

Registered Charity Number: 1059050
Registered Company Number: 03263519



Norwood Ravenswood
Trustees' Annual Report and Financial Statements
31 March 2015

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Charity information

Constitution

Norwood Ravenswood operates under the name Norwood. It is a charity registered in England and Wales – Number 1059050 and a company limited by guarantee, registered in England and Wales - Number 03263519.

Auditor

Grant Thornton UK LLP
Grant Thornton House
Melton Street
Euston Square
London NW1 2EP

Investment advisors

Newton Investment Management Limited
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Solicitors

Beachcroft LLP
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Reed Smith LLP
Broadgate Tower
20 Primrose Street
London EC2A 2RS

Ingram Winter Green
Bedford House
21A John Street
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Clifford Chance LLP
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London E14 5JJ

Latham & Watkins LLP
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London EC2M 3XF

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Trustees' Annual Report

The Trustees are pleased to submit their report and the audited financial statements for the year ended 31 March 2015.

Norwood is a leading Jewish charity supporting vulnerable children and their families, children and young people with special educational needs, and people with learning disabilities at home, at school and throughout their lives. Since 1795, Norwood has always sought to improve the lives of the most vulnerable people in society. Each year, Norwood supports thousands of people with learning disabilities, and children and families in need. We provide vital, personalised services to the Jewish and wider communities in London and the South East.

Norwood believes that by maximising people's potential, they should be empowered to live the life they choose.

Delivered by 1,150 staff and supported by over 650 dedicated volunteers, Norwood provides the following wide range of services for:

HOME : Children and their families facing unique challenges

SCHOOL : Children and young people with special educational needs

LIFE : People with learning disabilities and autism throughout their lives

Children and Family Services

- Children and family support
- Norwood Nursery
- Social work
- Counselling
- Short breaks
- Support Groups
- Art Therapy
- Play Therapy
- Portage
- Transition support
- Drugline

Educational Support

- Binoh
- Hope Centre
- Educational Psychology
- Speech and Language Therapy
- Occupational Therapy
- Transition support

Learning Disability Services

- Supported Living
- Residential Care
- Education
- Norwood Nursery
- Assistive Technology
- Short break 24/7 respite
- Domiciliary respite
- Social work
- After-school clubs and holiday schemes
- Life skills and Learning
- Work Skills and Employment
- Sports and Leisure
- Enabling and Therapeutic Services
- Health and Wellbeing
- Transition

Our Objectives, Vision, Mission, Strategy and Values

Objects and activities

The Charity's objects are specifically restricted to the relief of children, young people and adults drawn primarily, but not exclusively, from the Jewish community, who are in need by reason of disability, abuse, neglect, financial hardship or other disadvantage, through providing or securing or assisting in the provision of education, training, support, care, treatment, substitute family care, adoption services, accommodation and/or other assistance of a charitable nature.

Our vision

We believe people should live the life they choose – maximising their potential.

Our mission

Providing the Jewish and wider community with high-quality, responsive services focusing on children and their families facing unique challenges, children and young people with special educational needs, and people with learning disabilities and autism.

Our values

Empowering	We empower the people who use our services to maximise their potential
Professional	We always maintains professional standards and codes of conduct with all stakeholders and strive to provide excellence throughout the organisation
Supportive	We are an organisation that is supportive to all those who turn to us; our workforce and all our stakeholders
Honourable	We are honourable in the way we carry out our business
Innovative	We will always innovate and find new approaches and practices to benefit the whole organisation and those we support

Strategic Report

This year we have continued to operate within a fast changing external environment which has included policy and funding changes, and a new inspection regime from the Care Quality Commission. These have resulted in the following pressures:

- Reductions in statutory funding
- Changes to individuals' benefits putting them and their families under increased pressure
- Changes to eligibility criteria raising thresholds to service entry
- Reductions in NHS services
- Greater reliance on voluntary funding
- Greater demand for our services to meet the shortfall in statutory services

In addition we have adjusted to changes to education funding and the need for whole school inclusion, and the implementation of the new Care Act.

The next few years will see little abatement of these pressures and Norwood is therefore reviewing its provision in all areas of service to ensure efficiency and effectiveness.

Norwood's future will be focused on five strategic aims:

1. To provide access to appropriate support and guidance for Jewish children and their families during challenging times.
2. To provide appropriate level of educational support for children with Special Educational Needs and/or Disabilities (SEND), to enable them to continue with their learning into adulthood.
3. People with a learning disability and/or Autism Spectrum Condition (ASC) will be offered a pathway and services to enable the life they choose for as long as they need it or want it.
4. To build on the skills and expertise of Norwood's workforce to support the growth of efficient and effective operational and support services.

5. To become a leading service provider with a national reputation, working in partnership with other charities, social care organisations and statutory authorities.

A comprehensive annual Business Plan is developed to progress these aims and identify annual and three year objectives.

Safeguarding

Norwood is committed to ensuring that the whole organisation is trained and ever mindful of safeguarding. All Trustees, employees and volunteers are screened through the Disclosure and Barring Service. All Trustees, employees and volunteers are trained in safeguarding and our policies are regularly updated. Regular refresher training also takes place. Norwood has in place an internal Safeguarding and Positive Behaviour Panel.

Safeguarding issues and incidents are reported to Operational Services Committee, Audit and Risk Committee and the Trustee Board, as well as to our regulators (CQC and OFSTED) and the appropriate Local Authority.

Public benefit

The Trustees confirm that they have paid due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'. Our direct activities with and for both children and families in need and people with learning disabilities are generally free at the point of delivery and the benefits we provide to both children and families in need and people with learning disabilities are set out in this report.

Norwood's 2014/15 Achievements

During 2014/15 Norwood, faced with increasing financial pressures, reduced its recurrent operational cost base by £1.4m per annum, with minimal effect on its front line services.

On 1 April 2014, Norwood's adoption service was successfully transferred into Coram, one of the largest adoption services in the UK.

Children and Family Services

In addition to providing our core services listed above, we successfully:

- Enabled 3,178 people to use Norwood's Children and Family Services during the year
- 3,035 children and parents attended our after school club at Somers Centre, Hackney
- Norwood's Nursery was rated as Outstanding following an Ofsted review
- Norwood worked with 286 individual cases with children to help them deal with adversity, increase self-esteem and improve attendance at school
- We developed a Family Support Impact Framework to measure distance travelled by children and their families. The framework was evaluated by the Charity Evaluation Service
- We expanded our partnership with the NHS providing clinics in our Hackney centre
- After a successful pilot of Norwood Drugline, the service was embedded within our Operations
- Norwood provided therapeutic groups focusing on self-esteem, social skills and self-harm issues in schools
- Streetwise@Norwood ran eight week courses and a four-day intensive summer course
- We provided, in partnership with the UJIA, our 3rd Birthright Tour for young people with learning disabilities
- Trained our staff in the Pyramid intervention model for use in schools
- Embarked on a review of our Children and Family services to enable them to respond to changing needs in the community and external influencers

Education Support Service

Norwood's Education Support Services (Binoh and HOPE) are being remodelled to enable us to offer whole school assessment and inclusion programmes. During this year:

- Binoh and HOPE supported 951 children and young people during the year
- Our Educational Psychology Service worked with over 100 children
- Educational psychologists have negotiated contracts with new schools
- The educational psychologists are providing in-house training to Norwood teams
- Binoh's Teaching Service delivered speech and language therapy training to 23 learning support assistants in Hackney
- Binoh's teaching service worked with Hackney Learning Trust to support the SEND provision in independent Jewish schools and provided specialist provision for 70 SEND students
- Our educational psychologists commenced a full training course in Hackney for learning support assistants to assist them with developing the thinking skills of children with SEND

- HOPE occupational therapists have delivered sensory diet training to schools
- Binoh's speech and language and occupational therapists delivered Lego Therapy training to schools
- Binoh's occupational therapists secured further contracts with new schools
- HOPE provided specialist, multi-disciplinary training at schools
- Specialist teachers delivered training to learning support assistants in schools
- Volunteers have been trained to provide sensory circuits, devised by HOPE occupational therapists
- Work has started to deliver vocational BTEC, functioning and thinking skills, and WorkSkills qualifications in Hasmorean high school

Services for children, young people and adults with learning disabilities or ASC

2014/15 has been a year of review and consolidation with priority focused on maintaining high quality and efficiencies against the challenging backdrop of decreasing statutory funding. Robust business models have been developed and a major restructure of senior management across accommodation services delivered significant financial savings, without effecting front line service delivery.

