



# Annual Reports and Financial Statements

for the year ended  
31 March 2021





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## Strategic Report

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## 01

## CHAIR AND CHIEF EXECUTIVE'S INTRODUCTORY STATEMENT

**The last 12-months have been the most challenging for the Charity in its 80 year history. Not since our founding, in the aftermath of the Blitz on Bristol in World War Two, has our organisation, as our country, faced such unprecedented times.**

COVID-19 has dominated our lives and our work as a charity. As a key provider of social care in our area, our colleagues have been on the 'frontline' of the pandemic response. We have been truly humbled by the extraordinary efforts of our dedicated teams who have worked tirelessly, at significant personal risk, to help keep those we care for safe.

While our teams have done everything they can to protect some of the most vulnerable people in our society, we have not been untouched by this dreadful illness. Very sadly, a number of our care home residents did fall ill and die as a result of COVID-19. Every death has been a tragic loss felt by families unable to visit for a long time, and by colleagues who work alongside people for months, if not years, and strong bonds are formed. That the numbers were not greater is testament to the hardwork and determination of our care and nursing teams.

COVID-19 has shone a spotlight on social care like never before. We see it as our duty to do what we can to maintain the profile of the sector and seek a better deal, in terms of funding and the integration of health and social care, for the future. This work will continue in the year ahead as Health and Social Care reform takes centre stage.

Away from COVID-19, this year we had cause to celebrate following an upgrade by one of our key regulators: the Regulator of Social

Housing (RSH). On Governance, the RSH moved us to a 'G1' position - their highest compliant grade. This is the culmination of many months of hard work and demonstrates the board of trustees' commitment to ensuring the Charity is well run and well governed.



**THE RSH  
MOVED US  
TO A  
G1  
POSITION**  
their highest  
compliant grade

In 2020, we also welcomed two new trustees to our board: Alison Comley joined us with 30 years experience in senior local authority positions, including as a Director of Adult Social Services; and Anthony Oldfield, who is a Chartered Surveyor and leading expert in the care home and retirement property markets.

We also finalised a new strategic plan for the Charity to set our focus for the next three years. 'Brunelcare: Our Future' outlines a new mission, vision and values for the organisation, plus a set of three new strategic aims. In preparing our new strategy, we also spoke to our customers to understand what matters most to them. This has led us to create an innovative set of 'outcome measures' which our strategy has been designed to deliver.

Despite our challenges this year, we successfully opened a brand new 64-bed care home and 24-bed reablement centre at Cadbury Heath called Little Heath. Little Heath



has gone from strength to strength, and, in particular, the addition of the extra reablement beds has led to a partnership with the Clinical Commissioning Group to support earlier discharge from hospital for patients - relieving pressure on the NHS. This serves as a fantastic example of the benefits of closer working between health and social care.

**OPERATING SURPLUS  
INCREASED BY  
33.8%  
TO  
£2,65m**

We were also able to complete and open a 62-flat extension of our Waverley Gardens Extra Care Housing Scheme in Bishopsworth. Providing vital additional properties for those seeking to remain independent, but with care and support available should they need it.

Despite the pressures and stresses that the pandemic has brought our operating surplus increased by 33.8% to £2.65m (£1.98m 2020). Income including COVID-19 funding grew by 15% to £36.96m (£32.09m 2020) in the year. We took firm action to keep all our budgets under control, whilst not compromising on staffing levels or infection control measures. Our operating costs rose 14% to £34.32m (£30.11m 2020) largely reflecting the impact of investment in staffing including the essential additional requirements imposed by our response to COVID-19 and also the new developments above.

As we look ahead, we have an exciting new strategy to deliver. This includes a focus on: further strengthening our relationships with our customers, developing our housing sites to ensure we are providing properties fit for the 21st Century, maintaining the highest possible quality across all of our services, reviewing future models of care including a growing emphasis on the community and the use of technology, and exploring new partnerships and opportunities in the evolving health and care landscape.

