

JEWISH CARE

A charitable company limited by guarantee

Trustees' Report and Accounts

For the year ended 31 March 2018

JEWISH CARE

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1. CHARITY INFORMATION

Bankers

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

Metro Bank
One Southampton Row
London WC1B 5HA

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
10 Queen Street Place
London EC4R 1AG

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

Website

www.jewishcare.org

JEWISH CARE

2. TRUSTEES' ANNUAL REPORT

The Trustees have pleasure in submitting their Report incorporating the strategic report and audited financial statements for the year ended 31 March 2018.

CHIEF EXECUTIVE'S OVERVIEW FOR 2017/18

It has been another positive year for Jewish Care, albeit in a period of continued challenge and, for Jewish Care, some significant change. My predecessor, Simon Morris, announced he would be stepping down from the role of CEO in December 2017 and I was appointed on virtually the last working day of the financial year as his replacement.

In the world of social care, change is constant and brings opportunity with it too. We have seen regulation across every area of our work become more challenging and, of note this year, was the work we undertook to prepare for the General Data Protection Regulations (GDPR). We have also worked hard to return two homes previously rated by CQC as 'requires improvement' to 'good'.

The state of funding for social care remains a key feature of public discourse, and, as always, costs continue to rise. Jewish Care has played an active role in discussions with both central and local government, seeking to ensure funding for care services is addressed as policy develops. Whilst we have yet to see any significant review of the status quo, the pressure is growing to create a more sustainable situation in the UK.

Whilst government remains the largest customer, paying care fees for many of our residents, so much of what we do is only possible because of the generosity of the Jewish community. Thousands of volunteers continue to support our paid workforce and this year's report shows voluntary income in excess of £25m (including capital donations) underlining the continued reliance we have on our wonderful supporters. Included among them are those who remember us with a gift in their will and legacy income again outstripped our expectations. We are also well on the way to fully funding our £47m development in Stanmore, which will ensure that the organisation is providing services fit for the future, and also building up greater reliance on services that generate income. The construction of our new Independent Living scheme in Hendon, Wohl Court, is expected to be open in early 2019.

Overall, the organisation is in an extremely strong position, with compliments up and complaints down and the number of people using our services, increasing. None of this would have been possible without Jewish Care's ability to work in partnership with the community. We are the envy of many in the social care world, because of our ability to harness that relationship and use it to the benefit of those people that need our services.

I would like to conclude by thanking my predecessor, Simon Morris, both the paid staff, for the immense hard work that they have put in over the last year, and our volunteers including the members of our Trustee Board, our Honorary Presidents and President, for the commitment they have to Jewish Care. I am so grateful for that unique way that these groups of individuals work together to ensure that the Jewish community receives the quality of services it does, and this is something that makes me incredibly proud to be the new Chief Executive of Jewish Care.

Daniel Carmel-Brown, Chief Executive Officer.

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2. TRUSTEES' ANNUAL REPORT

2a. WHAT WE DO

Jewish Care is the largest health and social care charity serving the UK Jewish community in London and the South-East of England. Together with the work of our 1,300 staff members, our 3,000 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.

Care homes for people with mental health needs – we have two care homes for people living with moderate to severe mental health needs, which offer a range of care packages, depending on the needs of each potential resident. Jack Gardner caters for young adults whilst Sidney Corob caters for those over 50 years old. At both homes, there are qualified and trained staff on duty 24 hours a day. Each resident is allocated a personal keyworker, who ensures they are receiving the support they need. All residents have their own front door key and are welcome to come and go as they please, as long as their safety is not compromised. Both homes offer Jewish people with mental health needs a warm and therapeutic home with strong Jewish traditions and culture.

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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 have 45 Independent Living apartments at "Selig Court" in the Maurice and Vivienne Wohl Campus, 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. As part of our strategy to meet the communities aspirations and requirements, we are also progressing our newest Independent Living scheme, Wohl Court in Hendon, currently under construction.

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.

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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.

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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 10 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, fundraising, community services, human resources, investment, property and information technology, 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.

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) as well as in local papers, the Jewish press and in a large number of synagogue magazines.

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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
Michael Blake (Co Treasurer)
Linda Bogod
Michael Brodtman
Debra Fox (Vice Chair)
Simon Friend (Co Treasurer)
Antony Grossman
Gayle Klein
Douglas Krikler
Lord Ian Livingston
Nicola Loftus
Dr Dean Noimark
Stuart Roden
Arnold Wagner OBE (Vice Chair)
Matthew Weiner

The Group has maintained insurance cover for the benefit of its Trustees, Directors and Officers against any liability incurred by them in carrying out their duties in such capacities. The premium paid in respect of such insurance was £8,120 (2016/17 £7,884).

Key Management Personnel: Professional Officers

Daniel Carmel Brown	Chief Executive Officer (appointed July 2018)
Simon Morris	Chief Executive Officer (resigned June 2018)
Andrew Hope	Chief Operating Officer (Finance, IT & Property - appointed July 2018)
Daniel Carmel-Brown	Director of Fundraising & Marketing (resigned July 2018)
Adam Overlander-Kaye	Director of Fundraising & Community Engagement (starts November 2018)
Ellisa Estrin	Director of Marketing, Communications & Customer Engagement (appointed July 2018)
Angela Beerman	Director of Human Resources & Organisational Development (starts November 2018)
Diane Blausten	Director of Human Resources (resigned May 2018)
Gaby Wills	Acting Director Care Services (appointed July 2018)
Angela Murphy	Acting Director Community Services (appointed July 2018)
Neil Taylor	Director of Community Services (resigned July 2018)
Richard Munns	Director of Hotel Services & Operations (appointed July 2018)
Jonathan West	General Counsel & Company Secretary (appointed July 2018)

JEWISH CARE

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 in England and Wales 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 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 £311,077 (2016/17: £163,240).

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 three 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, stewardship of financial reporting 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 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 ensures that adequate and appropriate governance and clinical risk structures, processes and controls are in place across Jewish Care. The membership of the Clinical Governance Committee comprise the Charity's Chief Executive, Director of Care and Community Services, Trustees and non-Trustees who have relevant current expertise in the areas of clinical governance.

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
Arnold Wagner OBE

Audit & Risk Committee:

Simon Friend (Chair)
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:

Linda Bogod (Chair)
Steven Lewis
Nicola Loftus

Community Services:

Debra Fox (Chair)
Michael Blake
Simon Friend

Human Resources:

Arnold Wagner OBE (Chair)

Investment:

Stuart Roden (Chair)

Property:

Michael Brodtman (Chair)
Matthew Weiner

Information Technology

Michael Blake (Chair)

Pay and Remuneration Policy for Key Management Personnel

The Trustees consider 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 4 subsidiaries and 20 linked Charities. Of the three larger subsidiaries and linked Charities, 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 (linked Charity) and the Jewish Association for Mental Illness (JAMI) is a Charity of which Jewish Care is the sole company law member (see note 3 for a summary of the audited financial numbers for the year ended 31 March 2018). The three undertakings, as detailed below, nominate their own Board of Directors, Management Committee and Board of Trustees respectively. Jewish Care Pension Trustees Limited is also a dormant subsidiary of Jewish Care. It acts as Trustee to the pension schemes operated by Jewish Care. The other 20 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 (CTL) (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 2017/18 were fundraising dinners in aid of Jewish Care and development of the sites at the Hendon and Stanmore respectively. The company makes a qualifying payment under gift aid to Jewish Care.

Joel Emanuel Almshouse Trust (JET)

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 2018 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 £765,257 during the year ended 31 March 2018 (2016/17: £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.

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4. STRATEGIC REVIEW – AIMS, ACHIEVEMENTS AND PERFORMANCE - COMMUNITY SERVICES, CARE, COMMUNITY DEVELOPMENT AND VOLUNTEERS

What we said we would achieve in 2017/18	What we achieved
<p>We will work to ensure that all our regulated services achieve a 'good' standard with the Care Quality Commission (CQC).</p>	<p>At the beginning of the year, 11 out of 14 of our CQC-regulated services were rated as "Good" and 3 rated as "Requires Improvement" . Two of those services that were rated as "Requires improvement" Rubens House and Lady Sarah Cohen House, have now been re-inspected by CQC and both are now rated as "Good" in every category within their respective CQC reports. Our North London and Hertfordshire Home Care Service is still rated as "requires improvement" and plans are in motion for the service to acquire a "Good" rating.</p>
<p>We will continually review the following developments while we plan carefully for the next stage and the end goal of both developments:</p> <p>The new care campus Sandringham currently under construction at Stanmore whilst ensuring that the facilities currently on site at Princess Alexandra are managed effectively and safely so that people continue to receive a good service during the building and development period.</p> <p>The new Wohl Court Independent Living scheme at Hendon</p>	<p>In the first phase of building the new Anita Dorfman House care home at the Sandringham care campus, the provision of the current home (Princess Alexandra) has been reduced by 25 to 45 rooms. Princess Alexandra is almost fully occupied and the residents and families are satisfied that they are receiving a good service while the building work is going on with minimal disruption. The home has continued to maintain its "Good" CQC rating and achieved an outstanding rating for being "Well-Led".</p> <p>The building and on-boarding preparation work for Wohl Court is on schedule and registered interest in the Independent Living apartments is high. We have also invested in a housing services manager to develop our Independent Living aspirations across the organisation.</p>

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4. STRATEGIC REVIEW – AIMS, ACHIEVEMENTS AND PERFORMANCE - COMMUNITY SERVICES, CARE, COMMUNITY DEVELOPMENT AND VOLUNTEERS

What we said we would achieve in 2017/18	What we achieved
<p>We will aim to provide the best customer service possible across all our services and train staff to work with people and customers both listening and being steered by customer led requirements.</p>	<p>Analysis of the Care and Community Services compliments and complaints received in 2017/18 demonstrate continued good progress in listening to our customers and providing good customer service.</p> <p>Overall, the ratio of compliments to complaints within Community Services for the 2017/18 business year was 7.2:1 (389 compliments to 54 complaints). The ratio for the whole organisation was 7.9:1 - a positive increase on the previous year.</p> <p>There was a reduction in both compliments and complaints during 2017/18.</p> <p>There has also been a dramatic fall in the number of complaints about either customer experience or care practice and most compliments have continued to be in respect of care practice or customer experience.</p> <p>People who use our services, and the relatives of those people who live in our care homes or attend our day centres for people living with dementia have expressed high levels of satisfaction this year. Overall, the service user satisfaction rate for community services was 91.8%, and the overall likelihood to recommend score (NPS) was 55.7.</p> <p>A Quality and Customer Experience bulletin has been introduced to disseminate organisation wide figures, trends and learning from compliments and complaints amongst resource and service managers. This will continue as a quarterly publication in 2018/19.</p>

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4. STRATEGIC REVIEW - AIMS, ACHIEVEMENTS AND PERFORMANCE - COMMUNITY SERVICES, CARE, COMMUNITY DEVELOPMENT AND VOLUNTEERS

