

JEWISH CARE

A charitable company limited by guarantee

Trustees' Report and Accounts

For the year ended 31 March 2016

JEWISH CARE

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1. CHARITY INFORMATION

Bankers

Barclays Commercial Bank
Level 28, 1 Churchill Place
London E14 5HP

Coutts & Company
440 Strand
London WC2R 0QS

Investment Advisors

Quilter Cheviot Limited
One Kingsway
London
WC2B 6AN

Veritas Investment Management LLP
90 Long Acre
London
WC2E 9RA

Auditors

haysmacintyre
26 Red Lion Square
London WC1R 4AG

Solicitors

Stephenson Harwood
One St Paul's Churchyard
London EC4M 8SH

Bircham Dyson Bell
50 Broadway
London SW1H 0BL

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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

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 2016.

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 of England. Together with the work of our 1,400 amazing staff members, our 3,000 generous volunteers and our dedicated lay leaders lending their time and expertise, we run over 70 centres and services, caring for more than 10,000 people every week. Our role is to help Jewish people participate and live in their community by delivering care and support that recognises and values their Jewish way of life. We believe that all our clients should be able to celebrate and participate in those aspects of Judaism that they feel most comfortable with and our staff and volunteers ensure this is a fundamental part of the service we offer.

We provide the following services:

Community support and social work services – we have four specialist teams who can guide, support, advise and advocate in the areas of ageing and dementia, disability and welfare rights, palliative care and family carers support. Our teams work closely together with other organisations including the NHS, local authorities and other care service providers to deliver the best possible outcomes for our clients.

Jewish Care Direct (Helpline) – is a confidential one-stop 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 Jewish Care's community support services, residential care homes, home care, day care for older people with dementia, carers support services, community centres, mental health and more.

Care homes for older people – all of our care homes enable residents to feel well cared for. Our specially trained staff, health professionals and volunteers deliver personal, nursing, dementia and respite care in a warm and caring environment. At Jewish Care, we believe that people should remain as independent as they can for as long as possible and live life to the full. With this in mind, we work with every resident to create their own specific care plan. All of our care homes and homecare services 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.

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We provide the following services cont'd:

Community 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 activities from art classes to Zumba. Our centres are also a place to relax, de-stress and socialise with other members of the community over a coffee and a slice of kosher cake, or through a manicure or massage. All of our centres celebrate the Jewish festivals and stay in touch with their communities by participating in activities with local synagogues and schools.

Day centres – our day centres bring people together, giving them opportunities to keep up their hobbies and interests, socialise, improve their health, happiness and just have fun.

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 and 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.

Home care and Independent Living – 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. We also have 45 Independent Living apartments at the Maurice and Vivienne Wohl Campus at Golders Green. Tenants benefit from having access to communal facilities including lounges, a kosher restaurant and a hobby room, as well as a courtyard garden and excellent access to local shops and facilities.

Holocaust Survivors Centre and Shalvata – 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 and choice and providing emotional support and development.

Family carers support – caring for someone with dementia, mental health needs, physical disability or frailty, a life threatening illness or condition, can be intensely demanding. 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.

Support groups and social clubs – we facilitate several different groups that offer support, encouragement and advice to all those who attend. These groups include Active 8, a weekly group for people with neurological conditions, ADD – ANON, an addiction support group, dementia carers support group, stroke clubs, bereavement and separation groups. There are also many social clubs for those who like to make new connections in their area.

JEWISH CARE

2b. OUR VISION, MISSION AND STRATEGY

Jewish Care is committed to ensuring that members of the Jewish community have access to the support and care they require to lead their lives as independently as possible. In order to help make this a reality, our vision and mission sets out what we would like to see and how we are going to help make this happen. To support this, we have also identified the values that are important to us, that will guide us in what we do and how we behave with each other and our stakeholders. Our vision, mission and values along with our aims and objectives, should help to ensure that we meet the community's health and social care needs wherever possible, and that our working lives are fulfilling and give us pride in ourselves and in Jewish Care. We continue to deliver on our Meaningful Lives Strategy which we use to guide our work in the future and which features the following objectives:

Promoting wellbeing: we seek to continually improve the wellbeing of our clients and staff so they can live life to the full.

- Create services and activities that make a positive difference to people's lives.
- Empower people to make decisions.
- Develop a culture of creativity and collaboration throughout Jewish Care.
- Demonstrate the impact made by our donors and volunteers.
- Ensure that our customers' needs are at the heart of everything we do.

Strengthening community: we will strengthen the Jewish community through all of our work by increasing connection and collaboration.

- Lead the development of an umbrella group of health and social care organisations within the Jewish community.
- Measure the impact of our services and work with others to decide where and how best to focus resources.
- Together with others, work to ensure that wherever there is a Jewish need, that need is met.
- Enhance Jewish Care's role as an advocate for the Jewish community in the national and local social care arenas.

Enhancing value: we look for ways to keep improving the effectiveness of our donors' money and all our resources.

- Continue to ensure the organisation is run in the most cost efficient way possible.
- Establish benchmarks and targets against which to measure performance.
- Actively create additional sources of revenue, including payment from all who can pay.
- Work with the community to establish a clear understanding of the need to give responsibly and pay for care.
- Ensure that those services that can break even do, and develop new services to generate revenue.

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2b. OUR VISION, MISSION AND STRATEGY CONT'D

Our Core Principles are:

The Jewish in Jewish Care: we believe that everything we do should enable people to embrace and enjoy their Jewish identity and culture.

People focus: we believe that putting people at the heart of everything we do helps us to achieve the best possible results for everyone involved in Jewish Care.

Collaboration: we believe in sharing what we know and will actively promote and enable collaborative working.

Giving and receiving: we believe that everyone has something to offer and encourage everyone to give as well as receive.

A quality approach: we believe that in everything we do, we should aim for the highest possible quality and the best possible outcome.

Paying for care: we believe that everyone who can, should contribute to the cost of their own, or their family's, care and support.

Our Values are:

Excellence: we are ambitious, professional and passionate about offering high quality services delivered with dedication and sensitivity.

Enabling: working together, we actively encourage people to "go for it" and live meaningful lives.

Creative: we are innovative, adaptable, welcome new ideas and believe in finding solutions that work for each individual.

Inclusive: everyone involved with Jewish Care is important and deserves to be treated with dignity and respect.

Integrity: we treat people fairly and are accountable for what we do and how we do it.

Everything we do is underpinned by Jewish values and ethics.

JEWISH CARE

2c. GOVERNANCE, PARTNERSHIP AND PUBLIC BENEFIT

Jewish Care is the embodiment of partnership, not only in terms of the way it provides its services to the community, which would be significantly reduced were it not for 3,000 active volunteers, but also in terms of the way it governs itself.

The Board of Trustees (who are listed on page 9 of this document) meets every 6-8 weeks to discuss a pre-planned agenda, and works alongside the professional team to discuss the strategic priorities, performance of the organisation against its key performance indicators, and to agree any changes in the way the organisation operates.

The commitment of the Trustees does not end there – most Trustees chair individual expert groups, such as property, fundraising or HR, giving of their individual areas of expertise, as well as agreeing to lead other initiatives, visiting Jewish Care services, attending fundraising or other events, meeting donors or prospective volunteers. It is this commitment that helps Jewish Care provide vulnerable members of our community with the services they deserve.

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 continue to pay an agreed 5% increase on rates for all care services provided by Jewish Care to residents of Barnet. This takes into account our culturally specific service and, in return, we no longer ask for a family contribution for people funded by Barnet. Third party and family contributions are still requested for people funded by other local authorities. 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. This is shown by the fact that at least 67% of residents are funded by the local authority.

Jewish Care's day centres are subsidised by voluntary donations which enable entrance fees to be kept lower than they would otherwise be. Some services, such as carer's support and social work, do not have 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/jewishcareinteract.org) as well as in local papers, the Jewish press and in a large number of synagogue magazines.

JEWISH CARE

3. GOVERNANCE - TRUSTEE BOARD STRUCTURE AND CONSTITUTION

Key Management Personnel: Trustee Board

The Board have a broad range of backgrounds, including health care, business, property, law, accountancy and public life. Members of the Board of Trustees are recruited on the basis of their meeting the skills identified as required.

Trustees (who are also company Directors of the Charity)

Steven Lewis (Chair)

Rachel Anticoni (Appointed 21 September 2015)

Michael Blake (Co Treasurer)

Linda Bogod

Michael Brodtman

Debra Fox (Vice Chair)

Anthony Grossman

Andrew Klein

Douglas Krikler

Lord Ian Livingston (Appointed 2 November 2015)

Nicola Loftus

Dr Dean Noimark (Appointed 21 September 2015)

Stuart Roden

Arnold Wagner OBE (Vice Chair)

Jonathan Zenios (Co Treasurer)

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 £7,884 (2014/15 £7,632).

Key Management Personnel: Professional Officers

Simon Morris

Chief Executive

Diane Blausten

Director of Human Resources

Daniel Carmel-Brown

Director of Fundraising and Marketing

Ian Grimes

Director of Property Services

Andrew Hope

Director of Finance and Company Secretary

Neil Taylor

Director of Community Services

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3. GOVERNANCE CONT'D

Our Constitution

Jewish Care is a Charitable Company limited by guarantee and not having a share capital. Jewish Care was incorporated and 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 Memorandum & Articles amended 6 December 1995, 23 June 2004 and the 28 October 2013.

The Board is responsible for the direction and management of Jewish Care to ensure that it meets its charitable objectives. The Board meets on a 6-8 weekly basis. Trustees sit on Committees or Expert Groups to ensure there is continuity and accurate reporting of work in progress to the Board.

All new Trustees have an induction course and receive legal update training sessions each year. Members of the Board attend other courses as necessary. In order to manage any potential conflicts of interest, each Trustee has to complete a declaration of interests on appointment, on an annual basis and the declaration of interests is a standing agenda item at each Board meeting. Any connection between a Trustee and Key Management Personnel must be disclosed to the full Trustee Board in the same way as any contractual relationship with a related party. Donations received from Trustees without restrictions were £235,873 (2014/15: £207,455), see related party note 29.

Committees of the Board

There are three Committees of the Board – the Nomination and Remuneration Committee, the Audit and Risk Committee and the Clinical Governance Committee. All 3 Committees report directly to the Chair of the Board and have delegated authorities and responsibilities.

The Nomination and Remuneration Committee is responsible for the recruitment and selection of Trustees of the Board and Senior Management, it consists of Trustees and the Chief Executive and is chaired by the Chairman 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 framework for the remuneration of the Chief Executive and key management personnel whilst also ensuring that all actions in relation to both Trustees and key management personnel reflect the requirements of the Fit and Proper Person test.

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3. GOVERNANCE CONT'D

Committees of the Board cont'd:

The Audit and Risk Committee is responsible for overseeing external and internal audit and identifying and overseeing Jewish Care's risk assessment. The membership of the Audit and Risk Committee comprise the Charity's Chief Executive, Director of Finance, Co Treasurers, Trustees and non-Trustees who have relevant current expertise in the areas of finance, audit and/or risk management.

The Clinical Governance Committee is responsible for scrutinising, providing assurance and oversight of Jewish Care's clinical governance arrangements throughout the organisation. The Committee will ensure that adequate and appropriate governance and clinical risk structures, processes and controls are in place across Jewish Care.

Trustee Membership of Committees of the Board (a full list of both Trustee and non-Trustee members are available in the annual review):

Nomination and Remuneration Committee:

Steven Lewis (Chair)
Debra Fox
Jonathan Zenios
Arnold Wagner OBE

Audit & Risk Committee:

Jonathan Zenios
Michael Blake

Clinical Governance Committee

Rachel Anticoni (Chair)
Dr Dean Noimark

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3. GOVERNANCE CONT'D

Committees of the Board cont'd:

Expert Groups

The Board of Trustees oversees six Expert Groups namely, Fundraising, Community Services, Human Resources, Investment, Property and Information Technology. These Expert Groups exist in an advisory capacity only. They consist of Trustees and others who assist the Chief Executive and the professional officers of Jewish Care on relevant issues. Trustee Membership of Expert Groups (a full list of both Trustee and non-Trustee members is available in the annual review):

Fundraising:

Steven Lewis
Linda Bogod (Chair)
Nicola Loftus

Community Services:

Debra Fox (Chair)
Michael Blake

Human Resources:

Arnold Wagner OBE (Chair)

Investment:

Stuart Roden (Chair)
Jonathan Zenios

Property:

Michael Brodtman (Chair)

Information Technology

Michael Blake (Chair)

Pay and Remuneration Policy for Key Management Personnel

The Trustees consider the Board of Trustees and the Professional Officers 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.

