continuously in the county of Sussex for a period of not less than 3 years immediately prior to the application for admission. Registered as a linked Charity on the 26 November 2008.

Stepney Jewish (B'nai B'rith) Clubs and Settlement – 802559-5 - memorandum and articles of association incorporated 14 July 1937 as amended 6 December 1949, 20 July 1954, 8 September 1959 and 25 November 1964 (as affected by a uniting direction made under s96 of the Charities Act 1993 24 October 2008). To establish clubs for poor girls and infant welfare and play centres and generally to promote welfare of the poor and the relief of distress by social, educational and religious agencies. Registered as a linked Charity on 26 November 2008. The Stepney Jewish (B'nai B'rith) Clubs and Settlement is a dormant entity, please refer to the financial statements filed at Companies House under company number 00329785.

Redbridge Jewish Youth and Community Centre – 802559-6 - constitution adopted 3 May 1967 as amended 9 June 1975, trust deed dated 18 March and schemes of the 7 April 1976 (as affected by a uniting direction made under s.96 of the Charities Act 1993 dated 24 October) to provide a youth centre for the use of young persons residing in or near the London Borough of Redbridge particularly such young persons as are of the Jewish faith, and in particular for the use of meetings, lectures and classes and for other forms of recreation and leisure time occupation for the purposes of educating and assisting young persons to develop their physical, mental and spiritual capacities so that they may grow to full maturity as individuals and members of society and that their conditions of life may be improved. Registered as a linked Charity on 26 November 2008. Redbridge Jewish Youth and Community Centre merged with Jewish Care pursuant to a transfer dated 15 August 1997.

The Jewish Home and Hospital at Tottenham – 802559-7 - the laws of the home as amended 15 September 1963 and 22 November 1992 (as affected by a uniting direction made under s.96 of the Charities Act 1993 dated 24 October 2008). 1. To provide for the care, maintenance and medical treatment of persons of the Jewish faith, 16 years of age and over, who are permanently disabled by chronic disease, accident or deformity. (certain diseases are excepted), 2) to support the charitable purposes of Jewish Care. Registered as a linked Charity on 26 November 2008. Funds were applied to the general purposes of Jewish Care as agreed with the Charity Commission in January 2009.

The Board of Guardians and Trustees for the Relief of the Jewish Poor, commonly known as the Jewish Welfare Board – 802559-8 - laws of the Board adopted on 29 March 1967 confirmed 5 April 1967 as amended 15 November 1967, 18 March 1992 and scheme of 14 December 1989 (as affected by a uniting direction made under s.96 of the Charities Act 1993 dated 24 October 2006). To relieve the poverty and to ameliorate the condition of the Jewish poor of the metropolis. Registered as a linked Charity on the 26 November 2008. One of the main predecessor organisations of Jewish Care.

The Jewish Blind Society – 802559-9 - laws and regulation adopted 3 May 1965 as amended 19 March 1992. The assistance of needy members of the Jewish faith who are totally blind or registered blind or partially sighted and their dependants. Registered as a linked Charity on 26 November 2008. One of the main predecessor organisations of Jewish Care.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

15. Subsidiary Undertakings and Linked Charities (cont'd)

HE David Fund – 802559-10 - legacy from 1935, income preferably for international work. Registered as a linked Charity on the 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Maitland Joseph Trust – 802559-11 - will dated 20 January 1962 as amended by scheme dated 17 April 2018 the object of the charity is, for the public benefit, the relief of the elderly in need, in particular by providing specially designed or adapted housing. Registered as a linked Charity on 3 June 2009. Please refer to note 23 for further information.

Joel Emanuel Trust - 802559-12 - scheme of the Charity Commissioners dated 30 December 1976, as amended by scheme dated 24 January 2006, the relief of financial hardship of persons of the Jewish faith in particular those in housing need. Registered as a linked Charity on 3 June 2009. Please refer to the separate audited financial statements for the Joel Emanuel Trust for the year ended 31 March 2021 and note 23 for further information.

The Anthony and Annie Muller Seaside Convalescent Home – 802559-13 - chancery scheme of 8 July 1924 and scheme of 28 June 1961. The establishment of a seaside convalescent home for children and the payment for convalescent treatment for children and adults. Registered as a linked Charity on the 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care board on the 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Clara Baroness De Hirsch Convalescent Fund – 802559-14 - schemes of 2 August 1898, 4 July 1930 and 16 March 1934. Defraying cost of maintenance in convalescent homes for sick or infirm poor. Registered as a linked Charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Sophia Gardner Fund – 802559-15 – letter dated 3 October 1960, income for gifts for orphan boys. Registered as a linked Charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

A E Franklin Fund – 802559-16 – letter of September 1926, income for non-medical extras for short period convalescent children at the Muller home. Registered as a linked Charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Alexander Jacob Memorial Fund – 802559-17 – Board minute of 8 February 1904, income for widows. Registered as a linked Charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Jewish Convalescent Home (Brighton Branch) – 802559-18 – schemes of 14 August 1931 and 30 June 1950, convalescent treatment for poor Jewish patients. Registered as a linked Charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