- Residential placements have remained at the high level of 212 individuals within 21 homes across London and Berkshire
- Supported Living has been closely reviewed and we are now experiencing exciting growth in the development of innovative new projects and supported living accommodation to support many young adults with complex and challenging needs. 97 individuals are currently in Norwood's Supported Living projects
- Our Quality Assurance framework and commitment to excellence in the delivery of adult services has been strengthened with the appointment of two senior Quality and Compliance managers
- Transition workshops and support sessions have been delivered to young people 14-25 years and their families, providing detailed awareness, information and advice on the stages of transition from children's services to adult provision
- Health and wellbeing and lifelong learning services have been strengthened and invigorated with exciting new partnerships formed with health authorities, local authorities, community based stakeholders and the private sector
- Major developments in the roll out of Assisted Technology across the organisation, implementing innovative person centred solutions, increasing individuals independence, choice and control. We have established an Assisted Technology hub showcasing the breadth of technology on offer and a working environment enabling individuals, families and professionals to conduct personalised assessments in an exploration and test environment
- We've introduced bespoke E- learning for support work staff across adult services. The E- learning modules reduce the number of hours of offsite training and promote blended learning approaches within residential environments
- Communication and engagement forums with families and advocates of service users has strengthened with a regular schedule of meetings now commonplace across all services

Strategic Objectives for 2015/16

Norwood has set 12 Strategic Objectives for 2015/16. Delivery of these is underpinned by a comprehensive and detailed Business Plan.

- Accommodation services remodelling (includes workforce alignment)
- Efficiency savings & income generation
- Develop change management skills
- Develop and implement a Quality Assurance Framework
- Recruitment & retention (includes reduction in agency spend)
- Ravenswood development
- Internal & external communication
- Partner with a strategic registered provider
- Embed UNITE –Software which holds client data
- Children & Family Services Review
- Education review
- Specialist services – dementia, autism & dual diagnosis

Financial Review

Overview

2014/15 has continued to see a very challenging economic environment, particularly for the adult social care sector. Hence, although we have implemented significant cost efficiency savings (£1.4m p.a.), Norwood has completed the financial year with an operational deficit of £1.1m. The overall financial performance can be summarised as follows:

	Year ended 31 March 2015	Year ended 31 March 2014
Operational incoming resources less operational resources expended	(£1.1m)	(£2.5m)
Exceptional non-recurring legacies and patronage	£2.8m	£2.1m
Net gains on investments	£1.7m	£0.3m
Overall increase/(decrease) in funds during the year	£3.4m	(£0.1m)

Incoming resources

Incoming resources decreased 0.6% from £36.0m to £35.8m. The largest source of incoming resources was from statutory income which has decreased due to the transfer of adoption services to another charity and Local Authority funding cuts. The other major source of incoming resources was voluntary income which increased 3.2% from £12.4m to £12.8m (inclusive of non-recurring large legacies). It is only with this voluntary income that Norwood is able to provide the quality and range of services expected by the community. Adults' Services are primarily funded through statutory income, while Children and Family Services are primarily funded through voluntary income.

Resources expended

Operational resources expended decreased 6.3% from £36.4m to £34.1m. This reflects a concerted effort to control costs across all areas following the implementation of £1.4m annualised efficiency savings.

Norwood spends as little as possible on raising voluntary income and the amount spent depends on the mix of different fundraising activities. We measure this by considering the income received for our continuing activities, eliminating amounts received to fund capital projects for future services. The direct fundraising costs have decreased from 28% to 27% of the related income.

Our largest area of expenditure is on people. During the year the average full time equivalent number of staff decreased from 769 to 744, while the resources expended on staff decreased by 4.4% from £25.0m to £23.9m.

Investment performance

Norwood holds investments in order to generate returns to help fund charitable activities and to fund future capital projects.

At the year end Norwood held investment funds with a market value of £21.5m (2014: £17.8m). During the year Norwood's investment portfolio recognised unrealised gains of £1.9m (2014: gain of £0.03m) and realised losses of £0.1m (2014: gain of £0.3m).

The return on total investments for the year was 8.5% (2014: 0.8%). The Trustees have set the investment managers a revised average long term (5 years) real return target of 4%. The Trustees were satisfied with the returns this year and will continue to closely monitor funds performance via the Investment Committee which meets at least quarterly. The Trustees retained Seven Investment Management and Newton Investment Management to manage a mixed portfolio of securities throughout the year but have taken the decision to transfer funds from Newton Investment Management to Sarasin & Partners post year end.

The Trustees are satisfied that Norwood can continue to meet all its financial obligations on an on-going basis.

Balance Sheet

During the year the Group invested £0.8m in a new building which is used to provide services.

Overall, the Net Assets have increased to £44.7m (2014: £41.3m).

The Norwood Group

Much of the activity of the Norwood Group takes place through subsidiary charities and companies. Norwood Ravenswood is primarily responsible for fundraising, The Hope Charity Limited provided special education services and Norwood Schools Limited provided charitable services to the Group. The financial performance of each subsidiary undertaking was satisfactory and summary financial results, assets and liabilities of the subsidiaries are set out in note 4.

Reserves Policy

In considering the financial reserves freely available, restricted and designated funds are excluded. The Trustees recognise that most of the unrestricted funds are used to finance tangible fixed assets such as homes and family centres which Norwood uses to provide its services and hence such assets are considered designated. The tangible fixed assets and related bank loans are therefore also excluded from freely available reserves.

Norwood's freely available reserves consist of unrestricted balance sheet fixed asset investments and liquid net current assets which are retained in order to manage Norwood's risks, safeguard activities funded by voluntary income and to fund development plans in line with our strategic aims and objectives.

Norwood receives approximately two thirds of our operating income from the government, mostly through contracts for care services with Local Authorities and the remaining one third from voluntary donations. In considering the costs associated with the cessation of any services in the event of the termination of any government contracts and the risks of a reduction in voluntary income, the Trustees have set a policy to hold free reserves equal to between 3 and 6 months of our annual expenditure (circa £8m-£16m).

At 31 March 2015 the Group had free reserves of £14m which is within the £8m-£16m target range and provides and permits generation of some income to support existing services and projects.

Basis of preparation

In preparing this report and accounts the directors have complied with the Companies Act 2006, the Charities Act 2011, the Statement of Recommended Practice "Accounting and Reporting by Charities" (revised 2005) and applicable United Kingdom accounting standards.

Auditor

The directors will place a resolution before the Annual General Meeting to reappoint Grant Thornton UK LLP as auditors for the ensuing year.

Principal Risks and Uncertainties

Management of Risk

Risk management enables Norwood to manage its threats and opportunities. The trustees and senior management are committed to embedding risk management in all of the organisation's operational practices so that we can identify and mitigate all risks associated with Norwood's activities. Our approach to risk management and the processes implemented for identification, assessment, review and reporting of risks is set out in Norwood's Risk Management Policies and Procedures document.

Internal control risks are minimised by robust governance procedures for authorisation of all transactions and projects as well as best practice procedures to ensure the health and safety of our workforce, people we support and visitors to our premises.

A corporate risk register is maintained which identifies the key risks and their associated probability of occurrence and likely level of impact against which key mitigating actions are identified and implemented. The corporate risk register is reviewed regularly by the Directors and presented for review to the Audit and Risk Committee on an annual basis. In addition, internal audit work is directed to address key areas of risk identified. The Audit and Risk Committee review of the risk register is planned to increase to quarterly during the coming year with a deeper focus on selected risks each time.

Three of the key risks identified for Norwood for the year ended 31 March 2015 were:-

Risk	Mitigating Action
Volatility and decline of voluntary income resulting from recession and intense competition together with an ageing population reducing legacy donations	Clear messaging of the needs of the people Norwood supports; demonstrating the impact of money spent by Norwood and development of a legacy programme
Continuing impact of budget cuts on our local authority income exacerbating the shortfall in funding versus costs of service provision	Maintain open and honest dialogue with local authorities and continually review opportunities for efficiencies within the costs of service provision
Reputational risks associated with a serious untoward incident involving people we support e.g. safeguarding, accident	Education and messaging to raise and maintain awareness of safeguarding and whistleblowing at all levels of the organisation. Rigorous training in health and safety for all our workforce and comprehensive risk assessments for all people we support

In addition to the above each department or service of Norwood continually reviews and updates its organisational plans and risks including business continuity with such plans being fully tested and reported to the Audit and Risk Committee.