We must also not forget that COVID-19 is still with us. As we reflect on the experience of the past year and adjust to living with the virus in the longer term, and all the implications this has, we are reminded of our founding 80 years ago. People came together in response to a crisis; in a world of great uncertainty and change. That spirit lives on in Brunelcare today: in its people, who we are proud to call our colleagues.



**Oona Goldsworthy**  
Chief Executive



**Deborah Evans**  
Chair

## 02

## ABOUT THIS ANNUAL REPORT

WHAT INFORMATION WILL YOU FIND IN OUR ANNUAL REPORT

**Our Annual Report provides information about the services Brunelcare provides and what we are doing to deliver high quality social care and housing services, as well as planning for the future.**

It provides information about how we performed in 2020-21, describes what we will do during the next 12-months to further improve the services we provide and explains how important it is for us to work with and listen to our tenants, clients and commissioners, so that we can continue to deliver services that meet their needs.



A company limited by guarantee, a registered charity and a  
**SOCIAL HOUSING PROVIDER**

As a company limited by guarantee, a registered charity and a social housing provider, Brunelcare is required to prepare its annual report and financial statements in accordance with:

- FRS 102; the Financial Reporting Standard applicable in the UK and Republic of Ireland;
- The Statement of Recommended Practice (SORP) for social housing providers 2018;
- The Accounting Direction 2019
- The Companies Act 2006;

- The Charities Act 2011 and relevant Charity Commission guidance; and
- The Charities (Protection and Social Investment) Act 2016.

**This Annual Report therefore comprises:**

- 1 A report from the Board of Trustees that includes disclosures required by appropriate legislation and regulation;
- 2 A section on the structure, governance and management of Brunelcare;
- 3 Legislative and regulatory disclosures;
- 4 A statement of the responsibilities of Trustees;
- 5 An independent auditor's report; and
- 6 The Financial Statements.



## 03 TRUSTEES REPORT



**BRUNELCARE  
WAS EST. IN  
1941**

**Established in 1941, Brunelcare is a Bristol based charity providing high quality housing, care and support for later living in the South West.**

### How our activities deliver public benefit

As reported in previous annual reports, across Bristol, South Gloucestershire and Somerset, Brunelcare works to support over 2,000 people to remain as independent as possible, in their communities, for as long as possible.

We offer a complete care and support pathway in our communities, starting in residents' own homes, right through to our care homes. This means we can offer the best choices for later living, which fit with what residents want or need.



**1,000+**

To deliver all of its vital services  
**BRUNELCARE EMPLOYS  
A DEDICATED TEAM OF  
OVER 1,000 PEOPLE.**

We have nearly 1,000 sheltered homes across 33 sites, with three extra care housing schemes and a retirement village, all within the greater Bristol area. Care is provided in people's own homes, in five specialist care homes and two reablement facilities.

To deliver all of its vital services, Brunelcare employs a dedicated team of over 1,000 people.

### How we are funded

Our principal sources of funding are the monies we receive from our social housing and extra care housing rents, shared ownership schemes and care fees from the Local Authorities we partner with through long-term block contracts or spot placements, and from individuals who fund their own care.

As a Charity we are focused on investing any surplus back into making us a quality provider and great employer. Most of our expenditure is either for the direct provision of care (mainly staff costs) followed by the provision of suitable home environments (such as repairs and maintenance costs) plus funding of the relevant support services (for example, recruitment and training).

### What our customers say about us

Influenced by the National Housing Federation's work on 'Together with Tenants', we have commenced planning for a large customer engagement initiative we're calling 'Together with Customers'. We know we need to engage in a genuine two-way open dialogue with our customers to understand more fully what matters most to them.