15. Subsidiary Undertakings and Linked Charities (cont'd)

R A Schlesinger Fund – 802559-19 – letter dated 15 April 1963, income for the benefit of convalescent children. Registered as a linked Charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

Nathan Simpson Trust – 802559-20 – order of High Court Justice, Chancery Division 31 July 1885, income for the benefit of deserving poor young kindred or other deserving poor young persons. Registered as a linked Charity on 3 June 2009. Funds were applied to the general purposes of Jewish Care by the passing of a resolution by the Jewish Care Board on the 11 October 2004 whereby the property of the Charity was too small to achieve any useful purpose in its own right.

16. Debtors

	Group 2021	Group 2020	Company 2021	Company 2020
	£' 000	£' 000	£' 000	£' 000
Trade Debtors	3,087	2,755	3,003	2,571
Amounts owed by subsidiary undertakings	-	-	1,683	1,261
Other debtors	849	336	258	265
Related Party Debtor	419	357	419	357
Monies due from HM Revenue & Customs	145	632	101	21
Prepayments	1,040	628	947	536
Accrued income	1,651	502	446	454
	7,191	5,210	6,857	5,465

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

17. Stock

Group and Company	2021	2020
	£' 000	£' 000
Food and cleaning stocks	118	173
	118	173

Stocks represent unused and unsold food and cleaning stocks at the 31 March.

18. Creditors – Amounts falling due within one year

	Group 2021	Group 2020	Company 2021	Company 2020
	£' 000	£' 000	£' 000	£' 000
Barclays loan facility	3,732	250	3,732	250
Amounts owed to subsidiary undertakings	-	-	-	3,580
Trade creditors	3,239	4,729	3,031	2,862
Other creditors	1,674	3,509	1,517	1,750
Taxation and social security	688	645	645	638
Accruals	1,637	1,648	1,570	1,593
Deferred Income (note 19)	341	1,136	335	1,124
Advance funds from the Otto Schiff Housing Association	-	71	-	71
	11,311	11,988	10,830	11,868

19. Deferred Income

	Group	Company
	£' 000	£' 000
Balance at 1 April 2020	1,136	1,124
Amount added to income earned from charitable activities	205	211
Amount released from charitable activities	(1,000)	(1,000)
Balance at the 31 March 2021	341	335

Deferred income relates to income received from donors that is subject to performance conditions that require its use at a later date.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

20. Financial Instruments

	Group 2021	Group 2020	Company 2021	Company 2020
	£' 000	£' 000	£' 000	£' 000
Financial assets measured at fair value	29,377	22,676	29,636	22,936

Financial assets measured at fair value represent our listed investments.

21. Creditors – Amounts falling due after more than one year

	Group 2021	Group 2020	Company 2021	Company 2020
	£' 000	£' 000	£' 000	£' 000
Barclays loan facility	20,550	17,932	20,550	17,932
	20,550	17,932	20,550	17,932

In April 2008, Jewish Care arranged a revolving facility loan facility with Barclays Bank PLC of up to £15m for a revolving period of 5 years and a term of 10 years, to assist the financing of the development of the care campus at 221 Golders Green Road, NW11 9DQ. The facility is secured on the development. As of the 14 April 2013 the revolving period had expired with quarterly capital payments commencing in July 2013, the balance outstanding on this facility at the 31 March 2021 was £2,982k (£1,000k is included in creditors due within one year). In February 2019, Jewish Care also arranged a joint facility of £21.3m with Barclays Bank PLC for the development of the Sandringham Care Campus at Stanmore (Facility A - £13m – revolving loan facility) and Wohl Court, Retirement Living at Hendon (Facility B - £8.3m - long term borrowing). The balance outstanding on this joint facility at the 31 March 2021 was £21.3m, this facility is secured on the freehold of both sites at Stanmore and Hendon. The key facility terms are as set out below:

Revolving Loan Facility – Up to £15m (14 April 2008)

£3m outstanding at 31 March 2021, interest rate - 0.75% over LIBOR (pending SONIA conversion), repayment of £233k in July 2021 followed by 6 quarterly instalments of £250k, final lump sum repayment 14 April 2023.

Facility A - £13m revolving loan facility (22 February 2019)

£13m outstanding at 31 March 2021, interest rate – 1.75% over LIBOR (pending SONIA conversion), facility reduction instalment of £3m in November 2021 and £2.5m in June 2022.

Facility B - £8.3m term loan facility (22 February 2019)

£8.3m outstanding as at 31 March 2021, interest rate – 1.85% over LIBOR (pending SONIA conversion), even amortisation over a 25 year period on the 6th anniversary of the facility agreement, 22 February 2025, £332k pa.