The President's Forum

A President's Forum, under the Chairmanship of Jewish Care's President, The Lord Levy, meets at least once a year. The Forum's aim is to provide an opportunity for the discussion of major policy items, with representatives from the community and give structured input to Jewish Care's strategic planning at a formative stage. The membership of the Forum is made up of past Board members, key people previously involved in Jewish Care, business and community leaders, new and rising younger businesses and lay people who are actively involved in the community, a cross-section of representatives from all areas in which Jewish Care is involved and lay representatives from all synagogue movements. The Chairman and the Chief Executive also attend meetings and members of the Board of Trustees are invited to attend.

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3. GOVERNANCE CONT'D

Subsidiaries & Linked Charities

At the year end, Jewish Care operated 5 subsidiaries and 19 linked Charities. Of the three larger subsidiaries Community Trading is a trading subsidiary wholly owned by Jewish Care, the Joel Emanuel Almshouse Trust is a registered social landlord wholly owned by Jewish Care 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 2016). The three subsidiary undertakings, as detailed below, nominate their own Board of Directors, Management Committee and Board of Trustees respectively. Jewish Care was also transferred 100 shares in Marian Gerver Properties Limited from the estate of Ronald Gerver as part of a legacy distribution. The shares were deemed at NIL value; the property in Marian Gerver Properties Limited was subsequently sold and a distribution from the Ronald Gerver estate was made to Jewish Care in April 2016. Jewish Care Pension Trustees Limited is also a dormant subsidiary of Jewish Care. It acts as Trustee to the pension schemes operated by Jewish Care. The other 19 are trusts and linked Charities (see note 12) 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 with other Jewish Charities sharing knowledge and support to actively enhance each of their respective objectives.

Community Trading Limited (CTL)

Community Trading Ltd (company registration number 02449362) was incorporated in 1989. The principal activity of the Company is the provision of services to and in connection with Jewish Care. The majority of activities during 2015/16 were fundraising dinners in aid of Jewish Care and the development of the site at the Betty and Asher Loftus Centre. The company makes a qualifying payment under gift aid to Jewish Care.

Joel Emanuel Almshouse Trust

Joel Emanuel Almshouse Trust (JET) is a Charity and registered social landlord whose objects are the provision of housing for poor persons of the Jewish faith. The Trust operates Sidney Corob House, a mental health residential home for those over 50, offering residents different levels of care to suit their individual needs. The overall affairs of the Trust are managed and controlled by the Trustee (Jewish Care) through the operation of a management committee.

Jewish Association for Mental Illness (JAMI)

Jewish Care in partnership 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 numbers for 2016 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 £751,916 during the year ended 31 March 2016 (2015: £765,257) which is included in incoming resources.

Funds held as custodian Trustee on behalf of others

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

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE - COMMUNITY SERVICES

Last year's aims:

1. To seek planning permission on the Redbridge Jewish Community Centre site and begin planning for a community hub that will include a community centre and independent living apartments.
2. To seek planning permission for the site vacated by Ella and Ridley Jacobs House, so that independent living can be established for the Hendon community.
3. To work closely with the communities in Hendon, Redbridge and Hertfordshire to ensure the developments planned in the coming 5 years have a local focus and support from within their respective communities.
4. To increase capacity and funding for both our Memory Way Cafés and Supportive Communities Programme.
5. To continue to seek out partnerships to further develop support for the Jewish community both through service collaboration and sharing our resources, buildings and expertise. To look to do this in a way that is community focused and allows local people to contribute to the local needs of their community.
6. To successfully move and relocate the Sam Beckman Centre for People Living with Dementia from Hendon to the Betty and Asher Loftus Centre.
7. To undertake research into the impact of our community support and social work service on our community.
8. To increase our professional volunteering in our social work service through the development of a volunteer led duty, benefits and advice service.
9. To launch the Jewish Care Interact platform giving a digital, fully accessible and inclusive service to the community, supporting the Jewish Community to age well.
10. To strive for ways that we can help our staff spend as much of their time supporting people. To improve our service efficiency, quality and provision with the support of assistive technologies.
11. To meet the new standards as established by the Association of Retirement Community Operators (ARCO), which is recognised as good practice across older peoples' housing.
12. JAMI has offered carers support on a 1:1 basis as well as group settings but it has become increasingly apparent that carers welcome 1:1 support, information and advice at times of crisis. To facilitate this, we plan to recruit to provide a service specifically for carers, rather than as part of JAMI' s wider provision.
13. JAMI plans to purchase the freehold of MIND in Barnet' s premises in Christchurch Finchley, leasing part of it back to MIND in Barnet and transferring the operations of JAMI House to that building creating a mental health "hub" in Barnet with significant potential for joint working with Mind in Barnet, Barnet Voice and other organisations. The use of the JAMI Charity Shop is also being reviewed to consider the potential for this retail space to be used as a street level access point for JAMI services.

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE - COMMUNITY SERVICES

What we achieved:

1. Several pre-planning application meetings for the Redbridge Jewish Community Centre site have taken place with the local authorities. We consulted with the Redbridge community in July 2016 in preparation for the planning application in August 2016.
2. Planning permission was applied and granted for the former Ella and Ridley Jacobs House site in Hendon. Permission has been given for 32, one and two bedroomed apartments. Detailed designs are now underway.
3. There are community development plans in place in Redbridge and Hendon to engage the community in our plans and ensure that we develop services that will be supported by the local communities within which they are based. These will be developed over the next four years. We are continuing to design and plan for services on our Princess Alexandra care home site in Hertfordshire and are working closely with the many relevant stakeholders who will be involved in this development. Over the next two years there will be a full service development plan for the Herts area in preparation for the development of the new Stanmore Community Campus.
4. Funding has been established for the Memory Way Cafés to allow us to employ a part time coordinator to support both the volunteers and professional teams to develop more cafés for the community across London, Hertfordshire and Essex. We did not secure any additional funding in 2015/16 for the development of the Supportive Communities programme; however, we are evolving the programming within our community centres to re-allocate resources to help support this initiative.
5. We are now involved more than ever in supporting Jewish Charities, schools and national and community organisations to help us achieve common and shared aims. This mutual support varies from sharing our buildings to offering professional training and development to organisations which serve the community. Partnerships this year include, London Jewish schools, AJR, Age UK, Alzheimer's Society and local synagogues across London and the South East.
6. The Sam Beckman Centre for People Living with Dementia successfully relocated to the Betty and Asher Loftus Centre in January 2016. It now offers up to 30 places providing daily support as well as being a local resource to the older community with dementia who live within our care homes at the centre.
7. We were unable to prioritise a full research project, focusing on the impact of our community support and social work service on our community; however, we will continue to strive for funding to make this a reality.
8. We have increased our volunteering across the community support and social work team by 25% over the last financial year including professional social workers volunteering within our duty social work service.
9. Jewish Care Interact was launched to the community in February 2016 providing a fully accessible and inclusive digital service, which offers information, advice and guidance for people in the community.
10. The organisation now has a strategy to support our approach to digital inclusion and efficiency across the business. There have been pockets of success in improving quality, efficiency and quality of life. These exist within our Karten Centre, Jewish Care Direct, our Social work and homecare services with work continuing in this area.
11. Selig Court, Independent Living was assessed and accredited in May 2016 as meeting the standards established by the Association of Retirement Community Operators (ARCO), which is an accreditation recognised across older people's housing.

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4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE - COMMUNITY SERVICES

What we achieved cont'd :

12. JAMI have recruited to provide a service specifically for carers, rather than as part of JAMI's wider provision. Since establishing this service, there has been a significant rise in the number of referrals.
13. A capital fundraising campaign got underway and enabled the purchase of MIND in Barnet's premises in Christchurch Avenue by JAMI, the building will be known as Leila's House. The JAMI Charity shop begun a re-development and conversion into a coffee shop called Head Room, providing an accessible gateway to JAMI's services.

Future aims:

1. To put the community at the heart of service development by carrying out user led research in three of the six geographical areas in which our community centres are based, so that we can continue to build programmes and opportunities that interest people both through participation and volunteering. By doing this we hope to increase our community engagement across these areas.
2. To secure planning permission on the Redbridge Jewish Community Centre site this year and begin planning for a community hub that will include a community centre and independent living apartments.
3. To work closely with the professional team and community to prepare for the new Independent Living service in Hendon expected to open in late 2018.
4. To increase our Memory Way Café provision from 4 cafés to 7 in this coming year.
5. To launch our 24 hour, live in care service available across the community from North West London, to Hertfordshire and Redbridge.
6. To seek funding for the expansion of our Supportive Communities' Programme which now supports over 120 members with the support of over 80 volunteers across the community.
7. To work in partnership with the RNIB and The KC Shasha Centre for Talking News & Books, in order to offer all of our members the ability to access talking books from the existing KC Shasha library as part of the RNIB talking books service. This will ensure that visually impaired Jewish people have access to a wider range of books and will be able to choose how they do so, either on CD, USB stick or digital download.
8. To further develop the Jewish Care Interact website's content and community, so that it becomes the "go to" place for all things ageing well and living independently in the UK Jewish community; a digital hub, available 24/7 and 365 days a year, engaging with and informing older and disabled Jewish people, their friends, families and wider care networks, as and when they need it.
9. To expand the access of Jewish Care Direct from a telephone information and advice service to a live web chat option with professional advisors on hand to support the community.
10. To offer online access and membership for all of our community centre events to improve the experience and accessibility of booking events for the community.
11. To have a digital care planning system for the homecare and independent living service, which will improve the quality of care and information for people in our care and their families as well as improve the overall efficiency of the service.

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4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE - COMMUNITY SERVICES

Future aims cont'd:

12. To develop a continuous learning and improvement skills plan for all homecare and independent living staff through the utilisation of Skills for Care, the Institute of Social Care Excellence and the UK Homecare Association, best practice guidelines. Areas of priority include, end of life care, medication support and management, working with mental health and older people.
13. The success of JAMI's "Think Ahead" marketing campaign in 2015/16 has inevitably impacted on service referrals to the extent that the existing duty rota system has proved to be insufficient. JAMI will be looking to recruit the role of a Duty Worker.
14. JAMI will be holding a conference in March 2017 with the theme "Resilience in Families" measuring family wellbeing in terms of 21st Century pressures and stress and bringing together a group of experts in family and children's mental health to facilitate workshops and participate in plenary session.

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE - COMMUNITY DEVELOPMENT

Last year's aims:

1. Continue to work on the Ageing Well Agenda, running sessions for the community, which give advice on later life and helping people to plan for later life.
2. Update the Ageing Well report to ensure we have an understanding of how the community has responded to the initial call to action.
3. Embed our programme of young leaders into the organisation and make this an annual programme, which engages young adults and creates succession planning for Jewish Care's future lay leadership.
4. Continue to develop dementia programmes with the community, with a special focus on South London, Hertfordshire and Enfield.
5. Continue to work with Maccabi and create a programme across the organisation that is sustainable through the securing of appropriate funding.
6. Continue to work with the following organisations: LEAD, Forum for Jewish Leadership, Trainee Trade, and Leo Baeck to develop work experience and internship programmes that meet the needs of all of those in the community either seeking work or looking to provide lay support to the work of Jewish Care.
7. Run another 'Shabbat with Jewish Care' programme and extend this activity for other festivals, so that we create stronger links between members, residents and members of local synagogue communities.

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE - COMMUNITY DEVELOPMENT

What we achieved:

1. Plans were made for three community information events, which would take place in Hertfordshire, Barnet and Redbridge. However, due to a key member of staff who was the lead on these three events being very unwell and unable to work, this was put on hold due to lack of resource. However, the social work team would like to run similar community information events and discussions are taking place on how we can proceed together to reinstate the plans to take place this financial year.
2. Due to an unforeseen staff resourcing issue (where a key staff member who was the author of the report was unwell and unable to work) work has not progressed on this yet.
3. After a hugely successful first Lay Leadership Programme, plans have been made as to how the participants will continue their journey within Jewish Care. All volunteer participants were fully engaged and committed to current and future volunteering opportunities. Three people have been inducted to be part of the next programme launching in September.
4. Enfield saw a huge change with the move of the Sam Beckman Centre for People Living with Dementia from Hendon to the new Betty and Asher Loftus Centre in Friern Barnet. This has provided a fantastic opportunity to reach out to the local Synagogues and other community organisations in areas such as Southgate, where we have another Jewish Care resource.
5. Our ongoing work with Maccabi continues. They run an annual Bowls Tournament at Kenton Bowls Club which is hugely popular across our Connect@service. Maccabi have also linked with our fundraising teams to host the Community Fun Run which happens every May. Jewish Care had 48 people running and £3,800 was raised for Jewish Care. Due to a lack of resources, work on creating a sustainable programme with Maccabi, through the securing of funding and the training of volunteers to help develop and drive forward this programme has not commenced and has been put on hold for the time being.
6. Good community relationships have been maintained with LEAD with regular meetings to keep one another in the loop on upcoming work and projects, which has enabled us to see where there is cross over to support and help one another. Trainee Trade have changed their name to Work Avenue and have stayed in contact on a regular basis. Leo Baeck sent one trainee Rabbi for a year long programme at Jewish Care this year with outstanding feedback. We currently have three more signed up to start the programme in September.
7. We hosted our second 'Shabbat with Jewish Care' event in October with fifteen Jewish Care resources taking part. We have extended this communal Jewish themed activity by running two Shabbat workshop sessions at the Maurice & Vivienne Wohl Campus. In addition, members and residents of the campus came together to prepare for a pre-Shabbat meal which took place at our Selig Court Independent Living apartments, this was also supported by a local school.