The Trustees are of the opinion that reasonable steps have been taken to ensure that the major risks to which Norwood is exposed are identified and reviewed and that there are systems in place to mitigate them, whilst recognising that such processes are designed to manage rather than eliminate all major risks and that they can provide only reasonable but not absolute reassurance.

Governance, Trustee Board and Trustees' responsibilities

Patron

HM The Queen

President

Richard Desmond (resigned 31st March 2015)

Patron of Children's services

Cherie Blair

Patron of Adults' services

Norma Brier

Trustee Board

The Trustees have a broad range of backgrounds, including social care, voluntary sector, business, property, law and accountancy. Members of the Board of Trustees are drawn from the Members and appointed by the Board. The Board uses public advertisement as one of the tools to achieve an appropriate mix of gender, skills and expertise. Selection is by a panel of Trustees.

Trustees (and directors of the company)

David Ereira	Chairman
Julia Chain	Deputy Chairman
Andrew Viner	Joint Treasurer
David Stanton	Joint Treasurer
Gary Sacks	Fundraising Chairman – Resigned on 21 November 2014
Estelle Doctor	
Ian Fagelson	
Linda Goldberg	
Elliott Goldstein	
Ronnie Harris	Vice President
Neville Kahn	
Mark Pollack	Fundraising Chairman
Lady Elaine Sacks	
Anthony Rabin	Appointed on 1 May 2015

The group purchases Directors' and Officers' indemnity cover at an annual premium of £7,000.

David Ereira - Chair

David is a commercial investment real estate surveyor with a long involvement with Norwood dating back to 1992. He has a strong belief in the mentoring, development and involvement of young lay people in all aspects of communal and charitable work.

David founded YN (for 21-35 year olds), one of the largest young professional lay networks with 2-3,000 active members within the community. He holds a number of responsibilities within Norwood, including Chair of our Advisory Council and is active on Operational, Corporate and Fundraising Committees.

David is also currently involved in several other communal organisations:

- Norwood's representative at the Jewish Leadership Council
- Chair of SEN Advisory Group to the Partnership Association of Jewish Schools
- Trustee of Sephardi S & P Community
- Advisory Board of Chabad Lubavitch UK

Julia Chain – Deputy Chair

Julia qualified as a solicitor, specialising in corporate finance law. She held senior legal roles in various companies, including Managing Partner, Andersen Legal and General Counsel, T-Mobile UK. She moved into management consultancy in 2004 advising Law Firms and Corporate Law departments

Julia spent 6 years as first Commissioner and then Deputy Chair of the Commission for Racial Equality (CRE) with a particular interest in issues concerning the Jewish community in Britain.

She has a number of non-executive positions including:

- Member of the Strategy Board of the Law and Business faculty of St Gallen University, Switzerland
- Non-Executive Frontier Economics Consultancy
- Founder Governor of Rimon Jewish Free School

Andrew Viner – Joint Treasurer

Andrew is a Chartered Accountant and a Fellow of the Securities Institute, with a BSc (Hons) in Management Sciences from Manchester University. Having worked at Andersen and KPMG, he is now a Partner with the world's fifth largest accountancy network, BDO LLP, where he specialises in media and technology.

David Stanton - Joint Treasurer

David is an Asset Director for Ontario Airports Investments Limited (OAIL) which is majority owned by the Ontario Teachers' Pension Plan (OTPP) of Canada. OAIL provides investment management services on behalf of OTPP for Brussels, Bristol, Birmingham and Copenhagen Airports. He is currently Deputy Chairman and Chairman of the Audit Committee of Copenhagen Airports as well as a member of the Board of Directors and Audit Committee of Birmingham Airport. He previously spent 10 years as Corporate Development Director with BBA Aviation PLC.

David qualified as a Chartered Accountant with PWC in 1994 and has been involved with Norwood since 2011 assisting with the recent strategic review and other financial and business related activities.

Andrew and David work together to support our Chief Financial and Operating Officer to ensure that Norwood's finances are prudently managed. Andrew is Chair of the Audit and Risk Committee and Investment Committee and attends the Corporate Services Committee. David is the Chair of the Corporate Services Committee and attends the Audit and Risk committee. Between them, these committees oversee finance, health and safety, IT, property, audit and risk management within Norwood.

Mark Pollack – Fundraising Chair

Mark is a founding partner of Aston Chase, an independent niche estate agency practice established in 1985. Aston Chase is widely recognized as one of London's most respected agencies focusing on Sales, Lettings and New Homes throughout Central and North West London.

Mark is also a Director and Board member of both The London Magazine and Fabric, which are two of London's leading lifestyle/property publications

Mark has been an active fundraiser for Norwood for over 25 years, and has Co-Chaired the Norwood Property Lunch

committee for the last three years. In addition, he has participated in multiple Norwood International Cycle Challenges and has run two marathons raising vital funds for Norwood and other worthy causes.

Estelle Doctor

Estelle is a Chartered Psychologist, Coach and Team Facilitator with a PhD in Psychology from Birkbeck College, University of London. She is a member of the British Psychological Society and the Association for Coaching. Her experience includes:

- Directing a team at a Learning Disabilities Centre in South Africa
- Establishing the Literacy Assessment & Research Centre in the UK
- Serving as a Certified Forum Facilitator for the Young Presidents' Organisation, World Presidents' Organisation and the Young Entrepreneurs' Organisation
- Lecturing widely at universities and conferences and appearing on radio and television.

Estelle is a Board member of the South Hampstead Synagogue and a Governor representing Norwood at JCoss.

Ian Fagelson

Ian retired from partnership with the international law firm, Reed Smith on 31 December 2014 and is now a consultant to the firm.

He was one of a group of British parents whose children received help from the Israeli educational psychologist, Professor Reuven Feuerstein (1921 – 2014). In 1996, these parents opened the Hope Centre for Cognitive Education, which developed into a centre of excellence in the UK.

Hope enables children with learning difficulties to reach their full potential through the Feuerstein methodology. It also provides training courses for professionals, parents and carers in the use of Feuerstein's techniques.

Ian served for more than a decade as a Trustee of the Hope Charity. When Hope became part of the Norwood family, Ian became a Norwood Trustee.

Linda Goldberg

Linda began her career as a primary school teacher and has 25 years business management experience in the private and voluntary sector.

For 10 years, she was Chief Executive of Cosgrove Care, a voluntary organisation supporting the diverse needs of children and adults with learning disabilities and their families. Cosgrove Care gained a National Charity Award in 2001 for excellence in change management.

Linda is involved in several community organisations including:

- Judith Trust Board, where she advises on including Jewish people with learning disabilities within the Jewish religious and communal world
- Jweb which is a Jewish site/hub for the carers of people with learning disabilities
- She has also been involved with Interlink and Ezer Leyoldos

Elliott Goldstein

Elliott is a partner in the MBS Group – a leading Executive Search firm, where he heads their retail, travel and leisure practices. Focusing on CEO searches, and their direct reports, he represents some of Europe's leading retailers and leisure companies in both the Private and Public domains.

Elliott started his career with Boston Consulting Group (BCG) and he holds a double first-class degree with honours in Geography from Brasenose College, Oxford, and an MBA from the University of Chicago. Communally, Elliott is a previous Chair of the UJIA's Living Bridge programme (2004 – 2006) and Limmud (2006 – 2010), where he is focused on growing the organisation internationally and outside of London. Today, he is also a trustee of community centre, JW3 and LSJS.

Ronnie Harris

Ronnie qualified as a Chartered Accountant in 1974. In 1976, he merged his own practice with his father's firm, Alfred Harris & Trotter, which later became known as Harris & Trotter and is currently enjoying its 75th year. The firm is internationally known in the entertainment business, represents a large number of high net worth individuals and specialises in property companies and owner-managed businesses.