22. Result of the Charitable Company

As permitted by Section 408 of the Companies Act 2006, the parent undertaking's income and expenditure account has not been included in these financial statements. The net deficit for the year attributable to Jewish Care, including capital receipts but excluding unrealised gains and losses on investments and the unrealised pension scheme gain is £5.718m (2019/20 net deficit of £0.343m).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

23. Endowment Funds Group/Company 2021

The funds below represent the value of the endowments at the 31 March 2021 which were to provide support to the general objectives of Jewish Care.

	1 April 2020	Income	Expenditure	Gain/loss	31 March 2021
	£' 000	£' 000	£' 000	£' 000	£' 000
Maurice and Samuel Lyon Home	628	-	(26)	-	602
Joel Emanuel Trust ¹	5,799	-	(110)	407	6,096
Other trusts	388	6	-	54	448
Maitland Joseph Trust ²	9,657	-	-	81	9,738
	16,472	6	(136)	542	16,884

1. Please refer to the financial statements for the Joel Emanuel Trust for further information on this Trust.

2. £7m of the Maitland Joseph endowment funds were applied to the care campus at Sandringham at Stanmore, £2.3m of the same fund was applied to Betty and Asher Loftus campus in prior years.

Endowment Funds Group/Company 2020

The funds below represent the value of the endowments at the 31 March 2020 which were to provide support to the general objectives of Jewish Care. Transfers include the re-allocation of funds between restricted and general funds.

	1 April 2019	Income	Expenditure	Gain/loss	31 March 2020
	£' 000	£' 000	£' 000	£' 000	£' 000
Maurice and Samuel Lyon Home	654	-	(26)	-	628
Joel Emanuel Trust ¹	5,944	-	(110)	(35)	5,799
Other trusts	419	-	(25)	(6)	388
Maitland Joseph Trust ²	9,664	-	-	(7)	9,657
	16,681	-	(161)	(48)	16,472

1. Please refer to the financial statements for the Joel Emanuel Trust for further information on this Trust.

2. £7m of the Maitland Joseph endowment funds were applied to the care campus at Sandringham at Stanmore, £2.3m of the same fund was applied to Betty and Asher Loftus campus in prior years.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

24. Restricted Funds – Group 2021

	1 April 2020	Income	Expenditure	Net Gains/ Transfers in/(out)	31 March 2021
	£' 000	£' 000	£' 000	£' 000	£' 000
Holocaust Survivors' Centre ¹	-	15	(15)	-	-
Michael Sobell Community Centre ¹	-	206	(206)	-	-
Kun Mor and George Kiss ¹	-	6	(6)	-	-
Vi & John Rubens ¹	-	17	(17)	-	-
Sinclair House/Redbridge ²	3,508	145	(145)	-	3,508
Special Day Centres	-	3	(3)	-	-
Stepney Community Centre	-	24	(24)	-	-
Otto Schiff	-	29	(29)	-	-
Lady Sarah Cohen House	-	45	(45)	-	-
Anita Dorfman	-	52	(52)	-	-
Sidney Corob	-	54	(54)	-	-
Rosetrees	-	5	(5)	-	-
Disability Arts & Dementia	-	14	(14)	-	-
JC Direct & Community Support	-	185	(185)	-	-
Selig Court	-	9	(9)	-	-
Others ³	-	29	(28)	-	-
Sandringham ⁴	-	6,399	-	(6,399)	-
JAMI ⁵	35	737	(231)	(480)	62
ICF Funding (note 7)	-	1,352	(1,352)	-	-
Totals⁶	3,543	9,326	(2,420)	(6,879)	3,570

1. The majority of the receipts of donated funds relate to funds that are soft credited to our Homes and Day Centres to contribute to the operating expenditure of those services.

2. Sinclair House/Redbridge is a day centre providing a facility for the whole community both young and old, with special day care for the needs of clients with Alzheimer's. Funds have been received to develop the site, £804k of which has been spent on planning fees and duly capitalised pending full development of the site, other transfers relate to cash designated for use on this project.

3. Other restricted funds consist of funds that are to be used to fund entertainment for the residents in the Care Homes and other smaller amounts with restricted spending requirements.

4. The majority of the capital pledges received are towards the development of the Sandringham campus at Stanmore currently in the second phase of construction. Monies are restricted to fund the project spend with the building and development applied for general purpose charitable use by means of a Care Home, Day and Community Centre and Retirement Living apartments.

5. Please refer to the JAMI Charity accounts for the details of the restricted fund movements for the year.

6. Please refer to note 7 for the details of the receipt and application of Infection Control Funding (ICF).

7. Restricted reserves for the Charity (Company) are £3,508k (2019/20: £3,508k) the numbers above excluding the funds for JAMI.