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE - COMMUNITY DEVELOPMENT

Future aims:

1. To work with our Social Work team, to host three Ageing Well Conferences across Hertfordshire, Barnet and Redbridge.
2. To work with and embed Alumni members from our first Lay Leadership programme within the organisation.
3. To implement the second Lay Leadership Programme within Jewish Care.
4. To develop the Sam Beckman Centre for People Living with Dementia's community relationships by building networks with organisations in the local area.
5. Research what support and friendship groups exist for those living with Dementia in the Hertsmere area, with a view to start assessing the needs of the community in preparation for the development of the new community campus on the Princess Alexandra care home site.
6. To develop and maintain the relationship we have with Maccabi to provide a varied and active programme for Jewish Care members and residents.
7. To continue to meet LEAD and Work Avenue to keep the lines of communication open and develop any future projects.
8. To develop and grow the annual "Shabbat with Jewish Care" event and ensure that our members and residents are a part of the community wide event and to develop community Shabbat activities for members and residents on a weekly basis. Continue to develop relationships with local and relevant community groups and different organisations, focusing specifically on locality with our existing resources as well as future developments.

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE – CARE SERVICES

Last year's aims:

1. To complete the move of services to the Betty and Asher Loftus Centre and achieve greater integration of these services. This should result in the creation of a more cohesive community, giving stakeholders more choice and access to a wider variety of services. Jewish Care social workers will be based on site frequently and will aim to extend and strengthen the links of the Centre with the local and wider Jewish communities.
2. To extend the development of the Living Well team, and complete the team by recruiting physiotherapists and to develop physiotherapy assessments across all homes.
3. To establish a comprehensive set of clinical KPIs, which provide care home managers and others with a quantifiable set of measures, which indicate strong clinical performance as well as highlighting areas that need improvement. We will do this in collaboration with the IT team, to enable as much of the KPI to be collected electronically, to improve the accuracy, efficiency and reporting capabilities.
4. To work closely with our Human Resources colleagues in order to strengthen our care homes' nursing workforce in an increasingly challenging recruitment market and by doing so assure our ability to continue and deliver high standards of nursing care.
5. To improve Wi-Fi capabilities across our care homes and to introduce digital technology in order to improve practice, management and the quality of life and work of those living and working in the care homes.
6. To capitalise on the improved environments in homes to attract people and operate at higher levels of occupancy. To work closely with internal and external agencies and stakeholders to progress the planning as required by the plans for our major capital developments.
7. To get planning permission to develop the Princess Alexandra Home site with a view to developing a new care home, independent living apartments and day care facilities.

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE – CARE SERVICES

What we achieved:

1. The Betty and Asher Loftus Centre has made great strides in its transformation from separate, neighbouring resources into a cohesive and vibrant community. Kun Mor and George Kiss Home now houses 48 residents, many of whom moved there from Ella & Ridley Jacobs House. The Sam Beckman Centre for People with Dementia is also enjoying its new location at the Betty and Asher Loftus Centre. Service users of the four services based at the site are delighted with the vibrant environment of the Link and the surrounding gardens and grounds. The involvement of the Jewish community on site is growing and will continue with the recruitment of a volunteer coordinator. A member of our family carers' support team is based at the Centre and providing much needed support also.
2. The Living Well team has established itself around the Betty and Asher Loftus Centre and has developed a rich programme of activities. The establishment of the physiotherapy service across all homes was delayed due to other management and operational priorities and will be addressed in 2016/17.
3. The Clinical Key Performance Indicators (CKPI's) are now well established and completed by managers on a monthly basis. The information is used to interrogate any areas that require improvement and actions are being taken in a timely fashion. The CKPIs are reviewed by the Clinical Governance Committee and the scrutiny of the committee is driving improvements. The electronic recording of falls has been piloted and was launched in August 2016.
4. Progress has been made in setting up ways of increasing our ability to attract, recruit and maintain nurses. This project will continue in the coming year. To strengthen our existing nurses' workforce, a programme to support them in the new 'revalidation' process was developed and embedded.
5. Wi-Fi in our care homes greatly improved with it being implemented across 4 more care homes. Almost all of our care homes (excluding two) now have Wi-Fi in their common areas. Wi-Fi in residents' rooms has also progressed with four more care homes now having Wi-Fi in residents' rooms, which is double the amount than this time last year. The development and implementation of the digital agenda continues. We are working closely with colleagues to enhance our performance by introducing digital technology. This will continue in the coming year focusing on piloting electronic care plans in the care homes.
6. Overall average occupancy was 93%. This is higher in the new homes, particularly at Kun Mor and George Kiss where occupancy is at 98%.
7. Planning permission for the Princess Alexandra Home site (Stanmore Development) has been granted and we have been working closely with colleagues to put together the design for the site.

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE – CARE SERVICES

Future aims:

1. To establish high levels of compliance with the new CQC standards and rating scheme and to achieve overall ratings of good or above in all of our care homes whilst continuing to strive for excellence of service and for improving customer experience throughout.
2. To establish a physiotherapy service at Betty and Asher Loftus Centre, which enables the teams to support residents in achieving higher levels of wellbeing and independence and which supports staff in promoting and exercising better movement and handling practice.
3. To continue the initiative started last year to increase our capabilities to attract, recruit and maintain an updated and competent nurse workforce.
4. To pilot electronic care plans in two care homes, leading to a decision as to whether and how this should be disseminated to all Jewish Care homes.
5. Subject to a decision of the Board to proceed with the development of the Princess Alexandra Home site (Stanmore Development) to implement the required changes that will enable the new home to be built, whilst services in part of the incumbent home are maintained and continued.

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE - VOLUNTEERS

Last year's aims:

1. Continue to work on the customer service journey from the perspective of the volunteer and the resource in which they are placed.
2. Working with colleagues in services to identify measurable outcomes and the impact of volunteering on the lives of those receiving services from Jewish Care.
3. Identify and implement more diverse ways of communicating with our volunteers, ensuring that this is a two-way communication that recognises volunteers as key community voices.
4. Continue to expand our relationships with schools, youth groups and community groups to create relationships with young people whereby they play an integral role in enhancing the lives of those who use the services of Jewish Care. This will include embedding participants in the Future Leaders programme into the lay leadership of Jewish Care, and identifying the next cohort of participants in that group.
5. Continue to develop relationships and partnerships with communities, such as those we already have with Bournemouth, Oxford and the Hertfordshire Golden Visits, where we can support their volunteering and thus provide services to those communities that have the Jewish Care ethos.

What we achieved:

1. We have continued to work with all stakeholders over the past year to refine the customer experience for our volunteers. Over the year, call back days have been held to which new volunteers have been invited to share the experience of their journey. Discussions have also been had with various members of the Customer Experience group to understand how the departments work fits into the work being done by the organisation.
2. Over the year, staff from the Volunteers department have continued to attend meetings and conferences on the subject of impact measurement and talk with other organisations on this subject. From these meetings it has become clear that work going on nationally is around measuring the impact on volunteers and the benefits that volunteering brings. Very little work is taking place on measuring the impact of volunteering on service users. In organisations where any of this work is taking place, members of staff with a specific skill set have been recruited to take on this role.
3. We have worked with marketing to create the Volunteer e-Newsletter which will include a regular update on the organisation as well as news specific to volunteering. Volunteers have contributed some of the articles for each edition. This is now being sent quarterly by email to all volunteers on our database. The open rate for the first edition was 50%. Separate work is also being done by the community marketing team around raising the profile of the Volunteers' Department both within the organisation and outside. Working with volunteers and volunteer coordinators, we have encouraged volunteers to use the self-service aspect of Better Impact to log their hours and check the website for information relating to their volunteering role. The department held 2 conferences aimed at volunteers, one in North London and one in East London and both were well attended.

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE - VOLUNTEERS

What we achieved cont'd:

Two Forums have been held for Volunteer coordinators and staff and both were well attended. The purpose of these was to introduce the Guidelines for Volunteer Management handbook.

4. Our relationships with local schools and colleges continues to grow. We have started to invite the staff from each of these places to come into Jewish Care for half a day to see the organisation and what we do. This should provide them with an understanding of the needs of the organisation regarding volunteers and students' placements. The scheme has improved our relationship with the schools and colleges and we hope will also ensure that the students that are placed with us are those who are interested in health and social care. The Lay Leadership Development Project (Future Leaders Programme) ran from April 2015 to June 2016. The participants attend 12 sessions and visited Jewish Care resources. Sessions were held with input from 30 senior members of staff and key lay-leaders and topics covered included: Governance; Funding of Services; Regulation and Legislation; Fundraising; Managing a Care Home; Service User's Journey; Ageing, Dementia, Disability and Living Well; Mental Health; the Jewish in Jewish Care; Home Care; Holocaust Survivors; History of the Jewish Community in the East End and the Redbridge Community. The participants were also given opportunities to volunteer.
5. We continue to work with the communities in Bournemouth, Oxford, Brighton and the Hertfordshire Golden Visits group who visit Jewish residents in non-Jewish care homes. A member of staff attended the Golden Visits awards evening, met the volunteers and presented the awards. Staff involved with volunteering from Manchester and Leeds Health and Social care services continue to meet with Jewish Care staff 3-4 times a year. An invitation to join the group has been extended to the group in Birmingham.

Other highlights:

1. 459 people registered their interest in volunteering at Jewish Care and were entered onto the Better Impact Database; 378 began volunteering.
2. Work began on introducing the volunteers to the concept of logging their hours on the database.
3. Specialist colleges are working with us to send students to volunteer for specific projects e.g. drama and art.
4. The Volunteer induction training programme and course workbook was revised.
5. The Guidelines to Volunteer Management handbook was written and circulated to all who work with volunteers.
6. A framework for moving volunteers on has been created which outlines a process for staff to follow should they need to terminate a person's volunteering if they are acting in a way that conflicts with the values of Jewish Care.
7. A policy on the eligibility of people to volunteer in the UK was written in line with that for staff.
8. The department worked with staff and volunteers at the Betty and Asher Loftus Centre during the time of transition to help volunteers prepare for the opening of the new centre.

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE - VOLUNTEERS

Other highlights cont'd:

9. A new staff member has been appointed to take on the role of volunteer manager at the Betty and Asher Loftus Centre; this person will work with staff and volunteers across the centre.
10. Fifteen members of staff who have responsibility for managing volunteers attended a 2 day ILM workshop in Volunteer management representing residential care homes, community centres and centres for people living with dementia as well as our central services at Amelie House. Over 60 people in the organisation have now been through this training; those who have completed the ILM training over the past 2 years have been invited back for a review session.
11. Working with staff from the ADD team, training in Cognitive Stimulation Therapy has been delivered to a group of 20 staff and volunteers. Delegates were selected so that volunteers attended with a staff member from the resource in which they volunteered so that they could work together to implement the scheme after training.
12. 42 corporates have participated in the Employee Volunteering programme. 19 Employee Volunteering programme events took place during the year of which 9 were outings, including a guided tour of the Crossrail Roof Garden; the KPMG menorah lighting and lunch at the office of CMS Cameron McKenna. We have developed relationships with, amongst others: PwC, Deloitte, UBS, EY, MRJ, Accenture, Linklater, Poalim Asset Management, whilst continuing longstanding links with: Canary Wharf Group; Department for Work and Pensions and Clifford Chance. Local links include north London branches of Barclays Bank, where Barclays' staff visited several resources to deliver Fraud Awareness sessions.

Future Aims:

1. Work with Agenda Consulting and stakeholders throughout Jewish Care to encourage as many volunteers as possible to take part in the next volunteer survey due to take place in November 2016.
2. Working with the Youth Strategy Group to develop the strategy and create a clear programme for all young people coming into Jewish Care.
3. Roll out of Better Impact database into resources to encourage volunteer managers and coordinators to take responsibility for the data of their volunteers and volunteers to log their hours.
4. Pilot, evaluate and develop the role of the paid volunteer manager at the Betty and Asher Loftus Centre.
5. Work with Redbridge JCC on the development of volunteering and the creation of a volunteer management structure.
6. Continue to identify those long standing volunteers who have not attended training and deliver training locally aimed at that specific group.