Ronnie has been involved in Norwood for many years. He is currently Norwood's Vice President and Chair of Patronage. He has served twice as a Norwood Trustee, the first time from 1996-2006, acting as Fundraising Chair

for most of that time. Ronnie is also a Trustee of Teenage Cancer Trust and Jewish Museum London and is involved in a number of other specific philanthropic projects in both South Africa and Israel. He is a regular participant in the Norwood bike rides, having completed over twenty annual challenges, and has run seven marathons, with his eighth marathon taking place later this year in Berlin.

[Neville Kahn](#)

Neville is the Managing Partner of Deloitte UK Corporate Finance and a senior Restructuring Services and Insolvency partner. He has acted as lead insolvency practitioner on a number of complex administrations and receiverships, including Woolworths PLC, Comet, HMV and Blockbuster.

He sits on the Policy Committee of the Association of Business Recovery Professionals and also has experience in strategic and financial business reviews.

Neville has been involved with Norwood as a supporter for a number of years and has appeared as a guest speaker at Norwood fundraising events. In 2005, he co-founded the Norwood Distressed Investors Dinner Committee.

Neville is also active in several other community organisations and is both a Freeman and Liveryman of the City of London.

[Anthony Rabin](#)

Anthony is a Barrister and Fellow of the Institute of Chartered Accountants in England and Wales. He was an executive director of Balfour Beatty plc for 10 years, six as Chief Financial Officer and four as Deputy Chief Executive and was previously a partner in Coopers and Lybrand and has worked in investment banking. He is currently a non-executive director and Chair of the Audit Committee of Yorkshire Water and of Colt Group, a London listed global telecommunications company.

Anthony has been involved with Norwood as a supporter for a number of years and has chaired the Ravenswood Redevelopment Group since 2013.

[Lady Elaine Sacks](#)

Lady Sacks originally trained and practised as a radiographer. Today she teaches and mentors in Jewish communities throughout the UK and the world. Taking the opportunity to continue her studies, she was recently awarded an MSc in Criminology.

Lady Sacks has been a supporter of Norwood for many years. She takes a particular interest in supporting a number of charities, both Jewish and non-Jewish, including many that are associated with Jewish education.

She has been actively involved in many aspects of the Jewish Community for over 30 years.

[Advisory Council](#)

The Advisory Council provides valuable advice and guidance to help Norwood provide excellent services. Members of the Advisory Council are eminent professionals in their own fields and bring a wealth of knowledge and experience to Norwood.

David Ereira	Chair
Professor Simon Baron-Cohen	
Norma Brier	
Max Caller CBE	
Ruth Fasht	
Gill Gallick	
Dr Danya Glaser	
Gillian Howard	
Ruth Levere	
John Libson	
Rabbi Alan Plancey	
Jack Rabinowich	
Dr Valerie Sinason	
Sir Harry Solomon	
Michael Teacher	
Dr Richard Trompeter	– Resigned December 2014

Senior Management Team

Elaine Kerr	Chief Executive
Julian Anthony	Chief Financial and Operating Officer; Company Secretary
David Harris	Director of Development
Shona McBride	Director of Workforce
Adele Breslauer	Director of Fundraising and Marketing

Our Constitution

Norwood is a company limited by guarantee and charity registered in England and Wales, which can trace its establishment to 1795. It is governed by Articles of Association adopted on 2009 and amended in 2011.

The governing body of Norwood is the Trustees Board which comprises up to fourteen members and meets six times a year. Trustees are appointed for a four year term and may serve a second consecutive term. The Chief Executive and Directors attend all Board meetings.

Each new Trustee attends a planned induction to the organisation, the range of services provided and their role presented by the other Trustees and the Senior Management Team. Trustees are also provided with training to ensure that they are properly briefed about relevant changes to the law and matters concerned with learning disabilities.

Norwood has 40 members who are individuals with a long association with the organisation or trustees. Any individual seeking to become a Member has to apply to the Board. Members are entitled to attend and vote at General Meetings.

The Board appoints a Chairman, Deputy-Chairman and Treasurer(s).

Norwood has close, but informal relationships with other charities working within the Jewish community and charities in the wider community working with people with learning disabilities.

Board Committees

The Board has established three principal advisory committees each with specific terms of reference and functions delegated by the Board with a Trustee as chairman: Corporate Services; Operational Services; and Campaign Committee. The Corporate Services Committee has established an Audit and Risk, an Investment Committee and a Property Committee. The membership of each committee is drawn from the Board and a pool of voluntary lay experts with relevant skills and experience. The committees' terms of reference are reviewed annually and amended where appropriate.

The Corporate Services Committee is concerned with matters of finance, investment, human resources, information technology, and health and safety; the Operational Services Committee is concerned with the range of services offered and to be offered by Norwood; and the Campaign Committee is concerned with the generation of voluntary income.

The Audit and Risk Committee is concerned with ensuring that there is a framework for accountability; for examining and reviewing all systems and methods of control both financial and otherwise including risk analysis and risk management; and for ensuring Norwood is complying with all aspects of the law, relevant regulations and good practice. The Audit and Risk Committee also oversees the internal audit function and reviews the performance of the external auditors.

The Investment Committee is concerned with ensuring that there is a framework for examining and reviewing the investment strategy and investment performance including risk analysis and risk management. The responsibilities include treasury matters and property investments (as advised by the Property Strategy Group) as well as financial investments.

The Property Committee is concerned with the management of Norwood's properties, facilities management and the purchase and sales of Norwood's portfolio of properties. Additional responsibilities include new build projects, land purchase and sale as well as capital expenditure on property.

For the purpose of the strategy and project planning of the Ravenswood Development scheme, a Ravenswood Steering Group, attended by two Trustees, is responsible for this project.

In addition to the trustees, lay expert members of all the committees provide a vital additional resource to Norwood. They bring skills and expertise in areas including learning disabilities, social disadvantage, fundraising, property, information technology and finance. We use their expertise to assist with governance and to support the Senior Management Team.

Members of the Senior Management Team attend meetings of the principal advisory committees and sub-committees. The external auditors attend some meetings of the Audit and Risk Committee.

The Board decides on the strategy of Norwood, with the implementation of the strategy and day-to-day operational management delegated by the Board to the Chief Executive and Senior Management Team.

Trustees' Responsibilities Statement

The Trustees (who are also directors of Norwood Ravenswood for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements 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 to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period.

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

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as each of the Trustees is aware:

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

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

This report, including the Strategic Report was approved by the trustees and signed on their behalf by:



David Ereira
Chairman of the Board



Andrew Viner
Treasurer

24 July 2015

Group Statement of Financial Activities for the year ended 31 March 2015
(incorporating the Income and Expenditure Account)

	Note	Unrestricted Funds £'000	Endowment Funds £'000	Restricted Funds £'000	Total 2015 £'000	Total 2014 £'000
Incoming resources						
Incoming resources from generated funds	2					
<i>Voluntary income</i>		11,818	-	952	12,770	12,382
<i>Activities for generating funds</i>		836	-	-	836	776
<i>Investment income</i>		396	-	-	396	373
Incoming resources from charitable activities	2	21,826	-	-	21,826	22,515
Total incoming resources		34,876	-	952	35,828	36,046
Resources expended						
Costs of generating funds	3					
<i>Costs of generating voluntary income</i>		2,786	-	-	2,786	2,831
<i>Fundraising trading: cost of sales of donated goods</i>		671	-	-	671	524
<i>Costs of generating Investment Income</i>		420	-	-	420	451
Total costs of generating funds		3,877	-	-	3,877	3,806
Charitable activities	3					
<i>Adults' Services</i>		24,302	-	683	24,985	26,281
<i>Children and Family Services</i>		1,661	-	60	1,721	2,468
<i>Education & Support</i>		2,457	-	756	3,213	3,560
Total charitable activities		28,420	-	1,499	29,919	32,309
Governance costs	3	329	-	-	329	328
Total resources expended		32,626	-	1,499	34,125	36,443
Net incoming/(outgoing) resources before transfers		2,250	-	(547)	1,703	(397)
Gross transfers between funds	12	65	-	(65)	-	-
Net incoming/(outgoing) resources before other recognised gains and losses		2,315	-	(612)	1,703	(397)
Other recognised gains and losses						
Net gains/(losses) on investments – realised	7	(146)	-	-	(146)	291
Net income		2,169	-	(612)	1,557	(106)
Net gains/(losses) on investments - unrealised	7	1,780	102	-	1,882	34
Net movement in funds		3,949	102	(612)	3,439	(72)
Reconciliation of funds						
Fund balances as at 1 April 2014	12	28,532	1,620	11,128	41,280	41,352
Fund balances as at 31 March 2015	12	32,481	1,722	10,516	44,719	41,280

All of the above results derive from continuing activities in the period.