What we said we would achieve in 2017/18	What we achieved
<p>We will engage the statutory sector to strengthen the position of the people we serve. We will do this by engaging our larger local authority, Clinical Commissioning Groups (CCG) and central government partners to ensure we get the best for our community.</p>	<p>During the year we had an elected board member on the Care England board and we submitted regularly to policy submissions, which Care England then submits to the statutory authorities.</p> <p>We have advised the Department of Health and Social Care department on its digital strategy and contributed to preparatory work for the Social Care Green paper (due in Summer 2018) by way of meetings with MPs and the cabinet office.</p> <p>We participated in NHS England workshops on how to structure Continuing Health Care funding and have delivered presentations and advice to CQC participating fully in their surveys on how it should develop.</p> <p>We have worked hard to achieve a better relationship with three of the main CCGs we work with: Barnet, Harrow and Redbridge and we are now contributing to the health of these communities while also realising higher fee income from the CCGs. We have also been a major driver in ensuring that the Sustainability & Transformation Plan in North Central London (covering Barnet, Haringey, Enfield, Islington and Camden).</p>

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4. STRATEGIC REVIEW - AIMS, ACHIEVEMENTS AND PERFORMANCE - COMMUNITY SERVICES, CARE, COMMUNITY DEVELOPMENT AND VOLUNTEERS

What we said we would achieve in 2017/18	What we achieved
<p>We will maximise the usage of each of Jewish Care's services to ensure a sustainable financial position. We will work with the service marketing department and target specific measures to increase usage, attendance and occupancy of the services we offer the community to help us achieve this.</p>	<p>The closure of the Brenner Centre and its relocation to Stepney Jewish Community Centre has led to increased usage and greater efficiencies.</p> <p>Wohl Court, Independent Living at Hendon currently under development has been very successfully marketed and we are predicting a full take up of the 32 apartments very soon after opening. The opening of the second site will help us realise efficiencies of scale as the support services for both sites can be accommodated with existing staff members.</p> <p>We are focusing a new homecare strategy in order to attract the right staff and ensure that we can meet the needs of the community and this will include providing 24-hour live-in care.</p> <p>We are witnessing lower occupancy rates than for many years in our Care Homes, due to a more competitive market and the fact that people are choosing to stay at home with care rather than choosing residential care.</p>

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4. STRATEGIC REVIEW - AIMS, ACHIEVEMENTS AND PERFORMANCE - COMMUNITY SERVICES, CARE, COMMUNITY DEVELOPMENT AND VOLUNTEERS

What we said we would achieve in 2017/18	What we achieved
<p>We will create new partnerships and strengthen existing partnership links to enhance what we offer to the community. We will actively look for partnerships both with Jewish and non-Jewish partners</p>	<p>With our local health commissioning groups (CCGs) we have acted to try to take pressure off the health service. In Barnet there has been a focus on working together to achieve quality and consistency in how care support and care for people: there is a <i>Red Bag</i> system in place which has facilitated the transfer of residents between the home and hospital in a safe and efficient way. We continue to work with all the CCGs to achieve fees which reflect accurately the level of care and expertise we provide and these conversations continue.</p> <p>In the wider community we are part of a Barnet neighbourhood service group coordinated by AgeUK Barnet, which ensures that we have regular communication and coordinate with fellow community and care organisations. The focus of this group is on befriending which is making greater strides in Barnet and within Jewish Care specifically.</p> <p>Our relationships with European colleagues led us to present at the French national community centres meeting in Avignon and welcome representatives of French organisations to London. We worked with Eshel in Israel to coordinate work on dementia, Holocaust Survivors and community engagement.</p> <p>Our involvement in end of life issues continues to grow and our partnership with the North London Hospice and Macmillan has given us greater capacity to work with people and their families on end of life decisions.</p> <p>We have also participated in research led by Alzheimer's Society Centre of Excellence on improving end of life care for people living at home.</p> <p>Our work with UCL's NIDUS project is focussing on helping understand how to help both family and professional carers to best care for a person with dementia at home.</p>

JEWISH CARE

4. STRATEGIC REVIEW – AIMS, ACHIEVEMENTS AND PERFORMANCE - COMMUNITY SERVICES, CARE, COMMUNITY DEVELOPMENT AND VOLUNTEERS

What we said we would achieve in 2017/18	What we achieved
<p>We will seek to ensure service user representation across all our services and activities to ensure we meet the needs of the people we are supporting and working with.</p>	<p>There has been full community engagement in the development of the care campus at Sandringham, Stanmore and at our Independent Living apartments at Wohl Court, Hendon. This has led to the setting up of a diverse panel for consultation on both projects leading to informed developments with input from all stakeholders.</p> <p>The tenants' forums at Selig Court and Shebson Lodge has been strengthened and contribute to vibrant user involvement. All the homes continue to hold regular residents and relatives' forums.</p>
<p>We will embed rostering care planning and make inroads on eLearning to enhance the use of digital technology in line with our organisational digital strategy. We will look for opportunities to enhance our support for the community with digital initiatives.</p>	<p>We procured and began the implementation of our care planning tool, Nourish. This allows care staff to digitally record the care and support needs of the residents in our care homes. It has also allowed us to build a more holistic view of how the day unfolds for our residents, this in turn allowing us to be more sophisticated in planning the care for our residents. The digital care planning tool Nourish is now operational in 5 of our 11 care homes with the roll out continuing in 2018/19.</p> <p>We also implemented "care planner" a digital rostering tool in our homecare service to effectively plan and roster the 60,000+ visits that the service delivers each year. It has been transformational for the homecare staff who now receive all updates and notifications of date, time and care and support changes directly to a smart phone.</p> <p>Our work in this field has been recognised by the Department for Health and Social Care which is consulting us on its own digital strategy.</p>

JEWISH CARE

4. STRATEGIC REVIEW – AIMS, ACHIEVEMENTS AND PERFORMANCE - COMMUNITY SERVICES, CARE, COMMUNITY DEVELOPMENT AND VOLUNTEERS

What we said we would achieve in 2017/18	What we achieved
<p>Develop our community engagement programme and increase our outreach services to the community. We will continue our befriending and warm homes initiatives to reach more people and create a better home and community environment for people in the community.</p>	<p>Following a full Befriending Service review, a Befriending Officer has been appointed, and a new section of our CRM database has been built to centralise all befriending referrals leading to greater integration with the work of our community support and social work teams.</p> <p>Supportive Communities has grown with the start of the monthly "The Boys' Club" meetings in Redbridge in November 2017.</p> <p>The first monthly Middlesex Supportive Tea Party took place in July 2017 and the first monthly Belmont Tea Party (Jewish Care in partnership with Belmont Synagogue) took place in April 2017.</p> <p>As part of meeting the changing needs of the local community in East London, we redelivered the Brenner Centre at Stepney Jewish Community Centre with the delivery of many out of hours activities. We also hosted tea parties at AJEX House, Stepney and various cafés.</p>
<p>Across all our services, we will commit to equitable treatment and elimination of discrimination in all its forms and will reinforce our commitment to diversity to all staff, volunteers, clients, relatives and external audiences, including full participation in programmes, policy formulation, and decision-making. We will recognise the rights of all individuals to mutual respect; acceptance of others without biases based on differences of any kind. We will embrace cross-cultural diversity and respect and value diverse life challenges, creating an environment that is inclusive of all.</p>	<p>A new campaign called 'R.E.S.P.E.C.T' was launched to promote the message of positive dialogue and respect towards our staff across all our care homes and internal communications, which was well received.</p>
<p>We will continue to maintain our position as a beacon of best practice when it comes to our Volunteers</p>	<p>We have centralised the enrolment process for our volunteers and we send out application forms and perform DBS online at point of registration.</p> <p>Last year over 400 volunteers undertook their volunteer induction training and significant progress has also now been made to ensure that all volunteer managers undertake regular supervision with volunteers.</p>

JEWISH CARE

4. STRATEGIC REVIEW – AIMS, ACHIEVEMENTS AND PERFORMANCE - COMMUNITY SERVICES, CARE, COMMUNITY DEVELOPMENT AND VOLUNTEERS

Future aims:

Focus on developing our new services within new facilities. We will be aiming for maximum occupancy in our new schemes, the new Anita Dorfman House care home, and the Wolfson Assisted Living apartments, both at our Sandringham care campus at Stanmore and our new Independent Living scheme, Wohl Court at Hendon.

Engage with the community about their views on ageing well and how Jewish Care can support them now and in the future. By 2019 we will have spoken in depth with the communities in Redbridge, Herts and Southend to help us plan for the future.

Continue to develop our preventative strategy to strengthen those services that support people to build their personal networks. We will do that by:

- increasing our work with local synagogues to build their capacity to support their community;
- providing social work services in our resources, so that families have easier access to support; and
- increasing our outreach programmes such as tea parties, memory matters cafes and conversation cafes, to help people build sustainable, local relationships and support networks.

Further improve the way in which people experience, which we will demonstrate that through an increased positive ratio of compliments to complaints. We will share learning from complaints and incidents and implement actions to increase quality and prevent recurrence. We will aim for all our CQC and Ofsted regulated services to achieve "Good" as a minimum on inspection.

Review our services continuously to ensure we remain competitive and attractive to potential clients and relevant to their needs and, by doing so, maximize occupancy and income whilst managing costs.

Focus on reducing staff vacancies in care homes and homecare. We will also ensure the leaders in frontline services have access to a leadership and management programme.

Improve our services by adopting appropriate digital technology in line with our organisational digital strategy. By the end of the year we will have electronic care plans in all our care homes and the homecare operational delivery will be fully automated on our new rostering system. We will aim to increase our use of data collected through digital technology and systems in line with GDPR.

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE - STAFF

What we said we would achieve in 2017/18	What we achieved
<p>We will continue to focus on and respond to the challenges of recruitment in the social care sector.</p>	<p>In 2017/18 we launched our new recruitment microsite '<i>doyouwish.org</i>' and a new applicant tracking system. This has helped us reduce the number of vacancies we have by 70%. At the same time, we have reduced the amount of time it takes from advertising a vacancy to a new staff member starting employment with us. In addition, we have been awarded two Employer Engagement Awards for Innovation and best Not for Profit organisation.</p>
<p>The pay and benefits strategy will be modelled so that we can understand the implications. Stakeholder feedback will be sought enabling us to plan for consultation, communication and introduction in 2018/19.</p>	<p>The pay and benefits strategy has been agreed and adopted by the senior management group. This work has helped us respond to the continued introduction of the National Living Wage (NLW) by clearly identifying where differentials in pay need to be maintained.</p> <p>We have again this year increased the pay for the lowest paid in the organisation by more than the NLW and enhanced the pay of front line care staff and team leaders to help us with recruitment of good staff who fit our values.</p> <p>We have also continued our policy of free meals for all staff.</p>
<p>Our learning and organisational development focus will be to increase our capacity to deliver training with a focus on mandatory, digital and literacy programmes and to maximise the use of the Apprenticeship Levy.</p>	<p>A new learning management system and eLearning portal SkillBox has been launched with GDPR training for all staff.</p> <p>We have invested in digital learning for our homecare team with Cuppa and we are using digital learning for our care certificate.</p> <p>Our Apprenticeship Levy is being used to fund level 2 and 3 Care QCF qualifications through our partnership with Impact Futures.</p> <p>Our literacy programme, funded through donations, continues to be well regarded and used by staff throughout the organisation.</p>

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE - STAFF

Additional Achievements
For the first time we reported under our obligations for the Gender Pay Gap. Our gap is -0.11% at the median and 10.5% at the mean. This is much lower than the national average. Our Gender Pay Gap statement is available to view on our website www.jewishcare.org .
A collateral security arrangement, a deed of priority and a revised investment strategy have been agreed by Jewish Care and the Pension Trustees in relation to the defined benefit scheme, this will reduce the charity's exposure to any potential deterioration in the future. Contributions to the defined benefit pension scheme continue at £1.5m pa from April 2018 (£1.5m April 2017).
We continued to focus on keeping our staff engaged and to support us in this we have issued reward statements to all staff to show the total value of the pay and benefits they receive.
We have also promoted new financial benefits provided by the Credit Union and payroll loans company Salaryfinance.
The staff performance development system has been overhauled and pilot programmes have been running with staff in our care homes and support departments.
Our engagement approach has been recognised through research into ethical and purposeful leadership by the Chartered Institute of Personnel and Development and the universities of Sussex and Greenwich as well as by Engage for Success N4P group and our Highly Commended Skills for Care Award.
Future aims:
Develop a new people strategy and plan incorporating the results of the staff survey to be conducted in September 2018.
Recruit, onboard and develop a new senior leadership team following the appointment of the new CEO.
Communicate and implement the new pay and benefits strategy and policy to all staff throughout the organisation.
Review the Human Resources, Applicant Tracking and Learning Management Information Systems in the light of the organisational IT strategy and make recommendations.