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE – FUNDRAISING AND MARKETING

Last year's aims:

1. To maintain revenue income at £13.3 million and to maintain legacy income at £2 million and to further develop the legacy fundraising strategy.
2. To secure £9m donations from major gifts income.
3. Subject to planning permission being granted, we will develop a fundraising plan for our next major capital projects – Redbridge JCC and the Stanmore Development at the Princess Alexandra site in Middlesex.
4. To continue to support our committees to deliver a high quality events calendar delivering gross income of £1.6m.
5. To develop our sporting events portfolio to increase income from this area and attract new donors from a wider audience.
6. To improve synergy between Young Jewish Care (YJC), Young Patrons (YP) and Friends of Jewish Care so that there is a clear journey and increased movement through the three programmes.
7. To increase the response rate to our DM (Direct Mail) appeals from the period of 1st April 2015 - 31st March 2016 (a continuation of the 2014/15 2 year appeals target).
8. To expand our media channel mix so that we have presence in outdoor press.
9. To form cause related partnerships with 10 businesses.
10. To increase our data capture activity via increased outdoor marketing activities such as street, event and supermarket collections.
11. To recruit an additional 10 schools to take part in The Great Jewish Bake Day to help the event achieve the support and involvement of 25 schools across the community.
12. To increase our Facebook likes & Twitter followers by 10% via increased sponsored social media campaigns.
13. JAMI is planning the launch of a new campaign across multiple channels, in print, on line and social media in order to raise the organisations profile within the Jewish community, to stimulate debate and challenge existing and new audiences to think differently about mental health.

What we achieved:

1. Revenue fundraising totalled just over £15.7 million exceeding our target by 2.6%. This was largely due to legacy income of £3.5 million. Continued to roll out and further embed legacy strategy to increase the number of legators and increased internal engagement and awareness primarily through a second Legacy Awareness Week.

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE – FUNDRAISING AND MARKETING

What we achieved cont'd:

2. Major gifts met target with income of £9m.
3. Following planning permission being granted to redevelop the Princess Alexandra Home into a state-of-the-art campus of care, we have developed a fundraising plan for the project and have already secured several key 'in-principle' gifts. Planning has not yet been granted for Redbridge JCC.
4. The events portfolio delivered a gross income of £1.8 million, exceeding target largely as a result of the success of a dinner to raise funds for the Holocaust Survivors Centre.
5. Tested new sporting events and marketing channels in order to increase participation and to attract new supporters. Reviewed stewardship package offered to supporters taking on challenges. This has increased the average amount raised per head and increased participant numbers from 15 to 77 participants.
6. The link between Young Jewish Care (YJC) and the Young Patrons (YP) continues to develop. There is an increased promotion of the YP programme at all YJC events, with this as one of the main objectives. The Friends programme continues to develop with 74 Friends now 'opted in' and improved synergy with the Young Patrons programme.
7. Over the period of 1st April 2015 to 31st March 2016 our direct marketing response rates have slightly decreased. In our Chanukah appeal, there was a drop of 0.13% in the response rate compared to the previous year; in our Pesach appeal, there was a drop of 1.48% in the response rate compared to the previous year and in our Rosh Hashanah appeal, there was a drop of 1.78% in the response rate compared to the previous year. A shrinking database where there is a reliance on targeting the same people makes direct marketing an increasingly challenging funding stream for us.
8. Having to prioritise other areas of the marketing portfolio in a year where we were under resourced meant outdoor press did not happen in 2015/16, but the plan is to take this forward in this up and coming financial year.
9. Cause related marketing partnerships were created with 10 new businesses, which included Kosher Deli, Waitrose in Temple Fortune, Sammis restaurants, Tescos in Borehamwood and the Thortful Card Company to name just a few.
10. Changes in regulations and best practice around data capture meant we took the decision to pull back on capturing cold data at our supermarket and community events. Collections at Supermarkets continued but with more emphasis on brand presence, fundraising and less on data capture.
11. We recruited 23 schools for bake day, and whilst we fell slightly short of meeting our target of recruiting 25 schools, 10 of the recruits were brand new schools that had not engaged with us before.
12. Our Twitter followers increased by 13.5% and our Facebook likes increased by 36.35% in the last year.
13. JAMI's "Think Ahead" campaign went live in May with the focus on raising awareness of JAMI and encouraging the Jewish Community to discuss mental health out in the open. The increased profile led to a significant increase in the number of synagogues selecting JAMI as one of its charity recipients for their New Year appeals.

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE – FUNDRAISING AND MARKETING

Future aims

1. To increase revenue income to £15.6m.
2. To increase legacy income to £4 million and to further develop and embed the legacy fundraising strategy and key legacy messages.
3. To secure £9.2m donations from major gifts income.
4. To secure 75% of the total cost of the project in pledged gifts in order to progress to the construction stage of the redevelopment of the Princess Alexandra Home.
5. Subject to planning permission being granted, to develop a fundraising plan for the Redbridge JCC.
6. To secure income of £1.6m from our Events portfolio.
7. To increase income and involvement in our community fundraising activity by reviewing and improving the support package offered to local committees, harnessing the potential in this area and the recruitment of new supporters to fundraise.
8. To continue to develop the Young Patrons programme, improving the offer and develop more meaningful relationships with this audience, to increase income and grow the number of Young Patrons from 192 to 242.
9. To refresh and develop the strategy for the Friends programme in order to grow its stewardship reach and potential to increase income.
10. To create and implement a new organisational brand and marketing campaign based on research undertaken with the community to help improve understanding of what we do whilst compelling people to pick Jewish Care as the service provider or the charity of choice to donate to.
11. To create a service marketing strategy spanning 2016/17 to 2018/19 which works across a multi range of media channels with clear objectives, KPIs and metrics in place so that we are able to measure success.
12. To create and implement an organisational employee brand campaign to support the retention of existing staff and the recruitment of new staff.
13. To expand our digital marketing work so that it helps promote the work of the entire organisation rather than being event and fundraising focused.
14. To expand our media channel mix so that we have presence in outdoor press.
15. To create and implement a new fundraising initiative for schools, which sees 10 schools exclusively fundraise for us whilst securely data capturing parents' details.
16. To develop a communications plan for each of the organisations planned capital development projects.
17. JAMI will build on the success of the "Think Ahead" campaign, improving its brand presence across the community through increased use of PR, Social Media and a new mobile/tablet friendly website.

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE – STAFF

Last year's aims:

1. Implementation of our recruitment and assessment strategy.
2. Support the development and implementation of the Jewish Care customer experience strategy.
3. Development of a pay and benefits strategy.
4. Continue to measure and respond to staff engagement.
5. Develop our workforce planning and organisational development ability.

What we achieved:

1. A Senior Recruitment Advisor has been appointed. We are now using personality assessments for all senior roles and taking a values based approach to our recruitment. A personality assessment, PeopleClues, and safeguarding questionnaire have been selected for use with front line care staff recruitment. All applications are now made and processed on line and we have moved DBS provider to improve the service. We trialed Guardian online advertising which has proved successful for professional and head office roles.
2. The organisation is now working to deliver to a framework for delivering great customer experiences. We have a clear view from our customers about what will make a difference to them and we have mapped our processes, developed measures and worked with the top 20 managers to begin to develop the culture of the organisation to help staff put themselves in our customer's shoes, taking more accountability for their actions and behaviours.
3. In the past 12 months we have again increased the pay of our lowest paid staff and continue to pay 5% above the National Living Wage. Membership of the pension scheme continues to rise and is up to 87% of the staff team, a 5% rise from the previous year. Work is in progress to develop our response to a predicted National Living Wage of over £9 per hour in 2020. A staff party, held to celebrate Jewish Care's 25-year anniversary, was very well received.
4. We continue to see high levels of engagement at 88% of staff recommending Jewish Care as a good place to work. During the year we worked on feedback about pay and benefits and with departments who were, on average, less engaged. We were awarded with the Employee Engagement award for the 2nd year by Agenda Consulting.
5. Extensive work has taken place to cleanse data in our HR database and update the structure to provide a sound basis for better metrics and workforce planning. We now have our own Care Certificate assessor so that we can respond to new Care Certificate launched by Skills for Care and Skills for Health. This role supports new staff through coaching, development and assessment/monitoring in partnership with managers to ensure that new starters to the organisation have a great induction experience, are able to complete the care certificate during their probation period and satisfy CQC inspection requirements. We have taken part in a successful pilot coaching programme to help adult literacy learners develop the skills, strategies and confidence they need to become more effective self- directed learners, better able to take advantage of the many literacy learning opportunities that arise naturally in daily life (including work). (This work is funded by Erasmus & a European Union funded project that aims to modernise education, training and youth work across Europe).

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE – STAFF

Other highlights:

1. A Staff forum has been launched in response to staff survey feedback.
2. We implemented a registered managers' network and care managers' development programme to support the development of skills and capability of these leaders.

Future aims:

1. Further develop our recruitment strategy and plan to respond to the increasing difficulties in attracting and retaining talent in our care workforce. This will include overseas recruitment, developing our own 'bank staff' agency, better attraction techniques and metrics to monitor progress.
2. To fully establish an effective staff forum to support communication and consultation.
3. Further develop and implement the pay strategy in response to the National Living Wage requirements and the introduction of gender pay gap reporting in 2017.
4. Support the digital technology strategy by upskilling our staff to use technology to increase effectiveness in their roles and greater use of technology in the development of our staff.
5. Conduct pensions automatic re-enrolment to fulfil our obligations to the pension's regulator.
6. Respond to the introduction of the new Apprenticeship Levy.

JEWISH CARE

4. STRATEGIC REVIEW CONT'D

Financial Review

Our Bottom Line

Total incoming resources for the Group were £52.7m (2014/15 £50.9m) and total outgoings were £50.1m (2014/15 £50m) resulting in net income of £2.4m (2014/15 net income of £3.8m). This includes some £4.6m (2014/15 £2.4m) of capital pledge redemptions for the development of the Betty and Asher Loftus Centre that completed and opened during the year and the purchase by JAMI of MIND in Barnet's premises in Christchurch Avenue, now known as Leila's House. Revenue donations were £12.2m (2014/15 £11.6m) with legacy income at £3.5m (2014/15 £5.9m). Further details can be found in the donations and legacies note 5.

Our Income

The principal funding sources of income for the Charity were voluntary donations and legacies, local authority fees and private fee income. Total incoming resources from all principal funding sources were £52.7m (2014/15 £50.9m) this represents a 3.5% increase on the prior year. Voluntary revenue donations were up 5.1% on the prior year at £12.2m (2014/15 £11.6m). The increase in voluntary revenue donations compensated for the reduction in legacy income during the year by 40% at £3.5m (2014/15 £5.9m). Capital donations for our capital development projects increased by 91.7% at £4.6m (2014/15 £2.4m) due to the phasing of the receipt of the capital pledges for the Betty and Asher Loftus Centre and the receipt of a donation by JAMI towards the purchase of Leila's House. Charitable activities income consists of local authority and private residential fees, grant income, independent living rental income and day centre attendance income; these income streams have increased to £31.2m in 2015/16 (2014/15 £30.1m). Residential fees reflected an occupancy level of 93% and the transitioning periods of some of our care homes as they align with our capital developments programme. The majority of these fees relate to the care homes fees payable by local authorities for individuals who live in their borough whom they must fund. Any gaps between the local authority funding we receive and the costs of care we provide need to be met by voluntary revenue donations.

JEWISH CARE

4. STRATEGIC REVIEW CONT'D

Financial Review cont'd

Our Expenditure

Overall expenditure on charitable activities for our Care Homes, Day Centres, Home Care, Independent Living and Mental Health resources was £46.3m (2014/15 £46.9m); concerted efforts to maintain cost controls have continued in 2015/16 even with the transitioning periods in some of our Care Homes and Day Centres and other services during the year as our capital project capital development programme continues. Charitable expenditure in the prior year across the services has been re-stated to account for the re-measurement of the defined benefit pension scheme under FRS102 to include administration costs as an additional entry in expenditure. In previous years under FRS 17 an adjustment was made to the expected return on assets figure to allow for the actual expenses over the year to the review date (this method is no longer permitted).

Charitable expenditure in our Care Homes was £30.3m (2014/15 £30.7m) with a reduction in part due to the closure of Ella and Ridley Jacobs House and the transfer of those residents into the new larger home Kun Mor and George Kiss House situated at the Betty and Asher Loftus Way Centre; the campus site that also houses Lady Sarah Cohen House and Rosetrees. The earlier part of 2015/16 also saw the transfer of the Rela Goldhill Lodge residents into their new home at Otto Schiff enabling the residents to be part of campus life at the Maurice and Vivienne Wohl campus. Works also continued to enhance the Wi-Fi capability for both residents and staff in line with our digital agenda.