Income relates to all fundraising income and fees specifically raised for the resources as detailed above. Expenditure relates to all expenditure linked to that with which it was fundraised for, for example care home operations and funds for resident entertainment.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

24. Restricted Funds – Group 2020

	1 April 2019	Income	Expenditure	Net Gains/ Transfers in/(out)	31 March 2020
	£' 000	£' 000	£' 000	£' 000	£' 000
Holocaust Survivors' Centre ¹	-	120	(120)	-	-
Michael Sobell Community Centre ¹	-	224	(224)	-	-
Kun Mor and George Kiss ¹	-	17	(17)	-	-
Vi & John Rubens ¹	-	41	(41)	-	-
Sinclair House/Redbridge ²	3,395	115	(2)	-	3,508
Special Day Centres	-	18	(18)	-	-
Stepney Community Centre	-	17	(17)	-	-
Otto Schiff	-	39	(39)	-	-
Lady Sarah Cohen House	-	53	(53)	-	-
Anita Dorfman	-	192	(192)	-	-
Clore Manor	-	27	(27)	-	-
Rosetrees	-	24	(24)	-	-
Disability Arts & Dementia	-	29	(29)	-	-
JC Direct & Community Support	-	36	(36)	-	-
Selig Court	-	8	(8)	-	-
Others ³	-	30	(30)	-	-
Sandringham/Wohl Court ⁴	-	8,224	-	(8,224)	-
JAMI ⁵	12	436	(413)	-	35
Totals⁶	3,407	9,650	(1,290)	(8,224)	3,543

1. The majority of the receipts of donated funds relate to funds that are soft credited to our Homes and Day Centres to contribute to the operating expenditure of those services.

2. Sinclair House/Redbridge is a day centre providing a facility for the whole community both young and old, with special day care for the needs of clients with Alzheimer's. Funds have been received to develop the site, £804k of which has been spent on planning fees and duly capitalised pending full development of the site, other transfers relate to cash designated for use on this project.

3. Other restricted funds consist of funds that are to be used to fund entertainment for the residents in the Care Homes and other smaller amounts with restricted spending requirements.

4. The majority of the capital pledges received are towards the development of the Sandringham campus at Stanmore currently in the second phase of construction. Monies are restricted to fund the project spend with the building and development applied for general purpose charitable use by means of a Care Home, Day and Community Centre and Retirement Living apartments.

5. Please refer to the JAMI Charity accounts for the details of the restricted fund movements for the year.

6. Restricted reserves for the Charity (Company) are £3,508k (2018/19: £3,395k) the numbers above excluding the funds for JAMI.

Income relates to all fundraising income and fees specifically raised for the resources as detailed above. Expenditure relates to all expenditure linked to that with which it was fundraised for, for example care home operations and funds for resident entertainment.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

25. Summary of Funds 2021

Group

	Brought forward 1 April 2020	Income	Expenditure	Gain/losses	Transfers in/(out)	Carried forward 31 March 2021
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
General funds	22,506	54,887	(52,183)	5,951	(2,235)	28,926
Designated funds	101,548	-	(3,452)	-	9,114	107,210
Pension fund	(10,589)	-	90	(3,909)	-	(14,408)
Restricted funds	3,543	9,786	(2,880)	-	(6,879)	3,570
Endowment funds	16,472	7	(136)	541	-	16,884
Total Funds	133,480	64,680	(58,561)	2,583	-	142,182

Please refer to the individual notes on endowment and restricted funds for further details on transfers.

Summary of Funds 2020

Group

	Brought forward 1 April 2019	Income	Expenditure	Gain/losses	Transfers in/(out)	Carried forward 31 March 2020
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
General funds	24,198	52,383	(57,407)	(901)	4,233	22,506
Designated funds	101,087	-	(3,530)	-	3,991	101,548
Pension fund	(14,620)	-	1,032	2,999	-	(10,589)
Restricted funds	3,407	9,650	(1,290)	-	(8,224)	3,543
Endowment funds	16,681	-	(161)	(48)	-	16,472
Total Funds	130,753	62,033	(61,356)	2,050	-	133,480

Please refer to the individual notes on endowment and restricted funds for further details on transfers.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

25. Summary of Funds 2021

Company

	Brought forward 1 April 2020	Income	Expenditure	Gain/(losses)	Transfers in/(out)	Carried forward 31 March 2021
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
General funds	21,465	54,478	(51,577)	5,950	(3,561)	26,755
Designated funds	100,869	-	(3,541)	-	9,961	107,289
Pension fund	(10,589)	-	90	(3,909)	-	(14,408)
Restricted funds	3,508	7,237	(837)	-	(6,400)	3,508
Endowment funds	16,472	7	(136)	541	-	16,884
Total Funds	131,725	61,722	(56,001)	2,582	-	140,028