The accompanying notes form an integral part of these accounts.

	Note	Group 2015 £'000	Group 2014 £'000	Parent Charity 2015 £'000	Parent Charity 2014 £'000
Fixed Assets					
Tangible fixed assets – including investment property	6	27,238	26,567	1,770	1,821
Investments – non-property	7	21,511	17,823	18,687	15,087
		48,749	44,390	20,457	16,908
Current Assets					
Debtors	9	2,791	5,709	622	2,598
Investments - money market deposits	7/20	1,001	883	1,000	750
Cash at bank and in hand	20	3,073	1,411	1,756	181
		6,865	8,003	3,378	3,529
Creditors: Amounts falling due within one year	10	(4,486)	(4,597)	(7,523)	(6,211)
Net current assets/(liabilities)		2,379	3,406	(4,145)	(2,682)
Total Assets less Current Liabilities		51,128	47,796	16,312	14,226
Creditors: Amounts falling due after one year	11	(6,409)	(6,516)	-	-
Net assets	17	44,719	41,280	16,312	14,226
Funds					
	12				
Including cumulative revaluation gains of £2,180k (2014 - £571k)					
Restricted Funds		10,516	11,128	190	188
Endowment Funds		1,722	1,620	1,722	1,620
Unrestricted Funds:					
General funds		32,250	28,301	13,180	11,198
Designated funds		231	231	1,220	1,220
		44,719	41,280	16,312	14,226

The financial statements on pages 15 to 32 were approved and authorised for issue by the Board of Directors on 24 July 2015 by:


 David Ereira Chairman


 Andrew Viner Treasurer

The accompanying notes form an integral part of these accounts.

Group Cash Flow Statement
for the year ended 31 March 2015

	Note	2015 £'000	2014 £'000
Net Cash inflow/(outflow) from operations	20A	<u>6,073</u>	<u>(1,951)</u>
Returns on Investments and Servicing of Finance			
Investment income	2	396	373
Interest payable on bank loan	3	<u>(397)</u>	<u>(406)</u>
		<u>(1)</u>	<u>(33)</u>
Capital Expenditure and Financial Investment			
Purchase of tangible fixed assets	6	(2,300)	(1,961)
Proceeds on sale of tangible fixed assets		4	617
Purchase of fixed asset investments	7	(2,001)	(25)
Proceeds on disposal of fixed asset investments	7	49	3,038
Net Cash inflow/(outflow) from Investing Activities		<u>(4,248)</u>	<u>1,669</u>
Net Cash inflow/(outflow) before Financing		<u>1,824</u>	<u>(315)</u>
Management of liquid resources			
Purchase of current asset investments	7	(250)	(1)
Proceeds on disposal of current asset investments	7	132	1,011
(Increase)/decrease in current asset investments		<u>(118)</u>	<u>1,010</u>
Financing			
Loan repaid	20C	(44)	(291)
Increase/(decrease) in Cash	20B	<u>1,662</u>	<u>404</u>

Notes to the Financial Statements for the year ended 31 March 2015

1 Principal accounting policies

The principal accounting policies have remained unchanged since the previous year.

Accounting convention

The financial statements are prepared in accordance with the Companies Act 2006, under the historical cost convention, modified to include the revaluation of investments to market value and in accordance with applicable UK accounting standards and comply with the Statement of Recommended Practice Accounting and Reporting by Charities, SORP 2005.

The parent charity and its united charity

The results of the company relate to the activities, assets and liabilities undertaken by the company in its own name, together with the activities, assets and liabilities of the charity united with it under the Charities Act 2011. As at 31 March 2015, Norwood Homes for Jewish Children is the only charity that is united with the parent charity. We account for united charities by treating them as branches.

Group financial statements

The financial statements represent a consolidation of Norwood Ravenswood (including its united charity – Norwood Homes for Jewish Children) and its subsidiary undertakings listed in note 8. The results of the subsidiaries are consolidated on a line-by-line basis.

In accordance with section 408 of the Companies Act 2006 and paragraph 397 of SORP 2005, no income and expenditure account has been prepared for Norwood Ravenswood.

Depreciation

Depreciation is provided on tangible fixed assets in order to write off their cost to their estimated realisable values by annual instalments over the following expected useful lives:

Freehold land	Not depreciated
Investment properties	Not depreciated
Freehold buildings	50 years
Motor vehicles	10 years
Furniture, fixtures, fittings and equipment*	4 years
Long leasehold land & buildings	Length of lease, up to a maximum of 50 years

Freehold and Leasehold improvements 10 years

*Expenditure relating to items which are expected to be used over several years and where the combined value of the asset or group of assets exceeds £1,000 is capitalised.

Where there are indications that assets are or may be impaired in value or use, an impairment review is undertaken to establish the net realisable value and the value in use. The carrying amount of the assets is reduced by any excess over the higher of these valuations.

Payments on account and assets under construction

In the course of capital projects where costs are incurred for payments on account and assets under construction or installation of equipment, they are not subject to depreciation until they are reclassified after their completion and available for use.

Incoming resources

All incoming resources are included in the Statement of Financial Activities on an accruals basis. The following specific policies apply to categories of income:

Statutory income is recognised as the services are provided to the beneficiaries.

Legacies are recognised in the accounts, provided the amount that will be received can be estimated sufficiently accurately and the charity has entitlement before the year end.

No amounts are included in the financial statements for the services donated by volunteers.

Gifts donated for resale are included as income, when, and at the price at which, they are sold.

Donations and gifts in kind for retention are included on a receivable basis, at value to the charity.

Grants receivable are treated in accordance with the terms of the grant and are recognised when the conditions for receipt are complied with.

Fund accounting

Restricted, endowment, designated and unrestricted funds are separately disclosed, as set out in note 12. The different funds held are defined as follows:

Restricted funds are funds, the uses of which are subject to specific restrictions imposed by the donors or by the nature of the appeal.

Designated funds are set aside at the discretion of the Board for specific purposes. They would otherwise form part of general funds. Transfers to and from designated funds are recognised as and when the Board designates or undesignated funds.

General funds are available to spend at the discretion of the Board, in furtherance of the charitable objectives of the charity.

Endowment funds are funds where capital is retained and has been invested to provide income that is subject to specific restriction by the donor.

Investments

Investments are stated at market value. Changes in market value are recorded in the Statement of Financial Activities. Unrealised gains and losses are calculated based on the carrying value of the investments in the balance sheet.

Resources expended

Resources expended are recognised in the period in which they are incurred.

The costs of charitable expenditure, costs of generating funds (including fundraising and publicity), and governance, comprises staff costs, other directly attributable costs and apportioned support costs for each activity, the basis of apportionment being given in note 3.

Support costs comprise all services supplied centrally, such as financial management, information systems, property and facilities, human resources and central management.

Governance costs include both direct and indirect costs relating to the governance arrangements of the Charity, including internal and external audit costs, costs of Board meetings and a relevant proportion of the costs of the Directorate.

Irrecoverable VAT is charged as a cost to the Statement of Financial Activities, being allocated on the same basis as the underlying expenditure to which it relates.

Grants to individuals are recognised on payment and grants to institutions are recognised when there is a constructive obligation to make the payment.

Investment properties

Investment properties are revalued annually by the trustees and every third year by independent Chartered Surveyors on an open market basis. Unrealised gains and losses are recognised in reserves other than deficits expected to be permanent, which are charged to the Statement of Financial Activities account for the period. Therefore no depreciation is provided on investment properties.

Investment management costs

Investments are held within collective investment schemes and it is not practicable to ascertain the management costs with reasonable accuracy. The investment income is therefore reported net of investment management costs.

Leases

Operating lease rentals are charged to the Statement of Financial Activities as they are incurred.

Financial liabilities – recognition and measurement

Financial liabilities are recognised on the date on which the Group becomes a party to the contractual provisions of the instrument giving rise to the liability. Financial liabilities are initially recognised at fair value plus transaction costs and are no longer recognised when the contractual obligations are discharged, cancelled or expire.