Charitable expenditure in our Day Centres was £7.5m (2014/15 £7.7m) again due to concerted efforts to maintain costs. 2015/16 saw the successful re-location of the Sam Beckman Day Centre for People Living with Dementia moving from the Hendon site to the Betty and Asher Loftus Way Centre. Our Memory Way Cafés have also expanded, the cost of which has been secured by some funding.

Charitable expenditure in our Group Homes and Independent Living Service was £2.6m (2014/15 £2.5m). Staff costs increased in our Independent Living Service with a direct correlation between the increase in staff costs and an increase in income.

Charitable expenditure in our social work service was £1.9m (2014/15 £1.9m). Expenditure on our social work service has remained static against the prior year. Our social work service supports our care home and service admission process and does not attract any funding. The costs of this service are met by voluntary revenue donations. Additional volunteering by professional support workers has enabled some additional enhancement of this service.

Charitable expenditure in our mental health service was £926k (2014/15 £953k) reflecting the cost of the integrated mental health service provided by the Jewish Association for Mental Illness (JAMI). The decrease in costs reflects a reduction in rental costs as a result of the purchase of Leila's House, please refer to the JAMI statutory accounts for further information.

Support costs are £5.1m (2014/15 £5.0m) after the re-allocation of the governance costs and some re-allocation of costs that were charitable organisationally in both 2015/16 and 2014/15. Support costs are allocated to activities based on the number of full time equivalents at Jewish Care. Reporting under the revised Charity Statement of Recommended Practice, FRS102 has meant a re-allocation of governance costs in both the current and prior year to support charges.

JEWISH CARE

4. STRATEGIC REVIEW CONT'D

Financial Review cont'd

Our Expenditure cont'd

Investment Management fees are £215k (2014/15 £123k).

Marketing and fundraising costs have remained relatively consistent year-on-year up to 2015. In 2015/16 funds were spent on the 25th anniversary event held at Alexandra Palace and a special dinner to raise funds for the Holocaust Survivors' Centre. Whilst these were exceptional events, the return both in direct revenue support (5.1% up year on year) and pledges for future capital projects has demonstrated a worthwhile investment.

Resources expended during the year as set out in note 7:

Defined Benefit Pension Scheme

The actuarial gain on the defined benefit pension scheme in the year under FRS102 is £1.8m (2014/15 actuarial loss of £2.9m, re-measured under FRS102). The pension liabilities have been based on the membership data as at the 31 March 2016. The next triennial valuation will be as at 1 April 2016. The liability at the 31 March 2016 under FRS102 is £14.2m (FRS17 2014/15 £15.8m) further details can be found in the pension's note 25. In recognition of this level of pension liability for Jewish Care, the charity trustees have worked closely with the directors of the corporate trustee, Jewish Care Pension Trustees Limited, and actuarial advisors to review the investment strategy adopted by the scheme. The amended investment strategy will allow the increased management of the financial risks associated with the pension liability, therefore reducing the charity's exposure to any potential deterioration in the future.

JEWISH CARE

4. STRATEGIC REVIEW CONT'D

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 Groups investments was £30.4m (2014/15 £30.7m). There were net losses on the investment portfolio of £0.1m (2014/15: gains of £2.4m).

Investments were managed equally by Veritas Investment Management LLP and Quilter Cheviot Ltd since the portfolio transfer in October 2014. 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 4.1% and Quilter Cheviot achieving 5.2% since appointment. The risk profile and mandate for both Investment Managers is medium risk with an emphasis on capital growth with income. Performance is monitored by the Investment Expert Group.

Ethical Investments

Jewish Care takes all reasonable steps to ensure that any decisions taken in respect of its corporate investments are consistent with its social care policies.

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.

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. 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.

JEWISH CARE

4. STRATEGIC REVIEW CONT'D

Risk Policy

The Audit and Risk Committee ensures a risk assessment review is undertaken and that all key risks are identified, reported to the Board and suitable controls are implemented. The Chief Executive reports all significant risks and the risk register to the Audit and Risk Committee on a regular basis. 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.

Five of the principal risks and uncertainties faced by the organisation this year and in future years with their risk control measures are:

- loss of income due to the decline and volatility of legacy income resulting in an increased or unsustainable deficit. Risk control measures consist of diversification of the income portfolio; annual legacy campaigns; loss of income audits and reduced dependency on legacy income for budgetary purposes as well as setting budget expectations on pipeline legacy notifications received.
- loss of income for services from local authorities for statutory funded people arising from a reduction in referrals or loss of contracts. Risk control measures include active marketing to local authorities and statutory authorities to ensure continuous awareness of our services and a constant review of our service provision to ensure the optimum capacity of resources and nursing provision in line with our capital developments programme.
- continuing our capital development programme and the requirement to deliver projects on time, on budget and ahead of funding due to the phased nature of our capital pledge redemptions. Risk control measures consist of robust tendering processes, project management overseen by the Property Expert Group and Community Trading Limited, projects only being given authorisation once a minimum of 70% of donated income has been received and the use of bridging and term loan facilities to manage the phased nature of the capital pledge redemptions.
- incidents that damage reputation and or negatively impact operations including a major client or litigation incident. Risk control measures consist of safeguarding policies and procedures, proactive monitoring and reporting of potential incidents, comprehensive risk assessments, training and oversight by our Clinical Governance Committee, a Sub-Committee of the board.
- Incidents that damage reputation and or negatively impact operations including a major accident and property damage. Risk control measures include policies and procedures, safe working practices, unannounced inspections, extensive safety training, external audits, supervision and oversight by our Audit and Risk Committee, a Sib-Committee of the board.

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 & Risk Committee. The approach adopted meets the requirements of the Statement of Recommended Practice (SORP) 2015 and conforms to the published framework of the Office of Government Commerce Management of Risk.

JEWISH CARE

4. STRATEGIC REVIEW CONT'D

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 plans are in place to reduce the Charity's exposure to any potential future deterioration so there is no risk of crystallisation of the reserve. Tangible fixed assets are considered designated, as they do not represent free reserves. In planning and budgeting for its activities, Jewish Care considers the level of free reserves held, in order to strike a balance between the continuing development of its services for clients and the need for prudent management of its commitments, as well as providing for contingencies. The Audit and Risk Committee (a sub-committee of the Jewish Care board) monitors Jewish Care's performance against budget, recommending action to bridge any gap in reserves as and if necessary. Jewish Care uses its budget setting process each year to manage its reserves in the medium term in accordance with its reserves policy level. Jewish Care retains free reserves in order to:

- manage the risks to which it is exposed;
- finance future plans in line with its aims and strategic vision; and
- safeguard activities funded by volatile voluntary income streams.

Jewish Care considers that a level of £17.1m of free reserves to be appropriate to meet its needs, representing approximately 4-5 months of our annual expenditure.

Reserves at the 31 March 2016:

Endowment reserves were £12.7m (2014/15 £12.7m) and represent the value of endowments to provide support to the general objectives of Jewish Care.

Restricted reserves were £3.6m (2014/15 £3.6m) and are spent in accordance with the conditions of the donors/funders. Please refer to note 19 in the financial statements for further details.

Designated reserves were £87m (2014/15 £81m) and represent the tangible fixed assets of the organisation namely the homes, day centres and independent living sites from which Jewish Care operates its services and the net long term loan facility used to fund the construction of the Maurice and Vivienne Wohl Campus. Designated reserves can only be recognised when the tangible fixed assets are disposed of, disposal of any of our tangible fixed assets must fit in with our capital projects development programme.

General reserves before the pension liability were £18.7m (£21.6m) and are in line with the target of free reserves set at £17.1m. The pension liability/ reserve is (£14.2m) 2014/15 (£15.8m).

The revaluation reserve was £4.2m (2014/15 £4.1m) and represents the re-valuation of the investment portfolios and investment property. A revaluation reserve of £2.8m (2014/15 £2.7m) sits in the unrestricted reserves and a revaluation reserve of £1.4m (2014/15 £1.4m) sits in the endowment reserves, see further analysis in note 22.

The pension reserve was £14.2m under FRS102 (£15.8m under FRS17) and represents the liability of the defined benefit pension scheme, the programme to address this liability has also been discussed on page 33. Please also refer to note 25.

The Charity's Trustees are of the view that the Charity and Group is a going concern.

JEWISH CARE

5. 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 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 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;
- 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

5. RESPONSIBILITIES OF TRUSTEES CONT'D

Auditors

The auditors, haysmacintyre, have expressed their willingness to remain in office for a further year and a resolution to that effect will be put to the Annual General Meeting.

The Trustees Report incorporates the Strategic Report which has been approved and authorised for issue by the Board, Trustees (Directors) on the 26 September 2016 and signed on their behalf by:

A handwritten signature in black ink, consisting of a stylized initial 'S' followed by a long horizontal line.

Chair & Trustee

Steven Lewis

26 September 2016

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

We have audited the financial statements of Jewish Care for the year ended 31 March 2016 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on pages 37 & 38 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.

We have been appointed auditor under the Companies Act 2006. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

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 2016 and of the group's and the parent charitable company's net movement in funds including the 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.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report incorporating the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF JEWISH CARE CONT'D

Matters on which we are required to report by exception

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:

- the charitable company and group have not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the consolidated 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.



Adam Halsey (Senior Statutory Auditor)

for and on behalf of
haysmacintyre

Statutory Auditors

26 Red Lion Square
London
WC1R 4AG

Date: 26 September 2016

haysmacintyre is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

JEWISH CARE

Consolidated Statement of Financial Activities for the year ended 31 March 2016

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	2016 Total Funds	2015 Total Funds
		£' 000	£' 000	£' 000	£' 000	£' 000
Income and endowments from:						
Donations and legacies	5/19	13,871	6,428	-	20,299	19,915
Charitable activities		31,219	-	-	31,219	30,116
Other trading entities		144	-	-	144	148
Investments	9	776	-	269	1,045	723
Other		-	-	-	-	74
Total		46,010	6,428	269	52,707	50,976
Expenditure on:						
Raising funds:						
Fundraising	7	3,636	-	-	3,636	3,008
Investment fees	9	141	-	74	215	123
Charitable activities	7/19	43,375	2,792	135	46,302	46,905
Total		47,152	2,792	209	50,153	50,036
Net (losses)/gains on investments	11	(79)	-	(11)	(90)	2,898
Net income/(expenditure)		(1,221)	3,636	49	2,464	3,838
Transfer between funds	19/21	3,611	(3,611)	-	-	-
Actuarial gains/(losses) on defined benefit pension schemes	25	1,848	-	-	1,848	(2,883)
Net movement in funds		4,238	25	49	4,312	955
Reconciliation of funds:						
Total funds brought forward		87,321	3,603	12,685	103,609	102,654
Total funds carried forward	20/21	91,559	3,628	12,734	107,921	103,609

The notes on pages 45 to 75 form an integral part of the accounts. All activities during the year derive from continuing activities.

JEWISH CARE

Consolidated Summary Income and Expenditure Account for the year ended 31 March 2016

	All income funds 2016	All income funds 2015
	£' 000	£' 000
Income	51,662	50,253
(losses)/gains on investments	(79)	1,899
Investment income	776	521
Gross income in the reporting period	52,359	52,673
Expenditure	47,218	47,324
Interest payable	91	46
Depreciation and charges for impairment of fixed assets	2,620	2,582
Total expenditure in the reporting period	49,929	49,952
Net income before tax for the reporting period	2,430	2,721
Tax payable*	(15)	-
Net Income for the financial year	2,415	2,721

The Consolidated Summary Income and Expenditure Account is derived from the Statement of Financial Activities on page 41 with movements on endowment funds removed to comply with Company law.

All income and expenditure is derived from continuing activities.

*Tax is payable by Community Trading Limited.