Summary of Funds 2020

Company

	Restated Brought forward 1 April 2019	Income	Expenditure	Gain/(losses)	Transfers in/(out)	Carried forward 31 March 2020
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
General funds	23,486	50,290	(55,278)	(901)	3,868	21,465
Designated funds	100,111	-	(3,598)	-	4,356	100,869
Pension funds	(14,620)	-	1,032	2,999	-	(10,589)
Restricted funds	3,396	9,214	(878)	-	(8,224)	3,508
Endowment funds	16,681	-	(168)	(41)	-	16,472
Total Funds	129,054	59,504	(58,890)	2,057	-	131,725

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

26. Analysis of Group Net Assets Between Funds 2021

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Fund Balances at 31 March 2021						
Tangible fixed assets	14,150	841	126,848	-	-	141,839
Intangible fixed assets	-	-	644	-	-	644
Investments	2,613	-	-	28,937	-	31,550
Current assets	121	2,729	-	11,568	-	14,418
Liabilities	-	-	(20,550)	(11,311)	-	(31,861)
Pension scheme liability	-	-	-	-	(14,408)	(14,408)
Total Net Assets	16,884	3,570	106,942	29,194	(14,408)	142,182

Designated funds represent the net book value of Jewish Care's unrestricted tangible and intangible fixed assets £127,492k and the Barclays facilities of (£20,550k, amounts due in more than one year).

Analysis of Group Net Assets Between Funds 2020

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Fund Balances at 31 March 2020						
Tangible fixed assets	14,286	805	118,638	-	-	133,729
Intangible fixed assets	-	-	842	-	-	842
Investments	2,072	-	-	25,679	-	27,751
Current assets	114	2,738	-	12,442	-	15,294
Liabilities	-	-	(17,932)	(15,615)	-	(33,547)
Pension scheme liability	-	-	-	-	(10,589)	(10,589)
Total Net Assets	16,472	3,543	101,548	22,506	(10,589)	133,480

Designated funds represent the net book value of Jewish Care's unrestricted tangible and intangible fixed assets £119,480k and the Barclays facilities of (£17,932k).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

26. Analysis of Company Net Assets Between Funds 2021

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Fund Balances at 31 March 2021						
Tangible fixed assets	14,150	841	126,927	-	-	141,918
Intangible fixed assets	-	-	644	-	-	644
Investments	2,613	-	-	29,194	-	31,807
Current assets	121	2,668	-	8,658	-	11,447
Liabilities	-	-	(20,550)	(10,830)	-	(31,380)
Pension scheme liability	-	-	-	-	(14,408)	(14,408)
Total Net Assets	16,884	3,509	107,021	27,022	(14,408)	140,028

Designated funds represent the net book value of Jewish Care's unrestricted tangible and intangible fixed assets £127,571k and the Barclays facilities of (£20,550k).

Analysis of Company Net Assets Between Funds 2020

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Fund Balances at 31 March 2020						
Tangible fixed assets	14,285	805	117,950	714	-	133,754
Intangible fixed assets	-	-	842	-	-	842
Investments	2,072	-	9	25,927	-	28,008
Current assets	115	2,703	-	6,692	-	9,510
Liabilities	-	-	(17,932)	(11,868)	-	(29,800)
Pension scheme liability	-	-	-	-	(10,589)	(10,589)
Total Net Assets	16,472	3,508	100,869	21,465	(10,589)	131,725

Designated funds represent the net book value of Jewish Care's unrestricted tangible and intangible fixed assets £118,792k, investments of £9k and the Barclays facilities of (£17,932k).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

27. Notes to the Statement of Cash Flow

Reconciliation of net income to net cash outflow from operating activities

	2021	2020
	£' 000	£' 000
Net income for the year	6,119	677
Adjustments for:		
Depreciation and amortisation charges	3,568	3,664
Bad Debt Write Off	-	94
Asset write off	-	520
Profit on disposal of Property	(2,882)	(485)
Gift of Property – Investment Asset	-	59
(Decrease)/Increase in creditors within one year	(4,134)	1,050
Adjustment for pension funding	(524)	(606)
(Increase)/decrease in debtors & stock	(1,925)	(10)
Net dividends, interest and returns on investments	(964)	(827)
Net cash (used)/provided by operating activities	(742)	4,136

Analysis of changes in cash during the year

	£' 000	£' 000
At 1 April	6,284	4,332
Net cash inflow	825	1,952
At 31 March	7,109	6,284

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

27. Notes to the Statement of Cash Flow (cont'd)

Analysis of change in net debt

	At 1 April 2020	Cashflow	At 31 March 2021
	£' 000	£' 000	£' 000
Cash at bank and on hand	6,284	825	7,109
Barclays loan	(18,182)	(6,100)	(24,282)
	(11,898)	(5,275)	(17,173)

Analysis of change in net debt (less than one year)

	At 1 April 2020	Cashflow/ Transfer to > 1 year	At 31 March 2021
	£' 000	£' 000	£' 000
Cash at bank and on hand	6,284	825	7,109
Barclays loan	(250)	(3,482)	(3,732)
	6,034	(2,657)	3,377