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE - FUNDRAISING

Fundraising approach and performance

Jewish Care undertakes fundraising activity to achieve both revenue and capital projects income. Jewish Care is a member of the Fundraising Regulator and adheres to the Fundraising Code of Practice. Jewish Care also holds organisational membership of the Institute of Fundraising.

Income is achieved from the community and existing Jewish Care supporters via a number of channels; donations, direct mail, challenge events, special events, supporters who raise income on behalf of Jewish Care, gifts in wills and a major gifts programme.

By being members of the Fundraising Regulator Jewish Care adheres to the Fundraising Promise which outlines the commitment we make to our donors and the public. Fundraising matters for Jewish Care are overseen by the Campaign Oversight Group. We ensure our fundraising is legal, open, honest and respectful:-

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

Jewish Care's fundraising activity also complies with the Data Protection Act 2018 and General Data Protection Regulations (GDPR). Jewish Care sends communications via mail, email and by the use of social media and advertising. Consent is obtained where required and recorded. All information is stored securely. Supporters are aware of their rights, are in control of the information they share with us and are able to change the way they hear from Jewish Care at any time.

Jewish Care records complaints as defined by the current Annual Complaints Return as previously set out by the Fundraising Regulator. In 2017/18 Jewish Care received sixteen complaints all of which were recorded and acted upon. All complaints were promptly resolved by Jewish Care and the complainants were satisfied with the results. It was not deemed necessary to escalate any fundraising complaints to the Fundraising Regulator at this time. All complaints will be recorded in the annual complaints return once a new process has been established by the Fundraising Regulator in 2019/20.

New projects for fundraising practices were established to ensure continued engagement with the community Jewish Care serves and fundraises from including a family engagement and fundraising programme.

A fundraising strategy review was commenced in the summer 2017 and the aim is for it to be approved in November 2018 with implementation from this time.

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE – FUNDRAISING

What we said we would achieve in 2017/18	What we achieved
To maintain fundraising revenue income at £15.6 million.	Our revenue fundraising income totalled £17.9 million exceeding our overall target by 15% largely due to the legacy income we received. Our legacy fundraising strategy has supported this increase to a critical funding source and helped bridge the gap in the major gifts target.
To maintain legacy income at £4 million and to further develop and embed the legacy fundraising strategy and legacy message. Create a legacy marketing strategy and campaign both offline and online to help with the retention and recruitment of new legators.	Legacy income increased to £6 million. We also launched a new free will writing scheme service and a new legacy marketing campaign in alignment with the 'People of Jewish Care' campaign and increased our online presence, which has resulted in increased awareness and the recruitment of new legators.
Secure £9.2 million in donations from major gifts income.	Our Major Gifts income fell short of target with an income of £8.5 million against a budget target of £9.2 million. This continues to reflect the increasingly challenging environment in which we operate.
To further secure £4.5 million of funds required for the development of our new Sandringham Campus in Stanmore, bringing the total pledges for the development to 90%.	87% of pledged support has been secured for the development of our new Sandringham campus in Stanmore.
To undertake a major review of our fundraising strategy to ensure the operation is fit for purpose for the next decade. This will include a review of every fundraising portfolio within the organisation.	A review of our fundraising strategy overseen by a team of lay leaders and members of the Fundraising & Marketing team is in progress. We have developed a full set of recommendations, which we will present to the Trustee board for approval and recommendation in November 2018.
To carry out an extensive independent audit of all our data processes, procedures and practices putting in place new measures to strengthen these and to ensure we are compliant with General Data Protection Regulation (GDPR) and to offer our supporters the best possible approach in line with their preferences.	We carried out an extensive audit of all our data processes, procedures and procedures with an independent data consultant. This resulted in a comprehensive implementation plan, to ensure compliance with the Data Protection Act 2018 and General Data Protection Regulations (GDPR). We have also adopted legitimate interest as a lawful basis for processing and marketing by mail as agreed with our Trustee Board.

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE – FUNDRAISING

What we said we would achieve in 2017/18	What we achieved
<p>Implement a live chat and avatar function on our website to help further engage existing and recruit service users and supporters.</p> <p>Create and implement a digital marketing strategy and campaign using video content, which fully integrates with the new marketing campaign to launch in September 2018 with the aim of increasing social media followers by 25% using best practice.</p>	<p>A paper outlining the need for a live chat and avatar function was created and circulated. Unfortunately due to budget restraints, we were unable to commission it in this financial year. There are plans to revisit whether we implement this in 2019/20 subject to budget. A new content strategy and plan was created across all our digital channels, which has led to the following results well exceeding our targets:</p> <ul style="list-style-type: none"> • We have increased growth across Facebook by 115% • Instagram by 185% • while engagement with our organic followers has increased by 75%.
<p>Future aims:</p>	
<p>To maintain revenue fundraising income at £15.6 million</p>	
<p>To maintain legacy income at £4 million. To build a new marketing campaign centring on the newly launched wills scheme, and the growth of our digital activity.</p>	
<p>To secure £9.2 million in donations from major gifts income.</p>	
<p>To create a comprehensive plan to implement Fundraising strategy following presentation and approval by the Trustee Board.</p>	
<p>To secure £1.85 million from events and general donations.</p>	
<p>To migrate current fundraising and legacy CRM (Customer Relationship Management & Data) from ThankQ to Raisers Edge (fundraising) and First Class (legacy) to increase efficiency and improve the journey and experience of our supporters.</p>	

JEWISH CARE

4. STRATEGIC REVIEW - AIMS ACHIEVEMENTS AND PERFORMANCE – FUNDRAISING

Future aims cont'd:

To implement data procedures and processes to secure use of personal information and to inform our supporters of a revised privacy notice in line with the latest Data Protection and GDPR regulations.

To create and implement a new media strategy with a focus on promoting our services digitally

To create an implement a marketing strategy focusing on the Hertfordshire and surrounding area in line with the development of our services and new care campus at Sandringham in Stanmore.

To reposition our marketing strategy around the marketing of our services locally with the view to increasing occupancy/attendance across all our services

JEWISH CARE

4. STRATEGIC REVIEW CONT'D

Financial Review

Our Bottom Line

Total charitable activities income for the Group before donations and other income was £31.4m (2016/17 £31.9m) and total charitable expenditure before depreciation and asset write offs was £47.5m (2016/17 £46.5m) resulting in a net operating loss before donations and other income of £16.1m (2016/17 net loss of £14.6m). See further analysis on page 30. This net operating loss before donations and other income highlights the importance of our voluntary income donation line to support the provision of our day to today services and also to support innovation with the development of our new services with a view to financial sustainability in light of economic and demographic pressures on voluntary donations.

Our Income

The principal funding sources of income for the Group were voluntary donations (both capital and revenue) and legacies, local authority fees and private fee income. Total income from all principal funding sources was £63.7m (2016/17 £56.1m) which represents a 13.5% increase on the prior year.

Voluntary revenue donations were on a par with the prior year at £11.9m (2016/17 £11.7m) representing a sustained level of income in light of a more challenging environment.

Legacy income was down 14% on the prior year at £6.1m (2016/17 £7.1m) the volatility of this income stream year on year is supported by a legacy strategy to increase pledges and also to generate an internal awareness of the importance and impact of gifts in wills to Jewish Care's work, through the annual Legacy Awareness Week.

Capital project donations for our capital construction projects increased by 65% to £7.1m (2016/17 £4.3m). Capital donations received during the year were £5.7m towards the development of the Sandringham site at Stanmore with construction commencing in June 2017 (2016/17 £2.5m); £1.3m towards the Betty and Asher Loftus Centre that completed and opened in 2015/16 (2016/17 £1.3m); £60k towards the Maurice and Vivienne Wohl Campus that completed in 2010/11 and £66k received into Jewish Care's subsidiary JAMI towards the purchase of Mind Barnet's premises in Christchurch Avenue, Finchley that completed in 2015/16 (2016/17 £500k). Expenditure on each of these capital construction projects is capitalised into their respective fixed asset categories in the balance sheet.

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 decreased to £31.4m in 2017/18 (2016/17 £31.9m). Residential fees reflect a continued challenging environment in terms of occupancy level with an average of 92.8% to budget in 2017/18 (2016/17 93% to budget) and an increase in frailty levels with a continued increase in demand for one to one residential and nursing care, funding of which is covered in the main by local authority and private income. Residential fees are 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.

Disposal of Property – represents the net disposal proceeds from the sale of the Brenner Centre in Stamford Hill and the re-location of services provided to Stepney to be known as the Brenner Centre at Stepney Jewish Community Centre.

JEWISH CARE

4. STRATEGIC REVIEW CONT'D

Financial Review cont'd

Further analysis of the Group Charitable Activities (Operations) is as set out below:

	2018	2017
	£' 000	£' 000
Charitable income and expenditure		
Charitable activities income ¹	31,364	31,906
Charitable expenditure before depreciation and asset write offs ²	(47,452)	(46,458)
Operating charitable loss before donations	(16,088)	(14,552)
Other operational expenditure		
Fundraising	(3,329)	(3,231)
Investment fees	(89)	(267)
Depreciation (allocated across all services in "establishment" note 7)	(2,919)	(2,894)
Total other operational expenditure	(6,337)	(6,392)
Asset write offs and other expenditure	(2,022)	-
Net operating loss before donations and other income	(24,447)	(20,944)
Income from donations and investments		
Donations and legacies (excluding capital project donations)	17,954	18,747
Other trading entities	134	129
Investments income	1,107	1,022
Total income from donations and investments	19,195	19,898
Net operating (loss)	(5,252)	(1,046)
Net unrealised gains on investments	1,073	5,726
Property Disposal	6,110	-
Capital project donations		
Sandringham	5,671	2,501
Betty and Asher Loftus Centre	1,330	1,284
Maurice and Vivienne Wohl Campus	60	-
Leila's House (JAMI)	-	500
Total capital project donations	7,061	4,285
Actuarial (loss) on defined benefit pension scheme	(112)	(2,135)
Net movement in funds	8,880	6,830

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

2. Charitable activities expenditure in our Care Homes, Day Centres, Home Care, Independent Living and Mental Health services.