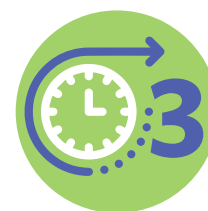
This work will commence in 2021-22 and will include a full customer satisfaction survey, events and focus groups, and will culminate in the creation of a 'Together with Customers Charter'.

### Our vision, mission and strategic objectives

To consistently provide quality services that continue to be fit for purpose and fit for the next generation of older people, we recognise the need to change and adapt and respond to the ever changing regulatory environment and economic situation.

In 2020-21 we finalised a new strategic plan for the charity: 'Brunelcare: Our Future', which will serve us for the next three years.

The plan includes a new mission, vision, set of values, and three new strategic aims - all designed to achieve better outcomes for our customers as articulated in a set of 'outcome measures' which have been produced in consultation with them.



IN 2020-21 WE FINALISED A NEW STRATEGIC PLAN FOR THE CHARITY:

**'BRUNELCARE: OUR  
FUTURE'**

WHICH WILL SERVE  
US FOR THE NEXT  
**THREE YEARS.**

### OUR MISSION

To provide person-centred care, housing and support for later life. To do this we will embrace new partnerships, and engage with our communities, to achieve better outcomes for all.

### OUR VISION

Later living that makes the most of every moment.

### OUR VALUES

#### *We are positive and passionate*

We approach our work with positivity: as individuals, as teams, and as one organisation. We are passionate about what we do and who we do it for.

#### *We are caring and kind*

We care about every interaction: with our customers and their loved ones, our colleagues and our partners, our communities and our planet.

#### *We are diverse and one team*

We are one team and we see our diversity as our strength. We aim to celebrate it, promote it and encourage it.

#### *We go the extra mile*

We're prepared to go the extra mile to deliver for our customers. We challenge ourselves to think differently: we listen to others, we learn, and we're open to change and new ideas.

#### *We act with honesty and integrity*

We do the right thing, we speak up, we are honest and we are respectful.



## OUTCOME MEASURES

Our customers have told us that is important for them to be able to say:

- I have a place to live I am proud to call my home
- I have a home in which I feel safe and secure
- I have a home that gives me long term stability
- I feel financially comfortable living in a Brunelcare property
- I have a home where I am warm and comfortable
- Receiving care and support from Brunelcare enables me to live an independent life
- I feel healthier and happier due to the care and support I receive
- I feel that my dignity and privacy are always respected when I receive care and support
- I have piece of mind knowing I will be cared for should my needs change
- I feel reassured knowing there is always support and assistance when I need it
- Brunelcare helps me to feel safe and welcome in my local community
- Living in a Brunelcare property enables me to have the social life I want

## Our Strategic Aims

### Aim 1: A place to call home

Whether we're helping our customers to retain or regain their independence at home, to return home, or to live well in one of our homes, we believe everyone should feel comfortable and safe wherever they call home.

### Aim 2: The right care and support

Achieving the best possible outcomes, means putting our customers at the heart of everything we do. By understanding each person's needs now, and anticipating how they might change, we'll work with our colleagues, customers and our partners, to provide the care and support that's right for everyone

### Aim 3: A good quality of life in the community

We aim to help our customers achieve the best possible quality of life, so that they can make the most of every moment. Whether it's through the services we provide directly, or by making connections in their community, we want our customers to thrive and live life well.



## THE QUALITY OF OUR CARE SERVICES

**Delivering care that is person-centred and focused on ensuring a positive experience for our clients and their families is always our main focus and priority.**

Our care homes, extra care homes and community domiciliary services are regulated by the Care Quality Commission (CQC). They assess whether services are providing care that's safe, caring, effective, responsive to people's needs and well-led.

CQC awards ratings to homes and services based on their inspections in four categories: Outstanding; Good; Requires Improvement; and, Inadequate.

All our care homes, reablement and extra care housing services have achieved ratings of good or above (see table 1 and 2 below) for full details of the outcome of CQC inspections - links to inspection reports are available on our website. Little Heath Care & Reablement was successfully opened in April 2020 and we await a full inspection and so there is currently no CQC rating for this service.