Analysis of change in net debt (more than one year)

	At 1 April 2020	Cashflow/ Transfer to > 1 year	At 31 March 2021
	£' 000	£' 000	£' 000
Barclays loan	(17,932)	(2,618)	(20,550)
	(17,932)	(2,618)	(20,550)

Analysis of cash and cash equivalents

	2021 £' 000	2020 £' 000
Cash in Hand	7,109	5,831
Notice deposits (less than 3 months)	-	453
Total cash and cash equivalents	7,109	6,284

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

28. Pensions

General

Jewish Care has two pension schemes, the first being the Group Personal Pension plan, a defined contribution scheme administered by Legal and General, with total contributions (employer and employee) of £2.1m being paid in the year ended 31 March 2021, (2019/20: £2.8m). Group Personal Pension plan liabilities at the 31 March 2021 were £67,070 (2019/20: £307,699). The second scheme is the Jewish Care Pension Scheme, a defined benefit scheme for the benefit of the employees; the scheme was closed to new entrants on the 1 February 2006 and closed to future benefit accrual as at the 31 March 2011. The assets of the scheme are administered by the Jewish Care Pension Scheme Trustees in a fund separate from that of the Charity. A full actuarial valuation was carried out at 1 April 2019 by Barnet Waddingham. In relation to the deficit on the defined benefit pension scheme, an arrangement is in place for Jewish Care and JCHA (Jewish Community Housing Association – a non related entity) agreed by the Jewish Care Pension Trustees in relation to the actuarial assumptions and the recovery plan with relevant contribution arrangements. A collateral security arrangement (fixed security on the Maurice and Vivienne Wohl Campus) a deed of priority and a revised investment strategy have been agreed by Jewish Care and the Pension Trustees. This reduces the charity's exposure to any potential deterioration of the funding position in the future. As part of the Covid-19 financial mitigation, Jewish Care negotiated a 3-month suspension of defined benefit contributions and also a 50% reduction in those contributions on the recommencement of the payments in July 2020 until March 2022 in agreement with the directors of the Jewish Care Pension Trustee. In agreement with the Jewish Care Pension Trustees, the contributions to the scheme from Jewish Care were £819,000 per annum from the 1 July 2020 to the 31 March 2022 and from the 1 April 2022 will increase to £1,691,000 per annum.

The cash contribution made by the employers over the financial year in respect of the scheme was £614,000 (2019/20: £1,638,000). The charge to the accounts under FRS102 was £524,000 (2019/20: £606,000). The contribution rate made by the Company as a percentage of pensionable salary was 4% (2019/20: 4%).

The principal actuarial assumptions used in the FRS102 calculations are as set out below:

	2021	2020
Discount rate	2.00% p.a.	2.35% p.a.
Retail price index (RPI) inflation	3.55% p.a.	2.95% p.a.
Consumer price index (CPI) inflation	3.10% p.a.	1.95% p.a.
Pension increases		
RPI max 5%	3.40% p.a.	2.85% p.a.
RPI max 2.5%	2.35% p.a.	2.15% p.a.
CPI max 3%	2.45% p.a.	1.70% p.a.
Pre and Post retirement mortality assumption*	100% of S2NXA CMI_2017 [1.25%]	100% of S2NXA CMI_2017 [1.25%]
Tax free cash	Members are assumed to commute 25% of their pension as tax free cash.	Members are assumed to commute 25% of their pension as tax free cash.

*see extract from table below for a male and female member at life expectancies age 45 and 65

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Notes to the Accounts for the year ended 31 March 2021

28. Pensions (cont'd)

Life expectancy at age 65 Mortality assumption	31 March 2021 Years	31 March 2020 Years
Male currently aged 45	23.2	23.7
Female currently aged 45	22.0	26.2
Male currently aged 65	25.9	22.4
Female currently aged 65	24.5	24.8

Amounts recognised in the Balance Sheet	Value at 31 March 2021 £' 000	Value at 31 March 2020 £' 000
Fair value of assets	55,611	54,027
Present value of funded obligations	(70,019)	(64,616)
(Deficit)	(14,408)	(10,589)

Amounts recognised in the Statement of Financial Activities over the year	31 March 2021 £' 000	31 March 2020 £' 000
Administration costs	267	271
Interest on liabilities	1,484	1,582
Interest in assets	(1,239)	(1,247)
Past service cost	12	-
Total	524	606

Re-measurements over the year	31 March 2021 £' 000	31 March 2020 £' 000
(Gain) on scheme assets in excess of interest	(2,980)	(1,176)
Experience (gain)/loss on liabilities	(870)	635
(Gain)/loss from changes to demographic assumptions	(527)	1,156
Loss/(gain) from changes to financial assumptions	8,286	(3,614)
Total re-measurements loss/(gain)	3,909	(2,999)