JEWISH CARE

4. STRATEGIC REVIEW CONT'D

Financial Review cont'd

Our Expenditure

Overall expenditure on charitable activities (including depreciation of £2.9m) for our Care Homes, Day Centres, Home Care, Independent Living and Mental Health resources was £50.4m (2016/17: £49.3m).

Charitable expenditure in our Care Homes was £33.5m (2016/17 £32.5m). The majority of the increases are linked directly to staffing costs with the national living wage impact (NLW) and Jewish Care's decision to pay above the NLW as at April 2017, the decision to harmonise pay rates for particular roles in care delivery to support recruitment and retention, additional recruitment costs across all services and agency usage with the increasing requirement for one to one care for our residents all of which reflect sector-wide recruitment challenges. Upgrade works on our estate continue in line with our building condition review survey.

Charitable expenditure in our Day Centres was £7.1m (2016/17 £7.6m). 2017/18 saw the closure of the Brenner Centre in Stamford Hill due to a decline in demand and a re-provisioning of the services from a communal hub at our day Centre in Stepney.

Charitable expenditure in our Independent Living Service was £2.9m (2016/17 £2.7m). Staff costs have increased due to an increased demand for home care delivery, this is covered by home income.

Charitable expenditure in our Social Work service was £2.1m (2016/17 £2m). Our social work service supports our care home and service admission process and does not attract any funding with the costs of this service being met by voluntary revenue donations.

Charitable expenditure in our Mental Health service was £1.3m (2016/17 £1.1m) reflecting the cost of the integrated mental health service provided by the Jewish Association for Mental Illness (JAMI).

Central costs are £5m (2016/17 £5.1m) so slightly down on the prior year. Central costs are allocated to activities based on the number of full time equivalents at Jewish Care.

Other expenditure (£2m) relates in part to the full write down of the former Care Home Ella and Ridley Jacobs House following its demolition prior to the current re-development of the Independent Living site, Wohl Court at Hendon. The other part relates to the write down of 50% of the former Princess Alexandra Care Home following its partial demolition prior to the current re-development of the Care Campus, Sandringham at Stanmore.

JEWISH CARE

4. STRATEGIC REVIEW CONT'D

Financial Review cont'd

Our Expenditure cont'd

Investment Management fees are £89k (2016/17 £267k).

Marketing and fundraising costs are £3.3m (2016/17 £3.2m) reflecting inflationary increases in 2017/18.

Defined Benefit Pension Scheme

The actuarial loss on the defined benefit pension scheme in the year under FRS102 is £0.1m (2016/17 actuarial loss of £2.1m). The pension schemes liabilities have been calculated by updating the valuation calculations carried out for the formal actuarial valuation as at 1 April 2016. The liability at the 31 March 2018 under FRS102 is £15.7m (2016/17 £16.5m) further details can be found in the pension's note 27. In recognition of this level of pension liability for Jewish Care, the revised investment strategy approved by the Pension Trustees and Jewish Care in 2016/17 is in place along with a collateral security arrangement in order to reduce the charity's exposure to any potential deterioration in the future. In agreement with the Pension Trustees, the annual contributions to the scheme from Jewish Care continue at the level of £1.5m.

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 £26.9m (2016/17 £36m). During the year, £10m of investments were divested with appropriate approval to part fund both the development at Sandringham (Stanmore- £7m) and at Wohl Court (Hendon - £3m). There were net gains on the investment portfolio of £1.1m (2016/17: gains of £5.7m).

Investments were managed equally by Veritas Investment Management LLP and Quilter Cheviot Ltd. The key investment objective for both Managers is to achieve an absolute return of inflation plus 3% over the medium term 3 - 5 years with Veritas Investment Management achieving a one year total return of 5.62% and Quilter Cheviot achieving a one year total return of 8% in the year ended 31 March 2018. 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 and in particular Jewish Care will have no direct holdings in tobacco manufacturing companies.

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 our voluntary donation income and legacy income with increased economic pressures and demographic changes within the Jewish community 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 and engagement with 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 by the Board of Trustees once a minimum of 75% 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.
- staff recruitment, retention and development. Risk control measures include an onboarding process, close monthly monitoring of staff turnover statistics, targeted recruitment campaigns and agreements with agencies for the supply of temporary staff.

Internal Audit presents an internal audit plan to the Audit and Risk Committee at the beginning of each financial year. The internal audit plan cuts across services, with audits selected for review based on the risks with high net risk scores taken from departmental risk registers. Internal audit reviews and recommendations are presented to the Audit and Risk Committee upon completion that also includes management responses.

Business Continuity and Disaster Recovery plans continue to be reviewed and updated at an organisational and departmental/service level. Plans are tested and reported to the Audit & 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 now in place to reduce the Charity's risk regarding any potential future deterioration of the current deficit. Tangible fixed assets are considered designated, as they do not represent free reserves. 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 £21.6m of free reserves to be appropriate to meet its needs, representing approximately 4-5 months of our annual expenditure. The Charity's Trustees are of the view that the Charity and Group is a going concern.

Reserves at the 31 March 2018:

Endowment reserves were £16.4m (2016/17 £16.4m) and represent the value of endowments to provide support to the general objectives of Jewish Care, £10m of investment funds were applied to part fund the development of Sandringham at Stanmore and Wohl Court at Hendon in 2017/18.

Restricted reserves were £3.4m (2016/17 £3.7m) and are spent in accordance with the conditions of the donors/funders. Please refer to note 21 in the financial statements for further details.

Designated reserves were £96.2m (2016/17 £86.6m) 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 £23.4m (2016/17 £24.5m) and are in line with the target of free reserves set at £21.6m. Jewish Care considers the level of general reserves in 2017 as appropriate, meeting the requirement for prudent management of its commitments in light of its on-going capital project strategy.

The revaluation reserve was £6m (2016/17 £8.6m) and represents the re-valuation of the investment portfolios and investment property. A revaluation reserve of £5.5m (2016/17 £5.7m) sits in the unrestricted reserves and a revaluation reserve of £0.4m (2016/17 £2.9m) sits in the endowment reserves, see further analysis in note 20.

The pension reserve was £15.7m under FRS102 (2016/17 £16.5m) and represents the liability of the defined benefit pension scheme, the programme to address this liability has also been discussed on page 32. Please also refer to note 27.

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 2018 and signed on their behalf by:

A handwritten signature in black ink, consisting of a large, stylized initial 'S' followed by a long, horizontal, slightly wavy line extending to the right.

Chair & Trustee
Steven Lewis

26 September 2018

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

Opinion

We have audited the financial statements of Jewish Care for the year ended 31 March 2018 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2018 and of the group's and 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.

Basis for opinion

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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on pages 36 & 37 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (which incorporates the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report (which incorporates the strategic report and the directors' report) has been prepared in accordance with applicable legal requirements.

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

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

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

Use of our report

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



Adam Halsey (Senior Statutory Auditor)

10 Queen Street Place

London

EC4R 1AG

For and on behalf of haysmacintyre, Statutory Auditors

Date: 26 September 2018

JEWISH CARE

Consolidated Statement of Financial Activities for the year ended 31 March 2018

	Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	2018 Total Funds	2017 Total Funds
		£' 000	£' 000	£' 000	£' 000	£' 000
Income and endowments from:						
Donations and legacies	5/21	16,273	1,681	-	17,954	18,747
Capital project donations	5	-	7,061	-	7,061	4,285
Charitable activities		31,364	-	-	31,364	31,906
Other trading entities		134	-	-	134	129
Investments	9	1,107	-	-	1,107	1,022
Disposal of Property		6,110	-	-	6,110	-
Total		54,988	8,742	-	63,730	56,089
Expenditure on:						
Raising funds:						
<i>Fundraising</i>	7	3,329	-	-	3,329	3,231
<i>Investment fees</i>	9	89	-	-	89	267
Charitable activities	7/21	48,763	1,525	83	50,371	49,352
Other expenditure		2,022	-	-	2,022	-
Total	7	54,203	1,525	83	55,811	52,850
Net gains/(losses) on investments	11	963	-	110	1,073	5,726
Net income	4	1,748	7,217	27	8,992	8,965
Transfer between funds	20/21	7,560	(7,560)	-	-	-
Actuarial (loss)/gain on defined benefit pension schemes	27	(112)	-	-	(112)	(2,135)
Net movement in funds		9,196	(343)	27	8,880	6,830
Reconciliation of funds:						
Total funds brought forward		94,626	3,718	16,407	114,751	107,921
Total funds carried forward	22/23	103,822	3,375	16,434	123,631	114,751

The notes on pages 45 to 81 form an integral part of the accounts. All activities during the year derive from continuing activities. Full comparative figures for the year ended 31 March 2017 as shown in note 33.

JEWISH CARE

Consolidated Summary Income and Expenditure Account for the year ended 31 March 2018

	Note	All income funds 2018 £' 000	All income funds 2017 £' 000
Income		62,623	55,055
Gains/(losses) on investments		851	3,898
Investment income		1,107	1,018
Gross income in the reporting period		64,581	59,971
Expenditure		52,809	49,871
Interest payable	8	71	84
Depreciation and charges for impairment of fixed assets		2,848	2,819
Total expenditure in the reporting period		55,728	52,774
Net income before tax for the reporting period		8,853	7,197
Tax payable		-	-
Net Income for the financial year		8,853	7,197

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.

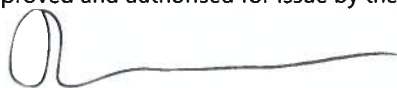
JEWISH CARE

Balance Sheets as at 31 March 2018

Registered No. 02447900

	Note	Group		Company	
		2018	2017	2018	2017
		£' 000	£' 000	£' 000	£' 000
Fixed Assets					
Tangible assets	10	105,527	98,196	99,364	94,719
Investments	11	26,996	35,995	25,452	31,635
		132,523	134,191	124,816	126,354
Current Assets					
Debtors	13	5,962	5,797	6,523	8,635
Stock	14	147	99	147	99
Cash at bank and in hand		14,486	5,523	12,136	3,423
		20,595	11,419	18,806	12,157
Creditors – Amounts falling due in one year	15	(9,509)	(9,140)	(13,272)	(15,315)
Net Current Assets/(liabilities)		11,086	2,279	5,534	(3,158)
Total Assets Less Current Liabilities		143,609	136,470	130,350	123,196
Creditors – Amounts falling due after more than one year	18	(4,232)	(5,232)	(4,232)	(5,232)
Net Assets less total liabilities excluding pension liabilities		139,377	131,238	126,118	117,964
Defined benefit pension scheme provision	27	(15,746)	(16,487)	(15,746)	(16,487)
Total net assets or liabilities		123,631	114,751	110,372	101,477
The funds of the charity:					
Endowment funds	20/22/23	16,434	16,407	9,643	9,626
Restricted income funds	21/22/23	3,375	3,718	3,353	3,718
Unrestricted funds					
Designated for tangible fixed assets	23	96,193	86,605	95,670	87,126
General funds	23	23,375	24,508	17,452	17,494
Total unrestricted funds		119,568	111,113	113,122	104,620
Pension reserve	23/27	(15,746)	(16,487)	(15,746)	(16,487)
Total charity funds	22/23	123,631	114,751	110,372	101,477

Approved and authorised for issue by the board on 26 September 2018 and signed on its behalf by


Steven Lewis (Chair)


Simon Friend (Co Treasurer)

The Charity only surplus for the year ended 31 March 2018 is £8.9m (2016/17 £5.5m). The notes on pages 45 to 81 form an integral part of these accounts.