JEWISH CARE

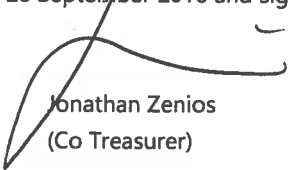
Balance Sheets as at 31 March 2016

Registered No. 02447900

	Note	Group		Company	
		2016	2015	2016	2015
		£' 000	£' 000	£' 000	£' 000
Fixed Assets					
Tangible assets	10	96,753	92,653	93,031	90,039
Investments	11	30,459	30,683	26,875	27,060
		127,212	123,336	119,906	117,099
Current Assets					
Debtors	13	4,607	4,552	7,447	5,810
Stock	14	84	76	84	76
Cash at bank and in hand		4,879	7,740	3,501	6,114
		9,570	12,368	11,032	12,000
Creditors – Amounts falling due in one year	15	(8,441)	(9,106)	(14,550)	(13,307)
Net Current Assets/(liabilities)		1,129	3,262	(3,518)	(1,307)
Total Assets Less Current Liabilities		128,341	126,598	116,388	115,792
Creditors – Amounts falling due after more than one year	16	(6,210)	(7,204)	(6,210)	(7,204)
Net Assets less total liabilities excluding pension liabilities		122,131	119,394	110,178	108,588
Defined benefit pension scheme provision	25	(14,210)	(15,785)	(14,210)	(15,785)
Total net assets or liabilities		107,921	103,609	95,968	92,803
The funds of the charity:					
Endowment funds	18/20/21	12,734	12,685	-	-
Restricted income funds	19/20/21	3,628	3,603	3,596	3,406
Unrestricted funds					
Designated for tangible fixed assets	21	87,090	81,494	87,082	80,899
General funds	21	18,679	21,612	19,500	24,283
Total unrestricted funds		105,769	103,106	106,582	105,182
Pension reserve	21/25	(14,210)	(15,785)	(14,210)	(15,785)
Total charity funds	20/21	107,921	103,609	95,968	92,803

Approved and authorised for issue by the board on 26 September 2016 and signed on its behalf by


Steven Lewis
(Chair)


Jonathan Zenios
(Co Treasurer)

The notes on pages 45 to 75 form an integral part of these accounts.

JEWISH CARE

Statement of Cashflows for the year ended 31 March 2016

	Note	2016	2015
		£' 000	£' 000
Cash flows from operating activities:			
Net cash provided by operating activities	23	3,000	3,838
Cashflows from investing activities:			
Dividends, interest & returns from investments	9	830	600
Payments to acquire tangible fixed assets	10	(6,798)	(8,090)
Proceeds from the sale of tangible fixed assets		2	-
Proceeds from sale of investments	11	8,780	11,328
Payments to acquire investments	11	(8,556)	(12,192)
Net cash (used in) investing activities		(5,742)	(8,354)
Cash flows from financing activities:			
Repayments & financing		(994)	(994)
Overdraft facility		875	-
Net cash (used in) financing activities		(119)	(994)
Change in cash and cash equivalents in the reporting period		(2,861)	(5,510)
Cash and cash equivalents at the beginning of the reporting period		7,740	13,250
Cash and cash equivalents at the end of the reporting period	23	4,879	7,740

The notes on pages 45 to 75 form an integral part of these accounts.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

1. Status of the Charitable Company

Jewish Care is a charitable company registered in England, limited by guarantee and not having a share capital. It is a registered Charity with its registered office at Amelie House, Maurice and Vivienne Wohl Campus, 221 Golders Green Road, NW11 9DQ and is not liable to direct UK taxation on its charitable activities.

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:

Basis of preparation

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

Jewish Care meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether, in applying the accounting policies required by FRS 102 and the Charities SORP (FRS102), a reconciliation of opening balances and net income/ (expenditure) for the year is provided with the net income/ (expenditure) under previous GAAP adjusted for the presentation of investment gains/ (losses) as a component of reported income as well as accounting for defined pension benefit scheme. The transition date was the 1 April 2014 and the following reconciliation was deemed necessary.

Reconciliation of reported net income/(expenditure)	£'000
Net income as previously stated in 2015	1,545
Adjustment for gains/(losses) on investment now treated as a component of net income	2,898
Adjustment for FRS 102 accounting for defined benefit pension scheme	(605)
2015 net income restated	<u>3,838</u>

Transition to FRS102 did not require the opening fund balances to be restated.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

2. Accounting Policies cont'd

Preparation of accounts on a going concern basis

The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The review of our financial position, reserves levels and future plans gives Trustees confidence the charity remains a going concern for the foreseeable future.

Group financial statements

The financial statements consolidate the results of the Charity and its and its subsidiary undertakings on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. The surplus/deficit of the parent Charity was £1.3m (2015: £2.9m).

Income

All income is recognised in the statement of financial activities when there is entitlement to income, it is probable that income will be received and the amount of income receivable can be measured reliably.

Donations and legacies income includes donations and gifts in wills which are recognised where there is entitlement, probability of receipt and the amount of the gift is measurable.

Income from donations, covenants and gift aid includes receipts from fundraising events. Donations together with the resulting tax credit from gift aid, is credited directly to the statement of financial activities on an accruals basis. Donations and all other receipts (including capital receipts) from fundraising are reported gross and the related fundraising costs are reported in raising funds. Income from aid committees is included in incoming resources in the year in which it is received.

Pecuniary legacies are accrued and credited directly to the statement of financial activities when the value becomes known with reasonable certainty. For residuary and reversionary legacies, entitlement is established in the year that the Charity has been notified of an impending distribution. Where a legacy is received or notified as receivable (by the personal representatives) after the accounting year end, but it is clear that a legacy had been agreed by the personal representatives prior to the year end (hence providing evidence of a condition that existed at the balance sheet date) it is accrued in the statement of financial activities and the balance sheet.

Income from charitable activities is recognised as earned as the related services are provided. Care home residential and nursing fee income is accounted for on a receivable basis. Grant income is accounted for in the statement of financial activities when the entitlement to the income becomes unconditional.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

2. Accounting Policies cont'd

Income cont'd

Income from other trading activities is recognised as earned as the related goods are provided.

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 3,000 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 this contribution 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 is included in the Trustee's Report.

Interest and Dividends Receivable

Investment income is recognised on a receivable basis and the amounts can be measured reliably.

Interest on funds on deposit is included when receivable upon notification by the relevant banking institutions. Dividends receivable on assets held for investment purposes are receivable upon notification by the relevant investment institutions.

Resources expended

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, group homes and independent living, social work, indirect community services, mental health and support 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 7 for further information on the allocation of costs. Any irrecoverable VAT is included with the costs to which it relates.

The support costs which include governance costs are shown in note 7 support the whole of the charitable activities. Support costs are allocated to the charitable expenditure headings on a full time equivalent basis that is consistent with the use of these resources. Support 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.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

2. Accounting Policies cont'd

Employee benefits

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 pensions 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, 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. The Pension Scheme has been accounted for in accordance with FRS 102.

Short term benefits

Short term benefits, including holiday pay, are recognised as an expense in the period in which the service is received.

Employee termination benefits

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

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. All single items of equipment with a value in excess of £1,000 have been capitalised.

Tangible fixed assets are stated at cost less depreciation. No depreciation is charged on freehold land. 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:

Short 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

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

2. Accounting Policies cont'd

Investments

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.

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 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.

Stocks

Hotel Services stocks are stated at the lower of cost and net realisable value, where cost comprises purchase price.

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 recognised at their settlement amount.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

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.

Unrestricted 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.

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.

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.

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 is as follows:

Accruing for income derived from legacies where complicated issues surrounding the measurement of the group's entitlement to income existed at the year end.

The principal assumptions used to calculate the liabilities in the defined benefit pension scheme are those as set out in note 25.

The value of the contribution of the many thousands of hours donated by its 3,000 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.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

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 2016 (please also see note 12 for further details).

Statement of Income and Retained Earnings

	2016	2015
	£' 000	£' 000
Turnover	3,689	6,901
Cost of sales	(2,872)	(6,023)
Gross profit	817	878
Administrative expenses	(76)	(96)
Operating profit	741	782
Interest receivable	1	1
Qualifying payment to Jewish Care	(650)	(782)
Profit before tax	92	1
Tax expense	(15)	-
Profit after tax	77	1
Total Shareholders' Funds at 1 April 2015/2014	(64)	(65)
Total Shareholders' Funds at 31 March 2016/2015	13	(64)

Statement of Financial Position as at 31 March 2016

	2016	2015
	£' 000	£' 000
Current assets	237	2,101
Creditors (amounts falling due in one year)	(224)	(2,165)
Total assets less current liabilities	13	(64)
Total Shareholders' Funds	13	(64)

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

3. Subsidiaries cont'd

The Joel Emanuel Almshouse Trust (JET) is a subsidiary and Registered Social Landlord wholly owned by Jewish Care, registered Charity number 0209723 and Registered Social Landlord number A2670. The following is a summary of its audited financial statements for the year ended 31 March 2016 (please also see note 12 for further details).

Statement of Comprehensive Income

	2016	2015
	£' 000	£' 000
Turnover	1,076	1,191
Operating expenditure	(1,132)	(1,114)
Operating (Loss)/ Surplus for the year	(56)	77
Dividend & interest receivable	86	66
Realised & unrealised investment movements	(102)	597
Interest payable	(13)	(23)
(Deficit)/surplus for the year	(85)	717
Total reserves at 1 April 2015/2014	5,036	4,319
Total reserves at 31 March 2016/2015	4,951	5,036

Statement of Financial Position as at 31 March 2016

	2016	2015
	£' 000	£' 000
Fixed assets	5,102	5,185
Current assets	64	61
Creditors (amounts falling due in one year)	(215)	(210)
Total Net Assets	4,951	5,036
Reserves		
Income and expenditure reserve	(151)	(149)
Revaluation reserve	92	92
Designated reserve	9	9
Endowment reserve	5,001	5,084
Total Reserves	4,951	5,036

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

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 2016 (please also see note 12 for further details).

Statement of Financial Activities

	2016	2015
	£' 000	£' 000
Incoming resources - voluntary donations and legacies	1,576	673
Incoming resources – charitable activities	1,334	1,150
Expenditure on– voluntary and charitable (all funds)	(1,716)	(1,811)
Net income	1,194	12
Total funds at 1 April 2015/2014	1,093	1,081
Total funds at 31 March 2016/2015	2,287	1,093

Balance Sheet as at the 31 March 2016

	2016	2015
	£' 000	£' 000
Fixed Assets	1,239	12
Current assets	1,184	1,283
Creditors (amounts falling due in one year)	(136)	(202)
Total assets less current liabilities	2,287	1,093

Charity Funds

Designated*	1,228	596
Restricted	32	197
Unrestricted	1,027	300
Total Charity Funds	2,287	1,093

*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 2016

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 outgoing resources are stated after charging:

	2016	2015
	£' 000	£' 000
Staff costs (note 6)	31,115	31,031
Depreciation (note 10)	2,696	2,582
Operating Leases – buildings	161	211
Operating leases – equipment & vehicles	384	384
Auditors' remuneration (excludes VAT)		
- audit fees including £34,700 (2015: £33,700) in respect of the Charity	48	52
- other services in respect of the Charity	12	-

5. Donations and Legacies

Donations and legacies for the group as shown in the consolidated statement of financial activities on page 41 can be broken down as follows:

	All income funds 2016	All income funds 2015
	£' 000	£' 000
Legacy income	3,485	5,879
Revenue donations	12,203	11,648
Capital donations towards construction projects	4,611	2,388
	20,299	19,915

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

6. Staff Costs

	2016	2015
	£' 000	£' 000
Wages and salaries	27,076	27,082
Social security costs	2,199	2,181
Pension costs – defined contribution	1,086	1,046
Pension costs – defined benefit	587	570
Redundancy & termination costs	167	152
	31,115	31,031
Payments made to independent third parties for the provision of staff	101	162

Employees received £48,064 (2014/15: £46,138) of benefits in kind not included above. Key management personnel comprise the professional officers and Trustees, the total remuneration, benefits and pensions paid to the professional officers in the year was £841,986 (2014/15: £772,071), none of the Jewish Care Trustees received any remuneration or expenses from their work associated with the Charity. The average number of people employed by the Group during the year was 1,362 (2014/15: 1,415). Of these, the average number of employees directly involved in care related work was 671 (2014/15: 695).

Payments made 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 number of employees earning in excess of £60,000 per annum including benefits in kind:

	2016	2015
	No	No
Emoluments of employees:		
£60,001 - £70,000	2	3
£70,001 - £80,000	3	4
£80,001 - £90,000	2	2
£90,001 - £100,000	3	1
£100,001 - £110,000	-	2
£110,001 - £120,000	1	1
£120,001 - £130,000	2	-
£180,001 - £190,000	-	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 £146,881 (2014/15: £135,185).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

7. Analysis of Total Resources Expended

	Direct				Support	2016	2015
	Personnel	Fundraising	Establishment	Client	Costs	Totals	Totals
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Fundraising	1,266	1,623	392	199	156	3,636	3,008
Care Homes	19,016	3	5,628	2,376	3,233	30,256	30,765
Day Centres	3,883	2	1,486	1,262	867	7,500	7,746
Home Care	1,019	-	64	88	193	1,364	1,161
Group Homes & Independent Living	1,465	-	759	225	143	2,592	2,464
Social Work	1,466	2	153	59	182	1,862	1,922
Indirect Community Services	1,366	-	130	42	85	1,623	1,684
Mental Health	545	135	201	-	45	926	953
Project Costs	106	72	1	-	-	179	210
Investment fees	-	-	-	-	215	215	123
	30,132	1,837	8,814	4,251	5,119	50,153	50,036

Total Charitable activities are £46,302k (2014/15 £46,905k) the numbers above excluding fundraising and investment fees.