**Table 1:** CQC rating for Care Homes and Reablement Centres

Care Home	Latest CQC Inspection Details			Ratings for Key Areas				
	Took place on	Report Published on	Overall Rating	Safe	Effective	Caring	Responsive	Well led
Deerhurst	13, 15 & 19 Aug 2019	5 Dec 2019	Outstanding	G	O	O	O	O
Glastonbury	18 & 19 Dec 2018	17 Jan 2019	Good	G	G	O	G	G
Orchard Grove	19 June 2018	18 July 2018	Good	G	G	G	G	G
Robinson House	21 & 27 Jan 2020	3 Feb 2020	Good	G	G	G	G	G
Saffron Gardens	8 & 12 Nov 2018	4 Dec 2018	Good	G	G	G	O	G



**Table 2:** CQC ratings for Extra care Housing

Extra Care Housing	Latest CQC Inspection Details			Ratings for Key Areas				
	Took place on	Report Published on	Overall Rating	Safe	Effective	Caring	Responsive	Well led
ABC Centre	27 Feb 2020	29 May 2020	Good	G	G	G	G	G
Colliers Gardens	21 Nov 2019	19 Dec 2019	Good	G	G	G	G	G
Waverley Gardens	6 Dec 2018	10 January 2019	Good	G	G	G	G	G
Woodland Court	24 Apr 2018	25 May 2018	Good	G	G	G	G	G

**Table 3:** CQC ratings for domiciliary services

Community Services	Latest CQC Inspection Details			Ratings for Key Areas					Previous Inspection	
	Took place on	Report Published on	Overall Rating	Safe	Effective	Caring	Responsive	Well led	Took Place on	Overall Rating
Brunelcare Domiciliary Services: Bristol and South Glos	11,12,13 & 14 Sept 2018	12 Oct 2018	Good	G	G	G	G	G	11 & 12 Feb 2016	Good
Brunelcare Domiciliary Services: Somerset	26 Feb 2019	7 May 2019	Requires Improvement	RI	G	G	G	RI	11 & 12 Aug 2016	Good

As we reported last year, an inspection of our domiciliary services delivered in Somerset was undertaken in early 2019, and two areas were found to require improvement. Since the inspection a number of changes have been made to structures and staffing to ensure safe services that are well-led. We had anticipated that CQC would undertake an inspection of our Somerset services in 2020-21, however the social distancing restrictions arising from COVID-19 led to CQC halting its inspection programme. We continue to complete quality assurance checks to ensure services are being delivered in line with CQC regulations and await confirmation of CQC's plans for 2021-22

### Quality Clinical Care

Our Care Homes continue to strive to provide a high standard of clinical care. We have been recognised with accreditation from the Gold Standards Framework for our excellence in End of Life Care. Using advanced care planning, we are able to identify people's preferred priorities of care at the earliest opportunity. This enables us to ensure that unplanned, unnecessary hospital admissions are avoided and people can remain in the place that has become home, cared for by people who are familiar to them, with the ability for loved ones to be with them in the last days of life. Good deaths are facilitated in the homes with only a small number of deaths occurring in a hospital setting.

Excellent relationships with partner GPs in all of our Care Homes ensure that regular treatment and health reviews take place on a weekly basis e.g. medication, long term condition, nutrition, pain management etc. Clients and their families are involved in decision making wherever possible.

Clinical training for our Nursing and Senior Care Teams is delivered by an external nurse educator from St George's NHS Trust, London. By using this external educator, we ensure that we are in line with current best practice whilst creating a clinical training plan that fits with our Care Homes' policies and procedures. Whilst our ability to

provide face to face clinical training was reduced in 2020-21 due to the pandemic, we facilitated virtual sessions and will reintroduce face to face training as restrictions are lifted.