JEWISH CARE

Statement of Cashflows for the year ended 31 March 2018

	Note	2018	2017
		£' 000	£' 000
Cash flows from operating activities:			
Net cash provided by operating activities	25	5,697	5,018
Cashflows from investing activities:			
Dividends, interest & returns from investments	9	1,018	755
Payments to acquire tangible fixed assets	10	(13,093)	(4,326)
Proceeds from the sale of tangible fixed assets		7,246	-
Proceeds from sale of investments	11	12,939	4,007
Payments to acquire investments	11	(3,844)	(3,810)
Net cash (used in) investing activities		4,266	(3,374)
Cash flows from financing activities:			
Repayments & financing		(1,000)	(1,000)
Overdraft facility		-	-
Net cash (used in) financing activities		(1,000)	(1,000)
Change in cash and cash equivalents in the reporting period		8,963	644
Cash and cash equivalents at the beginning of the reporting period		5,523	4,879
Cash and cash equivalents at the end of the reporting period.	25	14,486	5,523

The notes on pages 45 to 81 form an integral part of these accounts.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

1. Status of the Charitable Company

Jewish Care is a charitable company registered in England and Wales, company number 02447900, limited by guarantee and not having a share capital. It is a registered Charity in England and Wales, Charity Commission number 802559, with its registered office at Amelie House, Maurice and Vivienne Wohl Campus, 221 Golders Green Road, NW11 9DQ 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:

Statement of Compliance

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

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

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 subsidiary undertakings on a line-by-line basis. The entities consolidated are those as listed in note 12 of the accounts with further analysis of the material subsidiaries in note 3. A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. The surplus of the parent Charity was £8.9m (2017: £5.5m). Uniform SORP accounting policies have been applied.

Income and endowments

All income and endowments are recognised when the criteria of entitlement, measurement and probability of receipt have been satisfied.

Income from charitable activities to include care home residential and nursing fee income and grants are accounted for on a receivable basis. Investment income, including interest receivable, and other miscellaneous income are also accountable for on a receivable basis.

Donations are accounted for on a received basis. Legacies are recognised on a receivable basis, when the conditions of entitlement, probability and measurement are met. Where the probability and/or measurement criteria for legacies and donations are not satisfied as at the balance sheet date but subsequent events resolve the uncertainty such that the criteria are met, an adjustment is made to recognise the income.

Trading income (Shops income) is recognised in the period in which the goods are sold or the services are provided.

Income from the endowment funds is split between restricted and unrestricted funds according to the specific terms of each fund.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

2. Accounting Policies cont'd

Donated Services and Facilities

Donated services and facilities are only included in these accounts at the value to the Charity where this can be accurately and reliably quantified. The majority of the Charity's donated services represent the contribution of many thousands of hours by its 3,000 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 Trustees' Report.

Expenditure

Expenditure is accounted for on an accruals basis where there is a legal and constructive obligation to make a payment to a third party and the amount of the obligation can be measured reliably, expenditure is allocated to the appropriate headings relevant to the charitable activities; namely fundraising, care homes, day centres, home care and independent living, social work, indirect community services, mental health and project costs. Where expenditure relates to more than one cost category it is apportioned. The method of apportionment uses the most appropriate basis for each department. Reference should be made to note 7 for further information on the allocation of costs. Any irrecoverable VAT is included with the costs to which it relates.

The central costs which include governance costs are shown in note 7 support the whole of the charitable activities. Central costs are allocated to the charitable expenditure headings on a full time equivalent basis that is consistent with the use of these resources. Central costs include human resources, information technology, facilities, finance, governance and investment costs.

Operating Leases

The Charity classifies the lease of property, buses and printing equipment as operating leases, the title of the property, buses and printing equipment remains with the relevant lessors with the rental charges applicable to operating leases charged on a straight line basis over the term of the lease.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

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 pension costs charged in the financial statements represent the contributions payable during the year.

Jewish Care also operated a defined benefit pension scheme - the Jewish Care Pension Scheme, 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. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses. Actuarial gains and losses are recognised immediately in other recognised gains and losses. See note 27 for further details.

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. Assets under construction are stated at cost and will be depreciated in accordance with the principal rates below when the assets are brought into use. No depreciation is charged on freehold land. Assets are written off when fully depreciated and no longer in use or when impairment occurs as is the case with the new developments (refer note 10). Tangible fixed assets are stated at cost less depreciation. All single items of equipment with a value in excess of £1,000 have been capitalised. Depreciation is provided in order to write off the cost, less estimated residual value of each asset, over its expected useful economic life. The principal rates used are:

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 2018

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

Food and cleaning 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 2018

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.

Permanent Endowment funds

These are funds where the assets must be held permanently by the Charity, principally in the form of investments. Income from endowments is included, together with income from unrestricted funds in incoming resources. In some cases this income is also restricted towards a particular purpose specified by the donor.

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 27.

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 2018

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 2018 (please also see note 12 for further details).

Statement of Income and Retained Earnings

	2018	2017
	£' 000	£' 000
Turnover	13,462	3,403
Cost of sales	(12,559)	(2,467)
Gross profit	903	936
Administrative expenses	(84)	(144)
Operating profit	819	792
Interest receivable	-	-
Qualifying payment to Jewish Care	(819)	(792)
Profit before tax	-	-
Tax expense	-	-
Profit after tax	-	-
Total Shareholders' Funds at 1 April 2017/2016	13	13
Total Shareholders' Funds at 31 March 2018/2017	13	13

Statement of Financial Position as at 31 March 2018

	2018	2017
	£' 000	£' 000
Current assets	2,692	572
Creditors (amounts falling due in one year)	(2,679)	(559)
Total assets less current liabilities	13	13
Total Shareholders' Funds	13	13

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

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 2018 (please also see note 12 for further details).

Statement of Comprehensive Income

	2018	2017
	£' 000	£' 000
Turnover	1,160	1,518
Operating expenditure	(1,313)	(1,258)
Operating (loss)/surplus for the year	(153)	260
Dividend & interest receivable	35	96
Realised & unrealised investment movements	108	790
Interest payable	-	-
(Deficit)/surplus for the year	(10)	1,146
Total reserves at 1 April 2017/2016	6,097	4,951
Total reserves at 31 March 2018/2017	6,087	6,097

Statement of Financial Position as at 31 March 2018

	2018	2017
	£' 000	£' 000
Fixed assets	5,840	5,791
Current assets	336	365
Creditors (amounts falling due in one year)	(89)	(59)
Total Net Assets	6,087	6,097
Reserves		
Income and expenditure reserve	247	306
Revaluation reserve	117	113
Designated reserve	9	9
Endowment reserve	5,714	5,669
Total Reserves	6,087	6,097

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

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 2018 (please also see note 12 for further details).

Statement of Financial Activities

	2018	2017
	£' 000	£' 000
Income- donations, and legacies (revenue)	1,245	572
Income – charitable activities (includes grant from Jewish Care)	1,066	1,419
Expenditure on – raising all charitable funds	(2,109)	(2,027)
Net income after expenditure but before capital donations	202	(36)
Capital donations	-	500
Net income after capital donations	202	464
Total funds at 1 April 2017/2016	2,751	2,287
Total funds at 31 March 2018/2017	2,953	2,751

Balance Sheet as at the 31 March 2018

	2018	2017
	£' 000	£' 000
Fixed Assets	1,284	1,296
Current assets	1,826	1,607
Creditors (amounts falling due in one year)	(157)	(152)
Total assets less current liabilities	2,953	2,751
Charity Funds		
Designated*	1,334	1,296
Restricted	22	-
Unrestricted	1,597	1,455
Total Charity Funds	2,953	2,751

*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 2018

4. Net Income

Jewish Care has one class of business, being the provision of welfare services to the Jewish community in the United Kingdom. All income relates to continuing operations.

The net income is stated after charging:

	2018	2017
	£' 000	£' 000
Staff costs (note 6)	34,379	32,429
Depreciation (note 10)	2,919	2,894
Operating Leases – buildings	185	185
Operating leases – equipment & vehicles	408	408
Auditors' remuneration (excludes VAT)		
- audit fees including £36,700 (2017: £35,700) in respect of the Charity	47	46
- other services in respect of the Charity (internal audit)	45	12

5. Donations and Legacies

	2018	2017
	£' 000	£' 000
Legacy income	6,089	7,051
Revenue donations	11,865	11,696
Capital project donations towards construction costs	7,061	4,285

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

6. Staff Costs

	2018	2017
	£' 000	£' 000
Wages and salaries	28,447	27,587
Social security costs	2,404	2,290
Pension costs – defined contribution	1,794	1,718
Pension costs – defined benefit	1,553	609
Redundancy & termination costs	181	225
	34,379	32,429
Payments made to independent third parties for the provision of staff	166	108

Employees received £82,016 (2016/17: £62,956) 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 £845,065 (2016/17: £845,168), 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 1,318 (2016/17: 1,334). Of these, the average number of employees directly involved in care related work was 651 (2016/17: 593). Volunteers do not receive any remuneration for their volunteering time but can be re-imbursed for out of pocket expenses where applicable. The Charity average head count was 1,228 (2016/17: 1,249) with staff costs of £32.2m (2016/17: £30.3m). The contribution of many thousands of hours given by our 3,000 unpaid volunteers has not been reflected in these accounts.

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:

	2018	2017
	No	No
Emoluments of employees:		
£60,001 - £70,000	5	2
£70,001 - £80,000	6	5
£80,001 - £90,000	1	-
£90,001 - £100,000	3	4
£110,001 - £120,000	1	-
£120,001 - £130,000	1	1
£130,001 - £140,000	1	2
£140,001 - £150,000	1	-
£200,001 - £210,000	-	1
£210,001 - £220,000	1	-

The former Chief Executive falls in the highest banding above.

Employer's pension contributions for employees whose emoluments exceeded £60,000 were £153,243 (2016/17: £124,669).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

7. Analysis of Expenditure 2018

	Direct					2018	2017
	Personnel	Fundraising	Establishment	Client/Other	Central	Totals	Totals
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Fundraising	1,478	1,186	211	277	177	3,329	3,231
Totals	1,478	1,186	211	277	177	3,329	3,231
Charitable activities							
Care Homes	21,769	-	5,764	2,515	3,419	33,467	32,483
Day Centres	3,843	3	1,290	1,240	709	7,085	7,649
Home Care	1,039	-	56	79	161	1,335	1,490
Independent Living	1,791	1	765	237	91	2,885	2,661
Social Work	1,620	-	163	58	261	2,102	1,993
Indirect Community Services	1,619	1	118	23	145	1,906	1,795
Mental Health	806	213	354	-	-	1,373	1,123
Project Costs	190	10	1	2	15	218	158
Totals	32,677	228	8,511	4,154	4,801	50,371	49,352
Investment fees	-	-	-	-	89	89	267
Totals	-	-	-	-	89	89	267
Assets written off & other expenditure	-	-	-	2,022	-	2,022	-
Totals	-	-	-	2,022	-	2,022	-
Total expenditure	34,155	1,414	8,722	6,453	5,067	55,811	52,850

Personnel – salaried and agency staff providing charitable services, national insurance contributions, pension contributions, staff benefits, professional development and core training costs.