Analysis of Support Costs

	Human	Information	Facilities	Finance	Governance	Investment	2016	2015
	resources	technology				Fees	Totals	Totals
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Fundraising	38	13	62	30	13	-	156	165
Care Homes	765	272	1,312	619	265	-	3,233	3,413
Day Centres	219	78	362	132	76	-	867	734
Home Care	46	17	77	37	16	-	193	110
Group Homes & Independent Living	34	12	57	28	12	-	143	61
Social Work	44	16	72	35	15	-	182	286
Indirect Community Services	20	7	34	17	7	-	85	112
Mental Health	11	4	18	8	4	-	45	63
Investment fees	-	-	-	-	-	215	215	123
	1,177	419	1,994	906	408	215	5,119	5,067

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

8. Interest payable

	2016	2015
	£' 000	£' 000
Interest payable on Barclays term loan	104	68
	104	68

9. Investment Income

	2016	2015
	£' 000	£' 000
Dividends and interest receivable	1,018	685
Short-term deposit and sundry income	27	38
	1,045	723
Portfolio management fees	(215)	(123)
	830	600

Of the above, £739,973 (2014/15: £673,509) relates to income from listed investments.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

10. Tangible Assets

Group

	Freehold land and buildings	Assets under Construction	Long leasehold land and buildings	Short leasehold land and buildings	Equipment	Motor vehicles	Total
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Cost							
At 1 April 2015	93,852	13,258	1,237	480	11,095	425	120,347
Additions	1,633	4,358	30	-	764	13	6,798
Transfers in	15,878	(15,878)	-	-	-	-	-
Disposals	-	-	-	(98)	(52)	-	(150)
At 31 March 2016	111,363	1,738	1,267	382	11,807	438	126,995
Depreciation							
At 1 April 2015	19,000	-	342	480	7,460	412	27,694
Charge for period	1,768	-	20	-	905	3	2,696
Disposals	-	-	-	(98)	(50)	-	(148)
At 31 March 2016	20,768	-	362	382	8,315	415	30,242
Net book value							
At 31 March 2016	90,595	1,738	905	-	3,492	23	96,753
At 31 March 2015	74,852	13,258	895	-	3,635	13	92,653

Tangible assets are all primarily used for charitable purposes.

Barclays Bank PLC hold a legal charge on the freehold property at 221 Golders Green Road as security for the development of the Maurice and Vivienne Wohl Campus as 221 Golders Green Road NW11 9DQ.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

10. Tangible Assets (Continued)

Company

	Freehold land and buildings	Assets under construction	Long leasehold land and buildings	Short leasehold land and buildings	Equipment	Motor vehicles	Total
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Cost							
At 1 April 2015	89,863	13,446	1,237	382	10,280	412	115,620
Additions	437	4,358	-	-	764	-	5,559
Transfers in	15,878	(15,878)					
At 31 March 2016	106,178	1,926	1,237	382	11,044	412	121,179
Depreciation							
1 April 2015	17,763	-	342	382	6,682	412	25,581
Charge for the period	1,666	-	20	-	881	-	2,567
At 31 March 2016	19,429	-	362	382	7,563	412	28,148
Net book value							
At 31 March 2016	86,749	1,926	875	-	3,481	-	93,031
At 31 March 2015	72,100	13,446	895	-	3,598	-	90,039

Tangible assets are all primarily used for charitable purposes.

Barclays Bank PLC hold a legal charge on the freehold property at 221 Golders Green Road as security for the development of the Maurice and Vivienne Wohl Campus as 221 Golders Green Road NW11 9DQ.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

11. Investments

Movement in investments

Group	Investment	Other	2016	2015
	properties	investments	Total	Total
	£' 000	£' 000	£' 000	£' 000
At 1 April	22	30,661	30,683	28,142
Additions	-	8,556	8,556	12,192
Disposals	-	(8,699)	(8,699)	(12,528)
Realised (loss)/gain	-	(602)	(602)	446
Unrealised gain	33	488	521	2,431
At 31 March	55	30,404	30,459	30,683

Company

	Investment	Other	2016	2015
	properties	investments	Total	Total
	£' 000	£' 000	£' 000	£' 000
At 1 April	22	27,038	27,060	23,171
Additions	-	8,556	8,556	12,192
Transfer in from Endowment Fund	-	-	-	1,910
Disposals	-	(8,794)	(8,794)	(11,950)
Transfer to Joel Emanuel Almshouse Trust	-	30	30	(543)
Realised (loss)/gain	-	(528)	(528)	392
Unrealised gain/(loss)	33	518	551	1,888
At 31 March	55	26,820	26,875	27,060

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 (2014/15 £22,000) based on a freehold vacant possession of £1,690,000, a deferment rate of 3.75% with 94 years to expiry. In April 2015, Jewish Care was also transferred 100 shares in Marian Gerver Properties Limited from the estate of Ronald Gerver as part of a legacy distribution, the shares were deemed at NIL value so are not recognised in the accounts; the property in Marian Gerver Properties Limited was subsequently sold and a distribution from the Ronald Gerver estate was made to Jewish Care in April 2016.

Investments may be analysed as follows:

	Group		Company	
	Market value	Cost	Market value	Cost
	£' 000	£' 000	£' 000	£' 000
Investment properties	55	22	55	22
Investment in subsidiary undertakings	-	-	10	10
Sterling and foreign currency bonds	6,422	6,298	5,874	5,828
Equities and convertibles	22,982	19,623	19,990	17,209
Hedge Funds and Commodities	-	-	-	-
Deposits	1,000	988	946	955
As at 31 March 2016	30,459	26,931	26,875	24,024

All investments are held within the United Kingdom. There were no investments with a holding of more than 5% of the total market value of investments.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

12. 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 operate within the United Kingdom. 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 Emmanuel Almshouse 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 deficit of (£15,434) and net liabilities of (£23,411). Linked Charity numbers are also disclosed where available 802559.

Name of Subsidiary/Linked Charity Undertakings	Basis of Consolidation
Subsidiary	
Community Trading Limited	100% trading subsidiary of Jewish Care (Co. No. 02449362)
Joel Emanuel Almshouse Trust	100% subsidiary of Jewish Care (RSL No. A2670)/ 802559-12
Jewish Association for Mental Illness (JAMI)	Sole Company law member of JAMI (Co. No. 02618170)
Marian Gerver Properties Limited	100% subsidiary (Co. No. 706174)
Jewish Care Pension Trustees Limited	100% subsidiary (Co. No. 02493041)
Linked Charities	
The Board of Guardians and Trustees for the Relief of the Jewish Poor commonly known as the Jewish Welfare Board	Wholly owned subsidiary of Jewish Care – 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 & Hove Jewish Home	Linked Charity – 802559-4
Maurice & 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
Endowment Funds as linked charities	
Jewish Care Loan Fund (Hirsch Loan Fund)	Linked Charity – 802559-14
Maitland Joseph Trust	Linked Charity – 802559-11
Anthony and Annie Muller Seaside Convalescent Home	Linked Charity – 802559-13

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

12. Subsidiary Undertakings and Linked Charities cont'd

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

Meir & Naima Abraham Trust
Lily Bluston Settlement
Felsenstein & Schwarzschild Memorial Fund

Jack Harris Transport Trust
JHH Legacy Fund
JHH Patient Amenities Fund
Vansen Bequest Trust
Freeman Trust

Helen Lucas Relief in Sickness Charity
Yehuda and Miriam Davidson Memorial Fund
Anthony and Annie Muller Seaside Convalescent Home
Rudolph (Minna & Maximillian) Trust
David Salamons Momentos
Spitzel Trust
Alfred Stern Trust

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

13. Debtors

	Group		Company	
	2016	2015	2016	2015
	£' 000	£' 000	£' 000	£' 000
Trade Debtors	2,079	1,066	1,996	1,006
Amounts owed by subsidiary undertakings	-	-	3,063	3,226
Other debtors	355	728	337	222
Monies due from HM Revenue & Customs	61	1,445	43	95
Prepayments	543	676	521	641
Accrued income	1,569	637	1,487	620
	4,607	4,552	7,447	5,810

14. Stock

Group and Company	2016	2015
	£' 000	£' 000
Hotel Services Stock	84	76
	84	76

Stocks represent unused and unsold hotel services stock at the 31 March 2016.

15. Creditors – Amounts falling due within one year

	Group		Company	
	2016	2015	2016	2015
	£' 000	£' 000	£' 000	£' 000
Barclays overdraft	875	-	875	-
Barclays loan facility	1,000	1,000	1,000	1,000
Amounts owed to subsidiary undertakings	-	-	6,385	6,383
Trade creditors	2,479	3,492	2,460	1,715
Other creditors	1,676	1,458	1,565	1,262
Taxation and social security	599	590	550	568
Accruals	1,278	1,833	1,213	1,766
Deferred Income	32	120	-	-
Advance funds from the Otto Schiff Housing Asc.	502	613	502	613
	8,441	9,106	14,550	13,307

Jewish Care holds funds in the amount of £277,245 (2014/15: £247,036) on behalf of residents and committees in designated bank accounts. These funds have not been included in the Jewish Care financial statements. Some of the net amounts owed to subsidiaries to the Company relates to the intercompany balance with Community Trading Limited at £158k and the Joel Emmanuel Almshouse Trust at £162k.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

16. Creditors – Amounts falling due after more than one year

	Group		Company	
	2016	2015	2016	2015
	£' 000	£' 000	£' 000	£' 000
Barclays loan facility	6,210	7,204	6,210	7,204
	6,210	7,204	6,210	7,204

Jewish Care arranged a bridging facility loan facility with Barclays Bank PLC of up to £15,000,000 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 this development. As of the 14 April 2013 the revolving period has expired with quarterly capital payments commencing in July 2013.

17. Result of the Charitable Company

As permitted by Section 403-413 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 pension scheme is £1.3m (2014/15 net surplus of £1.7m).

18. Endowment Funds

The funds below represent the value of the endowments at the 31 March 2016 which were to provide support to the general objectives of Jewish Care. Investment management fees of £74k have been allocated to the endowment funds (2014/15: £7k). Investment fee allocations were based on a flat fee in prior years, they are now based on market performance and valuation in the endowment fund. Transfers include the re-allocation of funds between restricted and general funds.

	1 April 2015	Incoming	Outgoing	Transfers/ Gain/loss	31 March 2016
	£' 000	£' 000	£' 000	£' 000	£' 000
Maurice and Samuel Lyon Home	759	-	(26)	-	733
Joel Emmanuel Trust ¹	5,084	86	(73)	(102)	4,995
Other trusts	399	26	(62)	(10)	353
Maitland Joseph Trust ¹	6,443	157	(48)	101	6,653
	12,685	269	(209)	(11)	12,734

1. Please refer to the financial statements for the Joel Emanuel Trust for further information on this Trust. The Maitland Joseph Trust consists of an endowment of funds to be replaced with a property.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

19. Restricted Funds - Group

	Movement in Funds				31 March 2016
	1 April	Incoming	Outgoing	Net Gains/	
	2015	resources	Resources	Transfers	
	£' 000	£' 000	£' 000	in/(out)	£' 000
Brighton and Hove Jewish Home for the Aged (Hyman Fine Home) ¹	-	71	(71)	-	-
Sidney Corob	-	47	(47)	-	-
Holocaust Survivors' Centre	-	804	(804)	-	-
Michael Sobell Community Centre	-	157	(157)	-	-
Stepney	-	105	(105)	-	-
Edgware & Harrow	8	-	(8)	-	-
Kun Mor and George Kiss Home	-	147	(147)	-	-
Jack Gardner House ²	1,347	43	(68)	-	1,322
Rela Goldhill Lodge	36	110	(112)	-	34
Vi & John Rubens	-	22	(22)	-	-
Sinclair House ³	1,980	253	(2)	-	2,231
Special Day Centres	6	70	(76)	-	-
Martin B Cohen Centre	-	151	(151)	-	-
Lady Sarah Cohen House	-	111	(111)	-	-
Princess Alexandra	-	17	(17)	-	-
Rubens House	-	43	(43)	-	-
Clore Manor	-	24	(17)	-	7
Rosetrees	-	120	(120)	-	-
Home Care Service	-	52	(52)	-	-
Disability Arts & Dementia	-	136	(136)	-	-
KC Shasha	-	19	(19)	-	-
Community Support	-	31	(31)	-	-
Others ⁴	29	24	(51)	-	2
Betty and Asher Loftus Centre ⁵	-	3,611	-	(3,611)	-
JAMI ⁶	197	260	(425)	-	32
Totals⁷	3,603	6,428	(2,792)	(3,611)	3,628

1. Brighton and Hove Jewish Home for the Aged (Hyman Fine Home) is a residential home providing care for the local Jewish community.