Management of liquid resources

Liquid resources include sums on short-term deposits with recognised banks and building societies and government securities.

Pensions

The charity operates a defined contribution scheme. The assets of the scheme are held separately from the charity. The contributions to the scheme are recognised in the year in which they fall due.

2 Incoming resources

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2015 £'000	Total 2014 £'000
<i>Incoming resources from generated funds – by source</i>				
Donations	8,011	673	8,684	9,186
Legacies	3,807	-	3,807	2,969
Grants	-	279	279	227
Voluntary income	11,818	952	12,770	12,382
Activities For Generating Funds – retail turnover	836	-	836	776
Investment income	396	-	396	373
	13,050	952	14,002	13,531
<i>Investment income – by source</i>				
Bank deposit interest	6	-	6	3
Dividends	24	-	24	22
Rental income	366	-	366	348
	396	-	396	373
<i>Incoming resources from charitable activities – by source</i>				
Statutory income	20,229	-	20,229	20,797
Gross fee income	709	-	709	872
Less: bursaries and grants	(59)	-	(59)	(111)
Rental income	668	-	668	554
Other income	279	-	279	403
	21,826	-	21,826	22,515
<i>Incoming resources from charitable activities – by activity</i>				
Adults' Services	20,021	-	20,021	19,987
Children and Family Services	63	-	63	664
Education & Support	1,737	-	1,737	1,847
Support Services	5	-	5	17
	21,826	-	21,826	22,515

3 Resources expended

	Cost of activities directly undertaken		Apportioned support	Total	Total
	Staff	Other	costs	2015	2014
	£'000	£'000	£'000	£'000	£'000
Costs of generating funds	1,169	2,341	367	3,877	3,806
Charitable expenditure					
Adults' Services	16,713	5,258	3,014	24,985	26,281
Children and Family Services	1,113	187	421	1,721	2,468
Education & Support	2,250	581	382	3,213	3,560
Total charitable expenditure	20,076	6,026	3,817	29,919	32,309
Governance costs	262	67	-	329	328
Total resources expended	21,507	8,434	4,184	34,125	36,443

Analysis of governance costs	2015	2014
	£'000	£'000
Trustees, officers and senior staff indemnity insurance	7	7
External audit and related costs: Current year (base fees)	65	65
Pension audit	2	-
Allocation of executive directors' costs	255	256
Total expenditure	329	328

Basis and allocation of support costs

	Financial management	Information systems	Human resources	Property and facilities	Central management	Total	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Costs of generating funds	61	74	95	47	90	367	512
Adults' Services	437	513	683	497	884	3,014	3,683
Children and Family Services	38	159	102	63	59	421	577
Education & Support	39	218	50	15	60	382	502
Total support costs 2015	575	964	930	622	1,093	4,184	5,274
Total support costs 2014	587	1,591	1,035	639	1,422		5,274

Basis of allocation	Direct expenditure on each activity	Number of users	Estimated time and number of employees	Estimated time spent	Direct expenditure on each activity
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Resources expended also include	2015	2014
	£'000	£'000
Auditor's remuneration:		
Statutory audit of the company	35	35
Statutory audit of subsidiary undertakings- Current year	30	30
Statutory audit of subsidiary undertakings- Other	2	-
Depreciation of owned tangible fixed assets	1,629	2,115
Interest payable on bank loan	397	406
Operating lease rentals:		
Hire of plant and machinery	109	116
Properties	470	453
Trustees' indemnity insurance premiums	7	7

4 Subsidiaries and parent charity

Throughout the financial year Norwood Ravenswood had two operating subsidiary undertakings and two dormant subsidiary undertakings. Details of each subsidiary undertaking are listed in note 8 together with their activities. Summary results for the period during which each subsidiary was part of the Norwood group and the assets of the subsidiary undertakings and the parent charity are as shown below.

	The Hope Charity Limited £'000	Norwood Schools Limited £'000	Parent Charity £'000
2015			
Incoming resources/turnover	2,351	30,265	11,842
Resources expended	(2,348)	(29,217)	(11,199)
Net losses on investments	-	293	1,443
Net movement in funds	3	1,341	2,086
Total assets	888	38,233	23,835
Total liabilities	(145)	(10,174)	(7,523)
Net assets/funds	743	28,059	16,312
2014			
Incoming resources/turnover	2,596	33,114	10,164
Resources expended	(2,590)	(31,390)	(12,300)
Net gains/(losses) on investments	-	93	232
Net movement in funds	6	1,817	(1,904)
Total assets	880	37,491	20,437
Total liabilities	(140)	(10,773)	(6,211)
Net assets/funds	740	26,718	14,226

5 Staff and Trustees Information

	2015 £'000	2014 £'000
Staff costs:		
Wages and salaries	18,808	20,126
Social security costs	1,680	1,792
Pension costs	566	513
Total direct staff costs	<u>21,054</u>	<u>22,431</u>
Agency costs	2,399	2,090
Other staff costs	413	440
Total staff expenditure	<u>23,866</u>	<u>24,961</u>

Trustees received no remuneration and were not reimbursed any expenses in either year.

Average number of staff employed and the full-time equivalent

	Staff employed		Full-time equivalent	
	2015 Number	2014 Number	2015 Number	2014 Number
Fundraising	47	47	32	30
Adults' Services	841	850	565	582
Children and Family Services	83	98	33	46
Education and Support	93	98	51	49
Support Services	89	97	63	62
	<u>1,153</u>	<u>1,190</u>	<u>744</u>	<u>769</u>

The number of employees who earned more than £60,000 during the year was:

	2015 Number	2014 Number
£60,001 - £70,000	2	3
£70,001 - £80,000	1	4
£80,001 - £90,000	3	2
£90,001 - £100,000	-	1
£110,001 - £120,000	1	1

Contributions made to the pension scheme for the seven (2014 - eleven) employees who earned more than £60,000 amounted to £ 95,930 (2014- £107,115).

6 Tangible Fixed Assets – including investment property

(a) Group

	Freehold investment property £'000	Freehold operational properties £'000	Long leasehold properties £'000	Motor vehicles £'000	Fixtures, fittings and equipment £'000	Total £'000
Cost or valuation						
At 1 April 2014	5,700	28,513	4,619	878	7,418	47,128
Additions	-	1,344	19	74	863	2,300
Disposals	-	-	-	(33)	-	(33)
At 31 March 2015	5,700	29,857	4,638	919	8,281	49,395
Cost	-	29,857	4,638	919	8,281	43,695
Valuation	5,700	-	-	-	-	5,700
At 31 March 2015	5,700	29,857	4,638	919	8,281	49,395
Depreciation and impairment						
At 1 April 2014	-	13,741	1,750	404	4,666	20,561
Charge for the year	-	503	157	77	892	1,629
Disposals	-	-	-	(33)	-	(33)
At 31 March 2015	-	14,244	1,907	448	5,558	22,157
Net Book Values						
At 31 March 2015	5,700	15,613	2,731	471	2,723	27,238
At 31 March 2014	5,700	14,772	2,869	474	2,752	26,567

(b) Parent Charity

	Freehold properties £'000	Long leasehold properties £'000	Motor vehicles £'000	Fixtures, fittings and equipment £'000	Total £'000
Cost					
At 1 April 2014	949	2,400	22	313	3,684
Additions	-	-	-	11	11
At 31 March 2015	949	2,400	22	324	3,695
Depreciation					
At 1 April 2014	530	998	22	313	1,863
Charge for the year	8	43	-	11	62
At 31 March 2015	538	1,041	22	324	1,925
Net Book Values					
At 31 March 2015	411	1,359	-	-	1,770
At 31 March 2014	419	1,402	-	-	1,821

7 Investments – non-property

(a) Fixed asset investments

	Group 2015 £'000	Group 2014 £'000	Parent charity 2015 £'000	Parent charity 2014 £'000
Market values at 1 April 2014	17,823	20,674	15,087	17,658
Investment in the year	2,001	25	2,206	22
Disposals in the year	(49)	(3,038)	(49)	(2,662)
Net investment gains/(losses) - realised	(146)	128	(170)	98
Net investment gains/(losses) - unrealised	1,882	34	1,613	(29)
Market values at 31 March 2015	21,511	17,823	18,687	15,087
Historical cost at 31 March 2015	19,331	17,252	17,078	14,825
Unrealised investment gains at 31 March 2015	2,180	571	1,609	262