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

28. Pensions (cont'd)

Reconciliation of assets and Defined Benefit Obligation

The change in the assets over the period was:	31 March 2021 £' 000	31 March 2020 £' 000
Fair value of assets at the beginning of the period	54,027	52,338
Interest on assets	1,239	1,247
Employer contributions	614	1,638
Benefits paid	(2,982)	(2,101)
Administration Costs	(267)	(271)
Return on plan assets less interest	2,980	1,176
Fair value of assets at the end of the period	55,611	54,027

Analysis of scheme assets	31 March 2021 £' 000	31 March 2020 £' 000
Equities	15,846	11,387
Credit funds	25,037	25,402
Liability driven investments (LDI)	13,250	14,290
Annuity policies	311	361
Cash and net current assets	1,167	2,587
	55,611	54,027

The change in the liabilities over the period was:	31 March 2021 £' 000	31 March 2020 £' 000
Defined Benefit Obligation at the beginning of the period	64,616	66,958
Past service cost	12	-
Interest cost	1,484	1,582
Benefits paid	(2,982)	(2,101)
Experience (gain)/loss on defined benefit obligation	(870)	635
Changes to demographic assumptions (loss)/gain	(527)	1,156
Changes to financial assumptions loss/(gain)	8,286	(3,614)
Defined Benefit Obligation at the end of the period	70,019	64,616

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

29. Commitments under operating leases

Group - Payments

The groups future minimum operating lease payments are as follows:

	2021	2020
	£' 000	£' 000
Within one year		
Land & Buildings	204	204
Plant and Machinery	129	114
Between one and five years		
Land & Buildings	818	818
Plant and Machinery	221	142
Over five years		
Land and Buildings	2,702	2,907
Plant and Machinery	-	-
Totals	4,074	4,185

Company - Payments

The company's future minimum operating lease payments are as follows:

	2021	2020
	£' 000	£' 000
Within one year		
Plant and Machinery	129	114
Between one and five years		
Plant and Machinery	221	142
Totals	350	256

30. Contingent Assets

At 31 March 2021, the Group had been notified of their legal entitlement to legacies but the amount is subject to finalisation. Amounts due will be recognised in the accounts when the values are determined with reasonable certainty. It is impractical to disclose these amounts due to the nature of legacies and the inherent uncertainty of future events that determine their existence.

31. Capital Commitments

In July 2017, Community Trading Limited entered into a capital commitment to develop the care campus, Sandringham at Stanmore. The unexpired amount of the capital commitment at the 31 March 2021 is NIL with project completion in November 2020 (amount committed at the 31 March 2020 £9.1m).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

32. Related Party Transactions

In 2021 the following transactions took place between the Charity and its related parties:

Community Trading Limited (Subsidiary):

The transfer under a qualifying payment of the trading profits of Community Trading Limited (CTL) in the amount of £239,387 (2019/20: £841,393) to Jewish Care. At the 31 March 2021 there were amounts owed by Community Trading Limited of £1,597,712 (2019/20: owed to £1,224,882). Jewish Care finances the development activities of Community Trading Limited via capital donations and a commercial loan facility in its name. Monies advanced by Jewish Care to CTL to fund the construction activities in the year ended 31 March 2021 were £14,155,226 (2019/20 £6,123,368) in tandem the capitalised value of work in progress construction work is transferred to Jewish Care £14,054,023 (2019/20 £6,151,987) with £545,113 eliminated on consolidation. The £545,113 is owed to Community Trading Limited at the 31 March 2021 (2019/20 £3,627,126).

Joel Emanuel Trust (JET) (Linked Charity):

Jewish Care operates Sidney Corob House on behalf of JET. At the 31 March 2021 there were amounts owed to JET of £6,824 (2019/20 owed to JET £290,616). Jewish Care operates Sidney Corob House and the Wohl Court Retirement Living scheme on behalf of the Joel Emanuel Trust, the nature of transfers to and from JET relate to operational income received and charges incurred by Jewish Care on behalf of JET. Respective operational charges of £1,683,862 (2019/20 £1,444,377), operational income of £1,819,588 (2019/20 £1,459,317) and £67,039 (2019/20 £13,474) in balance sheet movements were transferred to the JET entity for Sidney Corob in the year. Respective operational charges of £207,354 (2019/20: £205,404) and operational income of £126,326 (2019/20: £145,430) were transferred to the JET entity for Wohl Court in the year ended 31 March 2020.

JC Switzerland Foundation (Common Trustee):

JC Switzerland is an independent foundation. At the 31 March 2021 there were amounts owed to Jewish Care of £36,483 (2019/20 £36,483).

Jewish Association for Mental Illness (JAMI) (Subsidiary):

The transfer of grant funding to the Jewish Association for Mental Illness in the amount of £779,028 (2019/20: £765,257). At the 31 March 2021 there was an amount due to Jewish Care of £49,295 from JAMI (2019/20: owed to Jewish Care £46,663). Charges of £49,295 have been charged by Jewish Care to JAMI for property and IT costs in the year ended 31 March 2021 (2019/20 £47,974).