### Dementia Care - a Human Rights based approach

We are fortunate to have the skillset of our Dementia Care Lead, Stuart Wright, who shares his expertise across the charity. Training is delivered based upon a Human Rights approach. This ensures that individualised, person centred care is at the core of what we do for people living with or without a Dementia. Monitoring the 'Lived Experience' for the people in our Care Homes enables us to understand how we can improve well-being and the social aspects of the care that we provide.

In 2020-21, work on a Dementia Strategy began and this will lead to the formation of a quality standard for Dementia Care. The Dementia Strategy will be published in late 2021-22.

### Community Care and Extra Care Housing

Our community division strives to deliver person centred care and support services into individuals own homes across South Gloucestershire, Bristol and Somerset.

Over the past year we have worked in partnership with Somerset County Council to provide and grow a new discharge to assess service allowing people to leave hospital in a timely manner and receive an assessment of their needs within their own environment.

We were delighted to complete the extension to our Waverley Gardens extra care housing scheme which opened in April 2020, this provides a further 62 extra care flats in the City of Bristol.

Through 2020-21 we have completed a full review of our community domiciliary care services to help us inform the shape of our future service offer.



## OUR HOUSING SERVICES

**We want all of Brunelcare's customers to feel proud of their homes and where they live, but we know this isn't always the case. A number of our homes are in need of investment to bring them up to a more energy efficient standard and local environments also need improvement.**

In June 2020, we published a

### NEW ASSET MANAGEMENT STRATEGY



In June 2020, we published a new Asset Management Strategy. This will allow us to focus on the homes in greatest need first, but make sure that our long term financial plan allows improvements to all our homes in priority order. A key part of our role is to make sure that residents feel safe and secure in their homes and that we provide a quality, honest, customer service, making the best use of digital communication so residents can access services and manage their tenancy. A step towards this is the introduction of 'Alertacall' through a pilot. Bristol City Council have since confirmed to us that they will not fund the 'Alertacall' system as they do not feel it meets their criteria. We have met with tenants on both sites that have the system installed (St. Johns Court and Lilac Close) and to date 10 tenants between the sites have agreed to appeal the decision which we will work with 'Alertacall' to support them fully through the process.

Over the last year, quarterly sheltered housing site meetings have been held remotely due to COVID-19 restrictions. These will recommence in person in September 2021 as restrictions are lifted and will be managed by the customer service team manager to ensure tenants views are heard, this is hoped to improve accountability and shorten decision making times, so that site issues can be resolved faster.

We recognise that we need to transform our customer services which includes our day to day repairs. This review will conclude in 2021-22 and will include investment in a new housing management system as well as a relaunched Direct Labour Organisation (DLO).

### Tenant Involvement

Brunelcare encourages tenant involvement in decision-making by promoting mechanisms for their involvement. We employ a wide range of methods to communicate with our tenants, including:

- Issue of an annual report to tenants
- Suggestion boxes in all sheltered sites
- Site notice boards
- Quarterly site meetings
- Our quarterly Grapevine magazine
- Information on our website
- Repairs call back survey
- Exit survey for departing tenants
- Brunelcare Tenant Feedback Group

The sheltered housing sites' quarterly site meetings enable tenants to raise concerns and discuss ideas for their site. During the year quarterly site meetings were offered 'virtually' due to ongoing COVID-19 restrictions.



In 2021-22, a **'TOGETHER WITH CUSTOMERS'** initiative will engage with all customer groups with the **goal of further strengthening our relationships** with them.



### Property Health and Safety Data Integrity Audit

Brunelcare's Internal Auditor, RSM, undertook a follow-up review of 'Property Health and Safety Data Integrity' in November 2021. The findings of this audit were reported to the Audit and Risk Committee.

RSM concluded that:

- The Board could take reasonable assurance that the controls in place to manage the integrity of property health and safety data were suitably designed and consistently applied.
- There was a defined process in place for the completion of and monitoring of inspections.