The underlying investments comprised:

	Group 2015 £'000	Group 2014 £'000	Parent charity 2015 £'000	Parent charity 2014 £'000
Multi-asset Investment Funds	21,253	17,810	18,433	15,085
Cash	258	13	254	2
Total Market Values at 31 March 2015	21,511	17,823	18,687	15,087

The proportions of non-property investments by market value invested by manager were:

Newton Investment Management Limited	42%	47%	48%	54%
Seven Investment Management Limited	58%	53%	52%	46%

(b) Current asset investments (all held in the UK)

	Group 2015 £'000	Group 2014 £'000	Parent charity 2015 £'000	Parent charity 2014 £'000
Market values at 1 April 2014	883	1,730	750	1,598
Investment in the year	250	1	250	-
Disposals in the year	(132)	(1,011)	-	(1,011)
Net investment gains - realised	-	-	-	163
Net investment gains - unrealised	-	163	-	-
Carrying values and historical cost at 31 March 2015	1,001	883	1,000	750

(c) Net gains/(losses) on investments

	Realised £'000	Unrealised £'000	Group 2015 £'000	Group 2014 £'000	Parent Charity 2015 £'000	Parent charity 2014 £'000
Net gains/(losses) on fixed asset investments	(146)	1,882	1,736	162	1,443	69
Net gains/(losses) on current asset investments	-	-	-	163	-	163
Net gains/(losses) on investments	(146)	1,882	1,736	325	1,443	232

8 Interests in Subsidiary Undertakings

Subsidiary Undertaking	Activity
The Hope Charity Limited	Provision of Special Education
Norwood Ravenswood Services Limited	Provision for welfare services-Dormant from 1 January 2013
Norwood Schools Limited	Charitable services
Sussex Tikvah	Dormant from 1 April 2011

All subsidiary undertakings are 100% owned or controlled and incorporated/registered and operate in England. All are included in the Group accounts. Norwood Ravenswood Services Limited is a wholly owned subsidiary company which has two of Norwood Ravenswood's trustees as directors. The total amount invested in the ordinary share capital of this subsidiary company is £3. Norwood Ravenswood is a corporate trustee of The Hope Charity Limited, Norwood Schools Limited and Sussex Tikvah.

9 Debtors

	Group 2015 £'000	Group 2014 £'000	Parent charity 2015 £'000	Parent charity 2014 £'000
Accrued legacies (see note 15)	493	2,383	493	2,383
Local Authorities and trade debtors	1,699	1,817	-	-
Other debtors	39	772	30	30
Prepayments and accrued income	560	737	99	185
	2,791	5,709	622	2,598

10 Creditors: Amounts falling due within one year

	Group 2015 £'000	Group 2014 £'000	Parent charity 2015 £'000	Parent charity 2014 £'000
Accruals and deferred income	2,241	1,929	304	161
Amounts due to subsidiary undertakings	-	-	7,105	5,963
Bank loan repayable within one year	300	295	-	-
JCoSS SRP grant (see note 13)	323	452	-	-
Other creditors	77	129	9	-
Other taxes and social security costs	404	452	-	-
Trade creditors	1,141	1,340	105	87
	4,486	4,597	7,523	6,211

11 Creditors: Amounts falling due after more than one year

	Group 2015 £'000	Group 2014 £'000	Parent charity 2015 £'000	Parent charity 2014 £'000
Bank loan repayable within two to five years	1,245	1,226	-	-
Bank loan repayable after five years	4,406	4,724	-	-
	5,651	5,950	-	-
JCoSS SRP grant (see note 13)	508	566	-	-
Loan, which is interest free, secured by a charge over a property and repayable after 10 September 2019.	250	-	-	-
	6,409	6,516	-	-

The bank loan is secured by a charge over Broadway House, Stanmore and is repayable in 240 monthly instalments from November 2012. Currently the effective interest cost is between 6.25% and 7.5%.

12 Funds (Group)

	1 April 2014 £'000	Incoming resources £'000	Outgoing resources £'000	Transfers between funds £'000	Investment gains and losses £'000	31 March 2015 £'000
<i>(a) Unrestricted Funds</i>						
<i>Designated funds</i>						
JCoSS SRP	231	-	-	-	-	231
Total designated funds	231	-	-	-	-	231
<i>General funds</i>	28,301	34,876	(32,626)	65	1,634	32,250
Total unrestricted funds	28,532	34,876	(32,626)	65	1,634	32,481
<i>(b) Endowment Funds</i>						
Endowment fund for Jewish Children	218	-	-	-	14	232
Ernst and Dola Fischer fund	337	-	-	-	21	358
Somers Fund	1,065	-	-	-	67	1,132
Total	1,620	-	-	-	102	1,722
<i>(c) Other restricted funds</i>						
Binoh	50	39	(89)	-	-	-
Health and well-being	19	68	(1)	-	-	86
Freedom through Travel	49	-	-	-	-	49
Harper Collins	124	-	-	-	-	124
Overseas Travel for young people	64	-	-	-	-	64
JCoSS SRP	1,648	-	(101)	-	-	1,547
Education Service Review	-	100	(26)	-	-	74
Special Education at Kennedy Leigh	275	-	(275)	-	-	-
Lira Abeleva	53	-	-	-	-	53
Village Building Fund	60	3	-	-	-	63
PMLD Independence Project	107	61	(167)	-	-	1
Assistive Technology	516	166	(215)	(7)	-	460
Drugline	33	14	(47)	-	-	-
Supported Living	751	-	(736)	-	-	15
Restricted Property	661	-	736	-	-	1,397
Residential Accommodation	671	-	-	-	-	671
Service Development	5,000	-	-	-	-	5,000
Sussex Tikvah Charity	269	-	-	-	-	269
Tager Autistic Centre	55	-	-	-	-	55
The Grange	275	-	-	-	-	275
The Hope Charity	-	142	(142)	-	-	-
Other funds each valued under £50,000	448	359	(436)	(58)	-	313
Total other restricted funds	11,128	952	(1,499)	(65)	-	10,516
<i>(d) Total Restricted Funds (b+c)</i>	12,748	952	(1,499)	(65)	102	12,238
Total Funds	41,280	35,828	(34,125)	-	1,736	44,719

12 Funds (Parent Charity)

	1 April 2014	Incoming resources	Outgoing resources	Transfers between funds	Investment gains and losses	31 March 2015
	£'000	£'000	£'000	£'000	£'000	£'000
<i>(a) Unrestricted funds</i>						
<i>Designated funds</i>						
JCoSS SRP	1,220	-	-	-	-	1,220
Total designated funds	1,220	-	-	-	-	1,220
<i>General Funds</i>	11,198	11,840	(11,199)	-	1,341	13,180
Total unrestricted funds	12,418	11,840	(11,199)	-	1,341	14,400
<i>(b) Endowment funds</i>						
Ernst and Dola Fischer Fund	337	-	-	-	21	358
Fund for Jewish Children	218	-	-	-	14	232
Somers Fund	1,065	-	-	-	67	1,132
Total	1,620	-	-	-	102	1,722
<i>(c) Other restricted funds</i>						
Harper Collins	124	-	-	-	-	124
Lira Abeleva	53	-	-	-	-	53
Children and Family at Kennedy Leigh	-	-	-	-	-	-
Other funds each valued under £50,000	11	2	-	-	-	13
Total other restricted funds	188	2	-	-	-	190
Total funds	14,226	11,842	(11,199)	-	1,443	16,312

Transfer between funds

Other transfers from restricted funds to unrestricted general funds relate to fulfilment of restrictions by capital expenditure during the year from those restricted funds.

Designated Funds

The trustees have designated funds to be used for specific purposes. Where the trustees conclude that these designations are no longer required, they are undesignated and returned to unrestricted general funds.

Restricted and Endowment Funds

Restricted funds are funds, the uses of which, are subject to specific restrictions imposed by the donors or by the nature of the appeal. They include both restricted income funds, where the income has to be applied for a specific purpose and restricted endowed funds where the capital is invested and only the income can be applied.

Endowment Funds

Endowment Fund for Jewish Children

The fund is the permanent endowment for Norwood Homes for Jewish Children and represents the original endowment made on its inception. Income arising from the fund is restricted and can only be used for the provision of services for children.