Direct Fundraising – direct costs of major events, marketing costs, various programme costs (Friends, Young Patrons etc.) and committee event costs.

Establishment – property and equipment maintenance costs to include fixed and reactive works, depreciation costs on all sites, cleaning and refuse, insurance, utilities (to include gas, electricity, council tax and water rates) computer, telephone and security costs.

Client – direct catering costs, medical supplies, therapists, and GP fees.

Central – central costs as detailed on pages 58 and 59.

Assets written off relates to the write off of former properties and related fixtures and fittings as part of the capital project development projects at Stanmore and Hendon.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

7. Analysis of Expenditure 2017

	Direct					2017
	Personnel	Fundraising	Establishment	Client	Central	Totals
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Fundraising	1,327	1,155	428	173	148	3,231
Totals	1,327	1,155	428	173	148	3,231
Charitable activities						
Care Homes	20,453	2	6,395	2,378	3,255	32,483
Day Centres	3,933	2	1,542	1,361	811	7,649
Home Care	1,117	-	57	117	199	1,490
Independent Living	1,542	1	780	242	96	2,661
Social Work	1,553	-	179	81	180	1,993
Indirect Community Services	1,496	-	146	15	138	1,795
Mental Health	645	182	251	45	-	1,123
Project Costs	145	12	-	1	-	158
Totals	30,884	199	9,350	4,240	4,679	49,352
Investment fees	-	-	-	-	267	267
Totals	-	-	-	-	267	267
Total expenditure	32,211	1,354	9,778	4,413	5,094	52,850

Personnel – salaried and agency staff providing charitable services, national insurance contributions, pension contributions, staff benefits, professional development and core training costs.

Direct Fundraising – direct costs of major events, marketing costs, various programme costs (Friends, Young Patrons etc.) and committee event costs.

Establishment – property and equipment maintenance costs to include fixed and reactive works, depreciation costs on all sites, cleaning and refuse, insurance, utilities (to include gas, electricity, council tax and water rates) computer, telephone and security costs.

Client – direct catering costs, medical supplies, therapists, and GP fees.

Central – central costs as detailed on pages 58 and 59.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

Analysis of Expenditure cont'd

Analysis of Central Costs 2018

	Human resources	Information technology	Facilities	Finance	Governance	Investment Fees	2018 Totals	2017 Totals
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Fundraising	51	18	59	35	14	-	177	148
Totals	51	18	59	35	14	-	177	148
Charitable activities								
Care Homes	979	350	1,147	671	272	-	3,419	3,255
Day Centres	203	73	238	139	56	-	709	811
Home Care	46	17	54	32	12	-	161	199
Independent Living	26	9	31	18	7	-	91	96
Social Work	75	27	88	51	20	-	261	180
Indirect Community Services	41	15	49	29	11	-	145	138
Project Costs	4	2	5	3	1	-	15	-
Totals	1,374	493	1,612	943	379	-	4,801	4,679
Investment fees	-	-	-	-	-	89	89	267
Totals	-	-	-	-	-	89	89	267
Total expenditure	1,425	511	1,671	978	393	89	5,067	5,094

Human Resources – central human resources and training department to support and administer recruitment and training in all services areas.

Information technology – central IT department to support all service areas to include day to day administration for all service areas and the support of project implementation including electronic care plans and rostering systems.

Facilities – central property department to support all estate and facilities maintenance and the support of the capital projects programme.

Finance – central finance department to support and administer the finances for all service areas to include billing, financial reporting and modelling for all service areas, budget setting, statutory accounts preparation and the support of the capital projects programme.

Governance – Chief Executive's Office costs to include internal and external audit costs and legal advice.

Investment fees – investment fees on investment portfolio linked to performance.

Central costs are allocated to expenditure on charitable activities based on a full time equivalent (FTE) basis.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

Analysis of Central Costs 2017

	Human resources	Information technology	Facilities	Finance	Governance	Investment Fees	2017 Totals
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Fundraising	40	15	52	30	11	-	148
Totals	40	15	52	30	11	-	148
Charitable activities							
Care Homes	883	321	1,155	653	243	-	3,255
Day Centres	220	80	288	163	60	-	811
Home Care	54	20	70	40	15	-	199
Independent Living	26	10	34	19	7	-	96
Social Work	49	18	64	36	13	-	180
Indirect Community Services	37	14	49	28	10	-	138
Mental Health	-	-	-	-	-	-	-
Totals	1,269	463	1,660	939	348	-	4,679
Investment fees	-	-	-	-	-	267	267
Totals	-	-	-	-	-	267	267
Total expenditure	1,309	478	1,712	969	359	267	5,094

Human Resources – central human resources and training department to support and administer recruitment and training in all services areas.

Information technology – central IT department to support all service areas to include day to day administration for all service areas and the support of project implementation including electronic care plans and rostering systems.

Facilities – central property department to support all estate and facilities maintenance and the support of the capital projects programme.

Finance – central finance department to support and administer the finances for all service areas to include billing, financial reporting and modelling for all service areas, budget setting, statutory accounts preparation and the support of the capital projects programme.

Governance – Chief Executive's Office costs to include internal and external audit costs and legal advice.

Investment fees – investment fees on investment portfolio linked to performance.

Central costs are allocated to expenditure on charitable activities based on a full time equivalent (FTE) basis.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

8. Interest payable

	2018	2017
	£' 000	£' 000
Interest payable on Barclays term loan	71	84
	71	84

9. Investment Income

	2018	2017
	£' 000	£' 000
Dividends and interest receivable	1,034	988
Short-term deposit and sundry income	73	34
	1,107	1,022
Portfolio management fees	(89)	(267)
	1,018	755

Of the above, £743,159 (2016/17: £719,238) relates to income from listed investments.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

10. Tangible Assets

Group

	Freehold land and buildings	Assets under Construction	Long leasehold land and buildings	Equipment	Motor vehicles	Total
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Cost						
At 1 April 2017	112,220	4,873	1,152	12,312	13	130,570
Additions	901	11,279	-	913	-	13,093
Disposals	(1,564)	-	-	(476)	-	(2,040)
Write down of depreciated assets*	(7,573)	-	(127)	(5,089)	-	(12,789)
At 31 March 2018	103,984	16,152	1,025	7,660	13	128,834
Depreciation						
At 1 April 2017	22,939	-	419	9,016	-	32,374
Charge for period	2,097	-	20	800	2	2,919
Disposals	(534)	-	-	(363)	-	(897)
Write down of depreciated assets*	(5,970)	-	(127)	(4,992)	-	(11,089)
At 31 March 2018	18,532	-	312	4,461	2	23,307
Net book value						
At 31 March 2018	85,452	16,152	713	3,199	11	105,527
At 31 March 2017	89,281	4,873	733	3,296	13	98,196

Tangible assets are all primarily used for charitable purposes.

*The write down of depreciated assets relates in part to the full write down of the former Care Home Ella and Ridley Jacobs House following its demolition prior to the current re-development of the Independent Living site, Wohl Court at Hendon. The other part relates to the write down of 50% of the former Princess Alexandra Care Home following its partial demolition prior to the current re-development of the Care Campus, Sandringham at Stanmore.

Barclays Bank PLC hold a legal charge on the Jewish Care Charity only 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. The Jewish Care Pension Trustees limited also hold a collateral security arrangement with a fixed security charge over the Maurice and Vivienne Wohl Campus.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

10. Tangible Assets (Continued)

Company

	Freehold land and buildings	Assets under construction	Long leasehold land and buildings	Equipment	Motor vehicles	Total
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Cost						
At 1 April 2017	106,664	5,621	1,152	11,621	-	125,058
Additions	901	8,481	-	897	-	10,279
Disposals	(1,564)	-	-	(476)	-	(2,040)
Write down of depreciated assets*	(7,573)	-	(127)	(5,089)	-	(12,789)
At 31 March 2018	98,428	14,102	1,025	6,953	-	120,508
Depreciation						
1 April 2017	21,560	-	419	8,360	-	30,339
Charge for the period	1,990	-	20	781	-	2,791
Disposals	(534)	-	-	(363)	-	(897)
Write down of depreciated assets*	(5,970)	-	(127)	(4,992)	-	(11,089)
At 31 March 2018	17,046	-	312	3,786	-	21,144
Net book value						
At 31 March 2018	81,382	14,102	713	3,167	-	99,364
At 31 March 2017	85,104	5,621	733	3,261	-	94,719

Tangible assets are all primarily used for charitable purposes.

*The write down of depreciated assets relates in part to the full write down of the former Care Home Ella and Ridley Jacobs House following its demolition prior to the current re-development of the Independent Living site, Wohl Court at Hendon. The other part relates to the write down of 50% of the former Princess Alexandra Care Home following its partial demolition prior to the current re-development of the Care Campus, Sandringham at Stanmore.

Barclays Bank PLC hold a legal charge on the Jewish Care Charity only 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. The Jewish Care Pension Trustees limited also hold a collateral security arrangement with a fixed security charge over the Maurice and Vivienne Wohl Campus.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

11. Investments

Movement in investments

Group	Investment	Other	2018	2017
	properties	investments	Total	Total
	£' 000	£' 000	£' 000	£' 000
At 1 April	55	35,940	35,995	30,459
Additions	-	3,844	3,844	3,810
Disposals	-	(13,268)	(13,268)	(5,245)
Cash movements	-	(736)	(736)	1,333
Minority interest adjustment	-	88	88	(88)
Realised gain/(loss)	-	268	268	434
Unrealised gain	-	805	805	5,292
At 31 March	55	26,941	26,996	35,995

Company

	Investment	Other	2018	2017
	properties	investments	Total	Total
	£' 000	£' 000	£' 000	£' 000
At 1 April	55	31,580	31,635	26,875
Additions	-	3,844	3,844	3,810
Disposals	-	(10,268)	(10,268)	(5,245)
Cash movements	-	(737)	(737)	1,333
Minority interest adjustment	-	-	-	(88)
Transfer to Joel Emanuel Almshouse Trust	-	(92)	(92)	(717)
Realised gain/(loss)	-	268	268	434
Unrealised gain	-	802	802	5,233
At 31 March	55	25,397	25,452	31,635

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 (2016/17 £55,000) based on a freehold vacant possession of £1,690,000, a deferment rate of 3.75% with 94 years to expiry.

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	4,500	4,417	4,426	4,347
Equities and convertibles	19,724	13,844	18,275	12,716
Hedge Funds and Commodities	1,273	1,215	1,273	1,215
Deposits	1,444	1,434	1,413	1,402
	26,996	20,932	25,452	19,712

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

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. The linked Charities are consolidated on the basis of common management control. 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 (£43k) and net liabilities of (£40k). Linked Charity numbers are also disclosed where available.