2. Jack Gardner House represents a property donated in prior years. It is a residential home for people with mental health problems.

3. Sinclair House 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 carry out refurbishment works in the future.

4. 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.

5. Funds received for the construction of the Betty and Asher Loftus Centre represent the pledges received for the construction of the centre completed at Colney Hatch.

6. Please refer to the JAMI Charity accounts for the details of the restricted fund movements for the year.

7. Restricted reserves for the Charity are £3,596k (2014/15 £3,406k) the numbers above excluding the funds for JAMI.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

20. Summary of Funds

Group

	Brought forward	Income	Expenditure	Gain/losses	Transfers in/(out)	Carried forward
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Unrestricted funds	87,321	46,010	(47,152)	1,769	3,611	91,559
Restricted funds	3,603	6,428	(2,792)	-	(3,611)	3,628
Endowment funds	12,685	269	(209)	(11)	-	12,734
Total Funds	103,609	52,707	(50,153)	1,758	-	107,921

Summary of Funds

Company

	Brought forward	Income	Expenditure	Gain/losses	Transfers in/(out)	Carried forward
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Unrestricted funds	89,397	40,935	(43,442)	1,871	3,611	92,372
Restricted funds	3,406	6,168	(2,367)	-	(3,611)	3,596
Endowment funds	-	-	-	-	-	-
Total Funds	92,803	47,103	(45,809)	1,871	-	95,968

21. Analysis of Group Net Assets Between Funds

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Fund Balances at 31 March 2016						
Tangible fixed assets	2,131	1,322	93,300	-	-	96,753
Investments	10,530	-	-	19,929	-	30,459
Current assets	73	2,306	-	7,191	-	9,570
Liabilities	-	-	(6,210)	(8,441)	-	(14,651)
Pension scheme liability	-	-	-	-	(14,210)	(14,210)
Total Net Assets	12,734	3,628	87,090	18,679	(14,210)	107,921

Designated funds represent the net book value of Jewish Care's unrestricted tangible fixed assets £93,300k and the Barclays loan of (£6,210k).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

22. Revaluation Reserve

Included within the unrestricted and endowment reserves are the following investment revaluation on both investments and investment property amounts, investment property amounts in the unrestricted reserves are a negative (£33k) (2014/15 a negative (£66k)) the balance of the revaluation reserve relates to investments.

	2016	2015
	£,000	£' 000
Unrestricted reserves	2,776	2,667
Endowment reserves	1,480	1,430
Total revaluation reserve	4,256	4,097

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

23. Notes to the Statement of Cash Flow

Reconciliation of net income to net cash outflow from operating activities

	2016	2015
	£' 000	£' 000
Net income for the year	2,464	3,838
Adjustments for:		
Depreciation charges	2,696	2,582
(Decrease)/Increase in creditors within one year	(1,540)	1,317
Adjustment for pension funding	273	(454)
(Increase) in debtors & stock	(63)	(1,773)
Net dividends, interest and returns on investments	(830)	(600)
Net cash provided by operating activities	3,000	4,910

Analysis of changes in cash during the year

	£' 000	£' 000
At 1 April 2015/1 April 2014	7,740	13,250
Net cash (outflow)	(2,861)	(5,510)
At 31 March 2016/31 March 2015	4,879	7,740

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

Analysis of change in net debt for the year

	At 1 April 2015	Cashflow	At 31 March 2016
	£' 000	£' 000	£' 000
Cash at bank and on hand	7,740	(2,861)	4,879
Bank Overdraft	-	(875)	(875)
Barclays loan	(8,204)	994	(7,210)
	(464)	(2,742)	(3,206)

Analysis of cash and cash equivalents

	£' 000	£' 000
Cash in Hand	3,873	7,740
Notice Deposits (less than 3 months)	1,006	-
Total cash and cash equivalents	4,879	7,740

24. Contingent Liabilities

One of Jewish Care's properties is held under certain covenants attached by the donor which run until 12th May 2017. Unless the prior consent of the donor is obtained, the use of the property is restricted to a mental health residential home, Jack Gardner House (see note 19). If Jewish Care were to decide to cease running the home before 12th May 2017, the donor would be permitted to call for a 15 year peppercorn lease. Were the donor not to call for a lease and the building sold, the donor would be entitled to a share of the sale proceeds. If Jewish Care were to sell the home at any time between the 12 May 2012 and 12 May 2017, Jewish Care would have to pay the donor the net sale proceeds reduced by a further 10% of each additional full year calculated from 12 May 2007 and if Jewish Care were to sell the home after 12 May 2017, it would be able to retain the whole of the net proceeds.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

25. 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, total contributions of £1.7m (2014/15: £1.6m) were paid in the year ended 31 March 2016, there were no liabilities at the 31 March 2016 due to timing (2014/15: £139k). The second 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 January 2011 by Broadstone Pensions & Investments Limited. In relation to the deficit on the defined benefit pension scheme, a proposal has been put together for Jewish Care and JCHA (Jewish Community Housing Association) by the Jewish Care Pension Trustees in relation to the actuarial assumptions, the recovery plan, and the new contribution arrangements put in place.

The cash contribution made by the employers over the financial year in respect of the scheme was £587,000 (2014/15: £570,000). The charge to the accounts under FRS102 was £860,000 (2014/15: FRS102 remeasured £605,000). The contribution rate made by the Company as a percentage of pensionable salary was 4% (2014/15 4%).

The principal actuarial assumptions used in the FRS102 calculations are as set out below:

Discount rate	3.65% p.a.	3.50% p.a.
Retail price index (RPI) inflation	3.20% p.a.	3.25% p.a.
Consumer price index (CPI) inflation	2.00% p.a.	2.05% p.a.
Revaluation in deferment	3.20% p.a.	3.25% p.a.
Pension increases		
RPI max 5%	3.10% p.a.	3.10% p.a.
RPI max 2.5%	2.20% p.a.	2.25% p.a.
CPI max 3%	1.75% p.a.	1.80% p.a.
Pre and Post retirement mortality assumption	100% of S1NXA CMI_2012 [1%]	100% of S1NXA CMI_2012 [1%]
Tax free cash	Members are assumed to commute 20% of their pension for cash using best estimate of long-term commutation factors	Members are assumed to commute 20% of their pension for cash using best estimate of long-term commutation factors
Assumed retirement age	63	63
Expected rate of return on the Scheme' s assets*	3.65% p.a.	3.50% p.a.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

25. Pensions (cont'd)

Amounts recognised in the Balance Sheet	Value at 31 March 2016 £' 000	Value at 31 March 2015 £' 000
Fair value of assets	42,014	42,360
Present value of funded obligations	(56,224)	(58,145)
(Deficit)	(14,210)	(15,785)

Amounts recognised in the Profit & Loss account over the year	31 March 2016 £' 000	31 March 2015 £' 000
Current service cost	-	-
Administration costs	312	181
Interest on liabilities	1,997	2,273
Interest on assets	(1,449)	(1,733)
Past service cost	-	-
Settlement cost	-	-
Total	860	721

Re-measurements over the year	31 March 2016 £' 000	31 March 2015 £' 000
Loss (gain) on scheme assets in excess of interest	(113)	(1,395)
Experience losses (gains) on liabilities	-	-
Losses (gains) from changes to demographic assumptions	-	-
Losses (gains) from changes to financial assumptions	(1,735)	4,278
Changes in effect of asset ceiling	-	-
Total re-measurements	(1,848)	2,883

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

25. Pensions (cont'd)

Reconciliation of assets and Defined Benefit Obligation

The change in the assets over the period was:	31 March 2016	31 March 2015
	£' 000	£' 000
Fair value of assets at the beginning of the period	42,360	41,357
Interest on assets	1,449	1,733
Company contributions	587	570
Contributions by Scheme participants	-	-
Benefits paid	(2,183)	(2,514)
Administration Costs	(312)	(181)
Change due to settlements	-	-
Return on plan assets less interest	113	1,395
Fair value of assets at the end of the period	42,014	42,360

The change in the liabilities over the period was:	31 March 2016	31 March 2015
	£' 000	£' 000
Defined Benefit Obligation at the beginning of the period	58,145	54,108
Current service cost	-	-
Contributions by Scheme participants	-	-
Past service cost	-	-
Interest cost	1,997	2,273
Benefits paid	(2,183)	(2,514)
Change due to settlements	-	-
Experience (gain)/loss on defined benefit obligation	-	-
Changes to demographic assumptions	-	-
Changes to financial assumptions	(1,735)	4,278
Defined Benefit Obligation at the end of the period	56,224	58,145

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

26. Commitments under operating leases

Group - Payments

The groups future minimum operating lease payments are as follows:

	2016	2015
	£' 000	£' 000
Within one year	551	545
Between one and five years	1,215	931
Over five years	3,360	-

The charge to the statement of financial activities in 2016 is £545k (2015: £595k). £384k (2015: £384k) relates to the lease of photocopiers and buses with the £161k (2015: £211k) relating to property.

Company - Payments

The company' s future minimum operating lease payments are as follows:

	2016	2015
	£' 000	£' 000
Within one year	384	384
Between one and five years	546	931
Over five years	-	-

The charge to the statement of financial activities in 2016 is £384k (2015: £384k). £384k relates to the lease of photocopiers and buses.

Group – Receipts

The groups future minimum operating lease receipts are as follows:

	2016	2015
	£' 000	£' 000
Within one year	28	-
Between one and five years	112	-
Over five years	112	-

The Group receipts relate to the lease of part of Leila' s House by JAMI to MIND in Barnet.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

27. Contingent Assets

At 31 March 2016, 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.

28. Capital Commitments

At 31 March 2016, the Group had no capital commitments.

29. Related Party Transactions

In 2016 the following transactions took place between the Charity and its related parties:

Community Trading Limited (Subsidiary):

The transfer under gift aid of the trading profits of Community Trading Limited in the amount of £649,530 (2014/15 £782,872) to Jewish Care. At the 31 March 2016 there were amounts owed from Community Trading Limited of £158,344 (2014/15 £246,118)

Joel Emanuel Almshouse Trust (Subsidiary):

Jewish Care operates Sidney Corob House on behalf of the Joel Emanuel Almshouse Trust. At the 31 March 2016 there were amounts owed from the Joel Emanuel Almshouse Trusts of £162,899 (2014/15 £149,512).

Jewish Association for Mental Illness (Subsidiary):

The transfer of grant funding to the Jewish Association for Mental Illness in the amount of £751,916 (2014/15: £765,257). At the 31 March 2016 there were no amounts owed to/from the Jewish Association for Mental Illness. 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 £NIL (2014/15:£75k) and Raymond Harris is a Trustee of the Atkin Foundation, amount received £50k (2014/15:£20k).

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 £235,873 (2014/15: £207,455). A Jewish Care Trustee is the wife of a Trustee of the registered Charity, the Loftus Charitable Trust. The Loftus Charitable Trust made a donation of £1.5m (2014/15 £1m) towards the construction of the £16m Betty and Asher Loftus Way Centre in Friern Barnet.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2016

30. Consolidated Statement of Financial Activities for the year ended 31 March 2015 in FRS102 format

	Unrestricted Funds	Restricted Funds	Endowment Funds	2015 Total Funds
	£' 000	£' 000	£' 000	£' 000
Income and endowments from:				
Donations and legacies	15,085	4,830	-	19,915
Charitable activities	30,116	-	-	30,116
Other trading entities	148	-	-	148
Investments	521	-	202	723
Other	74	-	-	74
Total	45,944	4,830	202	50,976
Expenditure on:				
Raising funds				
Fundraising	2,975	-	-	2,975
Investment fees	116	-	7	123
Charitable activities	43,935	2,321	77	46,333
Total	47,026	2,321	84	49,431
Net gains/(losses) on investments	1,899	-	999	2,898
Net income/(expenditure)	817	2,509	1,117	4,443
Transfer between funds	4,740	(2,384)	(2,356)	-
Other recognised gains/(losses):				
Gains/(losses) on revaluation of fixed assets	-	-	-	-
Actuarial gains/(losses) on defined benefit pension schemes	-	-	-	-
Other gains/(losses)	(3,488)	-	-	(3,488)
Net movement in funds	2,069	125	(1,239)	955
Reconciliation of funds:				
Total funds brought forward	85,252	3,478	13,924	102,654
Total funds carried forward	87,321	3,603	12,685	103,609