Ernst and Dola Fischer Fund

This is an endowment, originally of £350,000, where the income is used to fund the charity's home at 94 Station Road, Hendon.

Somers Fund

This is an endowment, originally of £1 million, where the income is used to fund the charity's family centre at Hackney.

Designated Funds

JCoSS SRP

Designated for a Special Resource Provision at the Jewish Community Secondary School. Details of the use of this fund are set out in note 13.

Restricted Funds

Binoh

These funds are to be spent on this special educational needs service.

Health and well-being

Funding for preventative health services.

Freedom Through Travel

Funding to pay for travel trainers who will provide coaching to people with learning difficulties to enable them to use various modes of travel

Harper Collins

Copyright money received on sale of "Halliwell Film Guide". Provisionally classed as restricted fund, pending further discussion with the Halliwell family.

Overseas Travel For Young People

Providing holidays for Jewish children and their families.

Lira Abeleva

This fund is set up to provide an educational and respite care facility for disabled children in Minsk, Belarus.

Village Building Fund

Donation to fund future building work at Ravenswood village.

Assistive technology

The funds are used to provide assistive technology and associated support to adults and young people with learning difficulties and complex needs.

Drugsline

These funds are used to improve awareness and knowledge of the issues surrounding substance use addiction. The service offers support to vulnerable young people and their families.

Education Service Review

These funds support a major review of service provision.

Special Education at Kennedy Leigh Centre

These are funds specifically for delivery of Special Education Needs Services for children accessing services at the Kennedy Leigh Centre.

PMLD Independence Project

Funds for increasing the independence and wellbeing of people with profound and multiple learning difficulties.

Service Development

The funds were donated to fund the construction, refurbishment and associated costs of children and family centres and accommodation for adults with disability and the operating costs of such services.

Supported Living

These funds are set aside for support/transition of service users to more independent living.

The original donation of £1.4m provides 'working capital' to enable properties to be acquired, adapted and refurbished, before existing properties are sold.

Restricted Property

These funds relate to property purchased with part of the £1.4m supported living fund.

Sussex Tikvah Charity

Incoming resources arising on the merger with Sussex Tikvah to be spent on this adults' residential service.

Tager Autistic Centre

This fund is for further property improvements at the Tager Centre.

The Grange

This represents donation of a flat which can only be used by the current resident during his lifetime.

The Hope Charity

These funds are spent on the specialised service provided by the Hope Charity.

Residential Accommodation

The funds were donated to provide residential accommodation for young adults with learning disabilities. Following disposal during the year of the original property, part of the proceeds were used to fund the refurbishment and adaptation of Somers Court. The balance has been retained and will be used to fund other residential accommodation.

13 Jewish Community Secondary School

The Jewish Community Secondary School (JCoSS) in North London opened in September 2010. JCoSS includes a Special Resource Provision (SRP) for students with special educational needs, mostly at the severe end of the autistic spectrum.

Government funding has been made available for the majority of the capital cost. Norwood has agreed to fund in full the balance of the cost of constructing and fitting out the SRP. Norwood has funded special equipment for use within the SRP and continues to fund some of the start-up costs

Norwood is using restricted donations and designated funds to meet these obligations. Within these financial statements provision has been made for the estimated costs and actual payments made as set

	1 April 2014 £'000	Payments during the year £'000	31 March 2015 £'000
Construction and fitting out expenditure	398	131	267
Revenue Support	620	56	564
	1,018	187	831
Creditors: Amounts falling due within one year	452		323
Creditors: Amounts falling due between two and five years	220		224
Creditor: Amounts falling due after five years	346		284
	1,018		831

14 Contingent Liability

A contribution of £250,000 made by Westminster Regional Health Authority in respect of the registered care home at 1 Woodcock Dell Avenue in Harrow, is repayable should the property cease to be used as a residential care home.

15 Legacies

Legacies which were notified to the Group and have not been included in the Statement of Financial Activities because the conditions for certainty have not been met are estimated at £NIL (2014 £NIL).

16 Capital Commitments

	2015 £'000	2014 £'000
Contracted for but not provided in the accounts:		
Information technology	-	-
Property refurbishment	-	-
	-	-
Approved but not contracted for:		
Adults' services	1136	964
Children's Services	74	200
Information technology	438	500
Support services and retail shops	136	90
	1,784	1,754

17 Analysis of Net Assets between Funds

Group	Unrestricted funds £'000	Designated funds £'000	Endowment funds £'000	Restricted funds £'000	Total funds £'000
2015					
Tangible fixed assets – including investment property	24,895	-	-	2,343	27,238
Investments – non-property	13,764	-	1,722	6,025	21,511
Net current assets	-	231	-	2,148	2,379
Liability due after one year	(6,409)	-	-	-	(6,409)
	32,250	231	1,722	10,516	44,719
2014					
Tangible fixed assets – including investment property	26,567	-	-	-	26,567
Investments – non-property	8,250	-	1,620	7,953	17,823
Net current assets	-	231	-	3,175	3,406
Liability due after one year	(6,516)	-	-	-	(6,516)
	28,301	231	1,620	11,128	41,280
Parent Charity					
	Unrestricted funds £'000	Designated funds £'000	Endowment funds £'000	Restricted funds £'000	Total funds £'000
2015					
Tangible fixed assets	1,770	-	-	-	1,770
Investments	15,555	1,220	1,722	190	18,687
Net current assets/(liabilities)	(4,145)	-	-	-	(4,145)
	13,180	1,220	1,722	190	16,312
2014					
Tangible fixed assets	1,821	-	-	-	1,821
Investments	13,467	-	1,620	-	15,087
Net current assets/(liabilities)	(4,090)	1,220	-	188	(2,682)
	11,198	1,220	1,620	188	14,226

18 Operating Lease Commitments

At the year end, the group was committed to making the following payments during the next year in respect of operating leases. The parent charity did not have any operating lease commitments:

	Properties 2015 £'000	Other 2015 £'000	Properties 2014 £'000	Other 2014 £'000
Expiring within one year	106	11	74	3
Expiring within two to five years	87	83	133	106
Expiring after five years	240	-	234	-
	433	94	441	109

19 Pensions

Norwood Ravenswood operates a defined contribution pension scheme for its employees. The assets of the scheme are held separately from those of the charity. Contributions payable in respect of the year were £566,000 (2014 - £513,000) of which £60,395 was outstanding at 31/03/2015.

20 Notes to the cash flow statement

	2015 £'000	2014 £'000
Note A: Reconciliation of Changes in Resources to Net Cash Inflow from Operations		
Net incoming/(outgoing) resources before other recognised gains and losses	1,703	(397)
Depreciation	1,629	2,115
Gains/(losses) on disposal of fixed assets	(4)	(65)
(Increase)/decrease in debtors	2,918	(3,445)
Increase/(decrease) in creditors falling due within one year	(116)	(180)
Increase/(decrease) in creditors falling due after more than one year	(58)	(12)
Investment income	(396)	(373)
Loan interest	397	406
Net cash inflow/ (outflow) from operations	6,073	(1,951)
Note B: Movement in Cash Funds		
Net cash inflow/(outflow)	1,662	404
Net funds as at 1 April 2014	1,411	1,007
Net funds as at 31 March 2015	3,073	1,411

Note C: Analysis of net funds	Net funds at 1 April 2014 £'000	Cash flow £'000	Non Cash movement £'000	Net funds at 31 March 2,015 £'000
Cash at bank and in hand	1,411	1,662	-	3,073
Cash on money market investments	883	118	-	1,001
Loans	(6,245)	44	-	(6,201)
	(3,951)	1,824	-	(2,127)

21 Connected charities

As permitted by Financial Reporting Standard number 8 (Related Party Disclosures) transactions with Norwood group entities are not reported.

Independent auditor's report to the members of Norwood Ravenswood

We have audited the financial statements of Norwood Ravenswood for the year ended 31 March 2015 which comprise the Group Statement of Financial Activities, the Group and Parent Charity Balance Sheets, the Group Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on page 14, 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.

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

Scope of the audit of the financial statements

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

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2015 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

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

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records or 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.



Carol Rudge
Senior Statutory Auditor
for and on behalf of Grant Thornton UK LLP
Statutory Auditor, Chartered Accountants
London

24 July 2015