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)	Jewish Care is the sole Company law member of JAMI (Co. No. 02618170)
Marian Gerver Properties Limited	100% subsidiary (Co. No. 706174) dissolved 14/6/18
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
Nathan Simpson Trust	Linked Charity – 802559-20
The Levy Charitable Trust	Linked Charity – 802559-3
George Julian Egerton Fund	Linked Charity – 802559-1
Endowment Funds as linked charities	
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 2018

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

13. Debtors

	Group		Company	
	2018	2017	2018	2017
	£' 000	£' 000	£' 000	£' 000
Trade Debtors	2,042	1,762	1,925	1,650
Amounts owed by subsidiary undertakings	-	-	2,931	3,205
Other debtors	1,524	529	467	409
Monies due from HM Revenue & Customs	1,164	91	94	31
Prepayments	952	729	839	662
Accrued income	280	2,686	267	2,678
	5,962	5,797	6,523	8,635

14. Stock

Group and Company	2018	2017
	£' 000	£' 000
Food and cleaning stocks	147	99
	147	99

Stocks represent unused and unsold hotel services stock at the 31 March 2018.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

15. Creditors – Amounts falling due within one year

	Group		Company	
	2018	2017	2018	2017
	£' 000	£' 000	£' 000	£' 000
Barclays loan facility	1,000	1,000	1,000	1,000
Amounts owed to subsidiary undertakings	-	-	4,045	6,669
Trade creditors	2,367	3,177	2,237	2,879
Other creditors	1,602	1,603	1,544	1,515
Taxation and social security	623	591	593	563
Accruals	3,507	2,122	3,462	2,042
Deferred Income (note 16)	142	248	123	248
Advance funds from the Otto Schiff Housing Asc.	268	399	268	399
	9,509	9,140	13,272	15,315

Jewish Care holds funds in the amount of £230,552 (2016/17: £304,326) 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 from/to subsidiaries to the Company relates to the intercompany balance with Community Trading Limited at £2,599k (owed from) and the Joel Emmanuel Almshouse Trust at £267k (owed to).

16. Deferred Income

	Group	Company
	£' 000	£' 000
Balance at 1 April 2017	248	248
Amount released to income earned from charitable activities	(106)	(125)
Balance at the 31 March 2018	142	123

17. Financial Instruments

	Group		Company	
	2018	2017	2018	2017
	£' 000	£' 000	£' 000	£' 000
Financial assets measured at fair value	25,497	31,306	23,772	27,273
Financial assets measured at initial recognition	20,597	12,681	15,963	10,030
Financial liabilities measured at initial recognition	9,824	11,613	9,605	11,188

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

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

	Group		Company	
	2018	2017	2018	2017
	£' 000	£' 000	£' 000	£' 000
Barclays loan facility	4,232	5,232	4,232	5,232
	4,232	5,232	4,232	5,232

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.

19. 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 £8m (2016/17 net surplus of £3.1m).

20. Endowment Funds 2018

The funds below represent the value of the endowments at the 31 March 2018 which were to provide support to the general objectives of Jewish Care. Transfers include the re-allocation of funds between restricted and general funds.

Group	1 April 2017	Income	Expenditure	Transfers/ Gain/loss	31 March 2018
	£' 000	£' 000	£' 000	£' 000	£' 000
Maurice and Samuel Lyon Home	707	-	(27)	-	680
Joel Emmanuel Trust ¹	5,669	92	(46)	-	5,715
Other trusts	405	-	(7)	-	398
Maitland Joseph Trust ²	9,626	18	(3)	-	9,641
	16,407	110	(83)	-	16,434

1. Please refer to the financial statements for the Joel Emanuel Trust for further information on this Trust, £3m of the endowment funds have been applied to the Independent Living scheme, Wohl Court in Hendon, currently under construction.

2. £7m of the Maitland Joseph endowment funds have been applied to the care campus at Sandringham at Stanmore, currently under construction.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

20. Endowment Funds 2017

The funds below represent the value of the endowments at the 31 March 2017 which were to provide support to the general objectives of Jewish Care. Investment management fees of £87k have been allocated to the endowment funds (2015/16: £74k). Investment fee allocations are based on market performance and valuation in the endowment fund. Transfers include the re-allocation of funds between restricted and general funds.

Group

	1 April 2016	Income	Expenditure	Transfers/ Gain/loss	31 March 2017
	£' 000	£' 000	£' 000	£' 000	£' 000
Maurice and Samuel Lyon Home	733	-	(26)	-	707
Joel Emmanuel Trust ¹	5,001	-	(49)	717	5,669
Other trusts	347	15	-	43	405
Maitland Joseph Trust ¹	6,653	-	-	2,973	9,626
	12,734	15	(75)	3,733	16,407

1. Please refer to the financial statements for the Joel Emanuel Trust for further information on this Trust, the endowment funds will be applied to the development of the next Independent Living scheme.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

21. Restricted Funds – Group 2018

	1 April 2017	Income	Expenditure	Net Gains/ Transfers in/(out)	31 March 2018
	£' 000	£' 000	£' 000	£' 000	£' 000
Sidney Corob	-	52	(52)	-	-
Holocaust Survivors' Centre	-	28	(28)	-	-
Michael Sobell Community Centre	-	27	(27)	-	-
Kun Mor and George Kiss Home	-	11	(11)	-	-
Jack Gardner House ¹	1,301	43	(43)	(1,301)	-
Hyman Fyne	-	121	(121)	-	-
Vi & John Rubens	-	23	(23)	-	-
Sinclair House ²	2,417	167	(34)	802	3,352
Special Day Centres	-	35	(35)	-	-
Otto Schiff	-	119	(119)	-	-
Lady Sarah Cohen House	-	147	(147)	-	-
Princess Alexandra	-	26	(26)	-	-
Rubens House	-	15	(15)	-	-
Clore Manor	-	19	(19)	-	-
Rosetrees	-	13	(13)	-	-
Disability Arts & Dementia	-	47	(47)	-	-
Community Support	-	393	(393)	-	-
Homecare	-	51	(51)	-	-
Others ³	-	146	(146)	-	-
Sandringham/Betty and Asher Loftus Centre ⁴	-	7,061	-	(7,061)	-
JAMI ⁵	-	198	(175)	-	23
Totals⁶	3,718	8,742	(1,525)	(7,560)	3,375

1. Jack Gardner House represents a property donated in prior years, covenants attached to the property expired on the 12 May 2017 and so its transfer to designated assets.

2. 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 develop the site, £697k of which have been spent on planning fees and duly capitalised pending full development of the site, other transfers relate to cash designated for use on this project.

3. Other restricted funds consist of funds that are to be used to fund entertainment for the residents in the Care Homes and other smaller amounts with restricted spending requirements.

4. The majority of the capital pledges received are towards the development of the Sandringham campus at Stanmore currently under construction. Due to the phased nature of capital pledges there were a number also received towards the construction of the Betty and Asher Loftus Centre opened in 2015/16 at Colney Hatch.

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

6. Restricted reserves for the Charity are £3,352k (2016/17: £3,718k) the numbers above excluding the funds for JAMI.

Income relates to all fundraising income and fees specifically raised for the resources as detailed above. Expenditure relates to all expenditure linked to that with which it was fundraised for, for example care home operations and funds for resident entertainment.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

21. Restricted Funds – Group 2017

	1 April 2016	Income	Expenditure	Net Gains/ Transfers in/(out)	31 March 2017
	£' 000	£' 000	£' 000	£' 000	£' 000
Sidney Corob	-	418	(418)	-	-
Holocaust Survivors' Centre	-	118	(118)	-	-
Michael Sobell Community Centre	-	136	(136)	-	-
Kun Mor and George Kiss Home	-	12	(12)	-	-
Jack Gardner House ¹	1,322	316	(337)	-	1,301
Rela Goldhill Lodge	34	-	(34)	-	-
Vi & John Rubens	-	19	(19)	-	-
Sinclair House ²	2,231	186	-	-	2,417
Special Day Centres	-	122	(122)	-	-
Otto Schiff	-	84	(84)	-	-
Lady Sarah Cohen House	-	54	(54)	-	-
Princess Alexandra	-	23	(23)	-	-
Rubens House	-	20	(20)	-	-
Clore Manor	7	51	(58)	-	-
Rosetrees	-	20	(20)	-	-
Disability Arts & Dementia	-	164	(164)	-	-
Community Support	-	50	(50)	-	-
Others ³	2	25	(27)	-	-
Stanmore/Betty and Asher Loftus Centre ⁴	-	3,785	-	(3,785)	-
JAMI ⁵	32	703	(331)	(404)	-
Totals⁶	3,628	6,306	(2,027)	(4,189)	3,718

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

2. 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 develop the site, £697k of which have been spent on planning fees and duly capitalised pending full development of the site.

3. Other restricted funds consist of funds that are to be used to fund entertainment for the residents in the Care Homes and other smaller amounts with restricted spending requirements.

4. The majority of the capital pledges received are towards the development of the Sandringham site at Stanmore site that received planning consent in August 2015. Due to the phased nature of capital pledges there were a number also received towards the construction of the Betty and Asher Loftus Centre opened in 2015/16 at Colney Hatch.

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

6. Restricted reserves for the Charity are £3,718k (2015/16: £3,596k) the numbers above excluding the funds for JAMI.

Income relates to all fundraising income and fees specifically raised for the resources as detailed above. Expenditure relates to all expenditure linked to that which it was fundraised for, for example care home operations and funds for resident entertainment.

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

22. Summary of Funds 2018

Group

	Brought forward	Income	Expenditure	Gain/losses	Transfers in/(out)	Carried forward
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Unrestricted funds	94,626	54,988	(54,203)	851	7,560	103,822
Restricted funds	3,718	8,742	(1,525)	-	(7,560)	3,375
Endowment funds	16,407	-	(83)	110	-	16,434
Total Funds	114,751	63,730	(55,811)	961	-	123,631

Please refer to the individual notes for further details on transfers.

Summary of Funds 2017

Group

	Brought forward	Income	Expenditure	Gain/losses	Transfers in/(out)	Carried forward
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Unrestricted funds	91,559	49,767	(50,748)	1,763	2,285	94,626
Restricted funds	3,628	6,306	(2,027)	-	(4,189)	3,718
Endowment funds	12,734	15	(75)	1,829	1,904	16,407
Total Funds	107,921	56,088	(52,850)	3,592	-	114,751

Please refer to the individual notes for further details on transfers.

Summary of Funds 2018

Company

	Brought forward	Income	Expenditure	Gain/losses	Transfers in/(out)	Carried forward
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Unrestricted funds	88,133	50,465	(49,616)	835	7,559	97,376
Restricted funds	3,718	8,543	(1,349)	-	(7,559)	3,353
Endowment funds	9,626	-	-	17	-	9,643
Total Funds	101,477	59,008	(50,965)	852	-	110,372

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

22. Summary of Funds cont'd

Summary of Funds 2017

Company

	Brought forward	Income	Expenditure	Gain/losses	Transfers in/(out)	Carried forward
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Unrestricted funds	85,719	45,579	(46,364)	1,311	1,888	88,133
Restricted funds	3,596	5,603	(1,696)	-	(3,785)	3,718
Endowment funds	6,653	-	-	1,076	1,897	9,626
Total Funds	95,968	51,182	(48,060)	2,387	-	101,477

23. Analysis of Group Net Assets Between Funds 2018

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Fund Balances at 31 March 2018						
Tangible fixed assets	14,339	662	90,526	-	-	105,527
Investments	1,955	-	-	25,041	-	26,996
Current assets	140	2,713	10,899	6,843	-	20,595
Liabilities	-	-	(5,232)	(8,509)	-	(13,741)
Pension scheme liability	-	-	-	-	(15,746)	(15,746)
Total Net Assets	16,434	3,375	96,193	23,375	(15,746)	123,631

Designated funds represent the net book value of Jewish Care's unrestricted tangible fixed assets £90,526k, designated cash of £10,899k and the Barclays loan of (£5,232k).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

23. Analysis of Group Net Assets Between Funds 2017

	Endowment funds	Restricted funds	Designated funds	General funds	Pension funds	Total funds
	£' 000	£' 000	£' 000	£' 000	£' 000	£' 000
Fund Balances at 31 March 2017						
Tangible fixed assets	4,411	1,948	91,837	-	-	98,196
Investments	11,846	-	-	24,149	-	35,995
Current assets	150	1,770	-	9,499	-	11,419
Liabilities	-	-	(5,232)	(9,140)	-	(14,372)
Pension scheme liability	-	-	-	-	(16,487)	(16,487)
Total Net Assets	16,407	3,718	86,605	24,508	(16,487)	114,751

Designated funds represent the net book value of Jewish Care's unrestricted tangible fixed assets £91,837k and the Barclays loan of (£5,232k).