Jewish Care Staff Benevolent Association (Related Party)

The Jewish Care Staff Benevolent Association is a separate Charity with registration number 220470. Members of the Association are Jewish Care staff members, the aim of the Charity is to grant relief and assistance to Jewish Care staff as is the nature of the related party relationship. Loans are advanced by an independent loans committee and repaid via repayments mandated to salaries. The related party balance with Jewish Care at the 31 March 2021 is £419,494 (2019/20: £356,918), the balance of which relates to the use of Jewish Care as the conduit to make the loan advances to staff.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

32. Related Party Transactions (cont'd)

Two JAMI Trustees are also Trustees of Charitable Trusts which made donations to JAMI during the year. Robert Shemtob is a Trustee of the K C Shasha Charitable Trust, amount received was £20,000 (2019/20: £105,000) and Raymond Harris is a Trustee of the Atkin Foundation, amount received was £20,000 (2019/20: £50,000).

Steven Lewis, former Trustee and now appointed President of Jewish Care is a Director of Jewish Community Foundation, Jewish Family Services, Stepney B'nai B'rith Clubs and Settlement and The Friends of the London Jewish Hospital, these are all dormant subsidiaries of Jewish Care.

Steven Lewis is also a Trustee of the Jewish Leadership Council, an independent membership organisation of which Jewish Care paid an annual membership fee of £27,578 for the year ended 31 March 2021 (2019/20: £28,578).

Adam Dawson, Trustee is also the Chair and Trustee of the Jewish Association for Mental Illness, JAMI (subsidiary). JAMI is in receipt of a grant £779,028 from Jewish Care for the year ended 31 March 2021 (2019/20: £765,257).

Graham Edwards, Trustee is also a Director of Castle Water Limited, Jewish Care uses Castle Water as a supplier in the normal course of business and paid £39,104 for utilities in the normal course of business in the year ended 31 March 2021 (2019/20: £93,714).

Harold Gittlemon, Trustee is also a Trustee and Vice Chair of Camp Simcha. Camp Simcha rents office space from Jewish Care. The rent received in the normal course of business was £45,409 in the year ended 31 March 2021 (2019/20: £45,409).

Matthew Weiner, Trustee is also a Director of the trading subsidiary Community Trading Limited.

Michael Brodtman, Trustee is also a Director of the trading subsidiary Community Trading Limited.

Key Management personnel also comprise the Board of Trustees. None of the Trustees received any remuneration or expenses from their work associated with the Charity. Donations received from Trustees without restrictions were £234k (2019/20: £356k).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

33. Post Balance Sheet Events

Property Disposals (non-adjusting events)

Two planned property sales have completed as at the date of accounts signing, Clore Manor, 160-162 Great North Way, NW4 and Rubens House, 184 Ballards Land, N3.

Business Combination Agreement (non adjusting event)

On 19 April 2021 Sunridge Housing Association Limited became part of Jewish Care as a subsidiary under a business combination agreement dated the 9 April 2021, with the joining of forces of both organisations, the Sunridge Housing Association Limited will have access to greater resources to provide a higher level and wider spectrum of care now and in the future, than it would be remaining as a separate organisation. It will be stronger and more financially sustainable, securing the home into the future. Sunridge Court, the care home within the entity will also have the opportunity to offer better career options for care staff and importantly, will also benefit from Jewish Care's marketing team, strong governance, and fundraising expertise. The balance sheet value of the Sunridge Housing Association Limited at 18 April 2021 is £1.2m.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2021

34. Consolidated Statement of Financial Activities for the year ended 31 March 2020

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
		£' 000	£' 000	£' 000	£' 000
Income and endowments from:					
Donations and legacies		16,036	1,189	-	17,225
Capital project donations		-	8,334	-	8,334
Charitable activities		34,839	127	-	34,966
Other trading entities		70	-	-	70
Investments		1,017	-	-	1,017
Disposal of Property		421	-	-	421
Total		52,383	9,650	-	62,033
Expenditure on:					
Raising funds;					
<i>Fundraising</i>		3,624	-	-	3,624
<i>Investment fees</i>		190	-	-	190
Charitable activities		55,571	1,290	161	57,022
Other expenditure		520	-	-	520
Total		59,905	1,290	161	61,356
Net (loss) on investments		(901)	-	(48)	(949)
Net (expenditure)/ income		(8,423)	8,360	(209)	(272)
Transfer between funds	23	8,224	(8,224)	-	-
Actuarial gain on defined benefit pension schemes		2,999	-	-	2,999
Net movement in funds		2,800	136	(209)	2,727
Reconciliation of funds:					
Total funds brought forward		110,665	3,407	16,681	130,753
Total funds carried forward		113,465	3,543	16,472	133,480