24. Revaluation Reserve Group

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) (2016/17 a negative (£33k)) the balance of the revaluation reserve relates to investments.

	2018	2017
	£,000	£,000
Unrestricted reserves	5,544	5,732
Endowment reserves	444	2,908
Total revaluation reserve	5,988	8,640

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

25. Notes to the Statement of Cash Flow

Reconciliation of net income to net cash outflow from operating activities

	2018	2017
	£' 000	£' 000
Net income for the year	7,919	3,239
Adjustments for:		
Depreciation charges	2,919	2,894
Impairment	1,705	-
Profit on disposal of Property	(6,110)	-
Increase in creditors within one year	369	699
Adjustment for pension funding	126	143
(Increase) in debtors & stock	(213)	(1,203)
Net dividends, interest and returns on investments	(1,018)	(754)
Net cash provided by operating activities	5,697	5,018

Analysis of changes in cash during the year

	£' 000	£' 000
At 1 April 2017/1 April 2016	5,523	4,879
Net cash inflow	8,963	644
At 31 March 2018/31 March 2017	14,486	5,523

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Notes to the Accounts for the year ended 31 March 2018

Analysis of change in net debt for the year

	At 1 April 2017	Cashflow	At 31 March 2018
	£' 000	£' 000	£' 000
Cash at bank and on hand	5,523	8,963	14,486
Bank Overdraft	-	-	-
Barclays loan	(6,232)	1,000	(5,232)
	(709)	9,963	9,254

Analysis of cash and cash equivalents

	2018 £' 000	2017 £' 000
Cash in Hand	4,231	3,004
Notice Deposits (less than 3 months)	10,255	2,519
Total cash and cash equivalents	14,486	5,523

26. Contingent Liabilities

There were no contingent liabilities at 31 March 2018. (2016/17 one of Jewish Care's properties, Jack Gardner House was held under certain covenants attached by a donor, the terms of the covenant expired on the 12 May 2017 with the restrictions as stated lifted by expiry of time, the property now belongs to Jewish Care).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

27. Pensions

General

Jewish Care has two pension schemes, the first being the Group Personal Pension plan, a defined contribution scheme administered by Legal and General, with total contributions (employer and employee) of £1.8m (2016/17: £1.7m) were paid in the year ended 31 March 2018. Liabilities at the 31 March 2018 were £232,177 due to timing (2016/17: £NIL). 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 April 2016 by Barnet Waddingham. 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. 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. A collateral security arrangement (fixed security on the Maurice and Vivienne Wohl Campus) a deed of priority and a revised investment strategy have been agreed by Jewish Care and the Pension Trustees. This will reduce the charity's exposure to any potential deterioration in the future. In agreement with the Pension Trustees, the contributions to the scheme from Jewish Care continue at an annual payment of £1.5m from April 2018 (£1.5m April 2017).

The cash contribution made by the employers over the financial year in respect of the scheme was £1,526,000 (2016/17: £609,000). The charge to the accounts under FRS102 was £673,000 (2016/17: £751,000). The contribution rate made by the Company as a percentage of pensionable salary was 4% (2016/17: 4%).

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

	2018	2017
Discount rate	2.65% p.a.	2.70% p.a.
Retail price index (RPI) inflation	3.50% p.a.	3.50% p.a.
Consumer price index (CPI) inflation	2.50% p.a.	2.50% p.a.
Revaluation in deferment	3.50% p.a.	3.50% p.a.
Pension increases		
RPI max 5%	3.35% p.a.	3.35% p.a.
RPI max 2.5%	2.30% p.a.	2.30% p.a.
CPI max 3%	2.10% p.a.	2.10% p.a.
Pre and Post retirement mortality assumption*	100% of S2NXA CMI_2017 [1.25%]	100% of S2NXA CMI_2016 [1.25%]
Tax free cash	Members are assumed to commute 25% of their pension based on the factors agreed in September 2016	Members are assumed to commute 25% of their pension based on the factors agreed in September 2016
Assumed retirement age	Active deferred 63, deferred pensioner members retire at 60	Active deferred 63, deferred pensioner members retire at 60
Expected rate of return on the Scheme's assets*	2.65% p.a.	2.70% p.a.

*see extract from table below for a male and female member at life expectancies age 45 and 65

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

27. Pensions (cont'd)

Life expectancy at age 65 Mortality assumption	31 March 2018 Years	31 March 2017 Years
Male currently aged 45	23.5	23.7
Female currently aged 45	25.7	25.7
Male currently aged 65	22.2	22.3
Female currently aged 65	24.2	24.2

Amounts recognised in the Balance Sheet	Value at 31 March 2018 £' 000	Value at 31 March 2017 £' 000
Fair value of assets	50,685	51,093
Present value of funded obligations	(66,431)	(67,580)
(Deficit)	(15,746)	(16,487)

Amounts recognised in the Statement of Financial Activities over the year	31 March 2018 £' 000	31 March 2017 £' 000
Current service cost	-	-
Administration costs	245	239
Interest on liabilities	1,780	2,010
Interest on assets	(1,352)	(1,498)
Past service cost	-	-
Settlement cost	-	-
Total	673	751

Re-measurements over the year	31 March 2018 £' 000	31 March 2017 £' 000
(Gain) on scheme assets in excess of interest	(301)	(9,553)
Experience loss/(gains) on liabilities	273	(916)
(Gain)/Losses from changes to demographic assumptions	(390)	698
Losses from changes to financial assumptions	530	11,906
Changes in effect of asset ceiling	-	-
Total re-measurements	112	2,135

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

27. Pensions (cont'd)

Reconciliation of assets and Defined Benefit Obligation

The change in the assets over the period was:	31 March 2018	31 March 2017
	£' 000	£' 000
Fair value of assets at the beginning of the period	51,093	42,014
Interest on assets	1,352	1,498
Company contributions	1,526	609
Contributions by Scheme participants	-	-
Benefits paid	(3,342)	(2,342)
Administration Costs	(245)	(239)
Change due to settlements	-	-
Return on plan assets less interest	301	9,553
Fair value of assets at the end of the period	50,685	51,093

The change in the liabilities over the period was:	31 March 2018	31 March 2017
	£' 000	£' 000
Defined Benefit Obligation at the beginning of the period	67,580	56,224
Current service cost	-	-
Contributions by Scheme participants	-	-
Past service cost	-	-
Interest cost	1,780	2,010
Benefits paid	(3,342)	(2,342)
Change due to settlements	-	-
Experience loss/(gain) on defined benefit obligation	273	(916)
Changes to demographic assumptions	(390)	698
Changes to financial assumptions	530	11,906
Defined Benefit Obligation at the end of the period	66,431	67,580

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

28. Commitments under operating leases

Group - Payments

The groups future minimum operating lease payments are as follows:

	2018	2017
	£' 000	£' 000
Within one year	551	593
Between one and five years	978	1,344
Over five years	3,096	3,281

The charge to the statement of financial activities in 2018 is £594k (2016/17: £593k). £408k (2017: £408k) relates to the lease of buses and photocopiers with the £185k (2017: £185k) relating to property.

Company - Payments

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

	2018	2017
	£' 000	£' 000
Within one year	366	407
Between one and five years	237	603
Over five years	-	-

The charge to the statement of financial activities in 2018 is £408k (2016/17 £407k). £408k relates to the lease of buses and photocopiers.

Group – Receipts

The groups future minimum operating lease receipts are as follows:

	2018	2017
	£' 000	£' 000
Within one year	76	76
Between one and five years	130	155
Over five years	55	84

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

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

29. Contingent Assets

At 31 March 2018, 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.

30. Capital Commitments

In July 2017 Jewish Care's 100% subsidiary Community Trading Limited entered into capital commitments to develop Wohl Court, the independent living site at Hendon (amount committed - £6.3m) and to develop the care campus Sandringham at Stanmore (amount committed - £34.2m).

31. Related Party Transactions

In 2018 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 £818,953 (2016/17: £792,289) to Jewish Care. At the 31 March 2018 there were amounts owed from Community Trading Limited of £2,598,606 (2016/17: owed from £276,543)

Joel Emanuel Almshouse Trust (Subsidiary):

Jewish Care operates Sidney Corob House on behalf of the Joel Emanuel Almshouse Trust. At the 31 March 2018 there were amounts owed to the Joel Emanuel Almshouse Trust of £267,260 (2016/17 owed to the Joel Emanuel Almshouse Trust £282,610).

JC Switzerland Foundation (Common Trustee):

JC Switzerland is an independent foundation that donated £39,557 to Jewish Care during the year (2016/17: £110,126). At the 31 March 2018 there were amounts owed to Jewish Care of £36,483 (2016/17 £36,483).

Jewish Association for Mental Illness (Subsidiary):

The transfer of grant funding to the Jewish Association for Mental Illness in the amount of £765,257 (2016/17: £765,257). At the 31 March 2018 there was an amount due to Jewish Care of £57,513 from the Jewish Association for Mental Illness (2016/17: owed from Jewish Association for Mental Illness 45,955).

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 (2016/17: £90,000) and Raymond Harris is a Trustee of the Atkin Foundation, amount received £50,000 (2016/17: £50,000).

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 £311,077 (2016/17: £163,240).

JEWISH CARE

Notes to the Accounts for the year ended 31 March 2018

32. Consolidated Statement of Financial Activities for the year ended 31 March 2017

	2017			
Notes	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
	£' 000	£' 000	£' 000	£' 000
Income and endowments from:				
Donations and legacies	16,726	2,021	-	18,747
Capital project donations	-	4,285	-	4,285
Charitable activities	31,906	-	-	31,906
Other trading entities	129	-	-	129
Investments	1,006	-	16	1,022
Total	49,767	6,306	16	56,089
Expenditure on:				
Raising funds:				
<i>Fundraising</i>	3,231	-	-	3,231
<i>Investment fees</i>	267	-	-	267
Charitable activities	47,250	2,027	75	49,352
Total	50,748	2,027	75	52,850
Net gains on investments	3,898	-	1,828	5,726
Net income	2,917	4,279	1,769	8,965
Transfer between funds	2,285	(4,189)	1,904	-
Actuarial (loss) on defined benefit pension schemes	(2,135)	-	-	(2,135)
Net movement in funds	3,067	90	3,673	6,830
Reconciliation of funds:				
Total funds brought forward	91,559	3,628	12,734	107,921
Total funds carried forward	94,626	3,718	16,407	114,751