RSM reported that there was one circumstance of non compliance with controls which was linked to Gas Safety and Fire Risk Assessments. This generated a medium action which has since been addressed..

### Property Compliance Works

Despite the impact of the COVID-19 pandemic on staffing and the ability of staff and contractors to access properties, as at 31 March 2021 there was 100% Compliance with all key property health and safety requirements.

The matter of Cloned Asbestos Surveys was brought to the Board's attention on 10 March

# 100%

As at 31 March 2020, there was 100% Compliance with all **LANDLORD HEALTH AND SAFETY REQUIREMENTS.**



During 2020-21 all common area landlord **asbestos management surveys were undertaken** and **BRUNELCARE WAS FOUND TO BE FULLY COMPLIANT.**

2020, as a potentially serious breach. Brunelcare subsequently made the Regulator for Social housing aware of this matter. During 2020-21 we worked with Tersus, an Asbestos Survey provider, to survey all previously cloned properties. Originally 276 unsurveyed properties were identified, as at the end of March 2021 the figure had been reduced to 46 properties. The on-going issues related to COVID-19 and access to properties continues to impact on the timeline for this survey work, which is scheduled to be completed by the end of June 2021.

During 2020-21 all common area landlord asbestos management surveys were undertaken and Brunelcare was found to be fully compliant.

### Reports from the Regulator of Social Housing

In May 2021, the Regulator for Social Housing (RSH) upgraded their assessment of Brunelcare's governance arrangements, confirming Brunelcare's upgrade to 'G1' - the regulator's highest grade of governance compliance.

In its judgement, the RSH said Brunelcare had: *'strengthened its corporate risk management and internal controls framework' and 'has appropriate systems and processes for providing assurance on compliance with landlord health and safety requirements.'*



This announcement follows many months of hard work, across the organisation, to return the Charity to G1, following an In Depth Assessment (IDA) in 2019 where the RSH regraded Brunelcare's rating, and issued a regulatory notice regarding health and safety compliance.

This upgrade recognised the transformation of our governance arrangements. It is a seal of approval, from one of our key regulators, that Brunelcare is a well run organisation, with the right measures in place to ensure we're doing everything we can to keep our housing tenants safe.

The full judgement can be found here :

[www.gov.uk/government/publications/regulatory-judgement-brunelcare--2/current-regulatory-judgement-brunelcare-26-may-2021](http://www.gov.uk/government/publications/regulatory-judgement-brunelcare--2/current-regulatory-judgement-brunelcare-26-may-2021)

As reported in last year's Annual Report, in January 2020, the RSH also decided to regrade the Charity's financial viability assessment, from V1 to V2 to reflect the additional forecast expenditure on our housing stock as well as the risk of sales within our new Extra Care scheme in South Bristol.

The Regulator's judgement confirmed that Brunelcare complies with the financial viability element of the Governance and Financial Viability Standard and that it has an adequately funded business plan and sufficient security in place.

The updated gradings issued by the Regulator are:

Measure	Previous grade	New grade
Governance	G2	G1
Viability	V2	V2

### Reports from the Charity Commission

The Charity Commission's Proactive Team selected Brunelcare, along with a number of other charities, for review to seek assurance on the overall governance of the charity. The Commission's particular focus was on risk management and corporate governance arrangements.

A meeting with the Commission, attended by the Chair, Vice Chair, Chair of the Performance, Quality and Experience Committee, CEO and Company Secretary & Head of Corporate Governance, took place on 2 February 2021. The Commission confirmed, in a letter dated 19 March 2021, that it was satisfied with the information, assurance and verification provided by the Charity about its overall governance arrangements.



## OUR COLLEAGUES

The strength of Brunelcare lies in the quality of its employees.



We recognise the **IMPORTANCE OF INVESTING IN OUR COLLEAGUES** and supporting them to develop and achieve their personal and career aspirations.

We recognise the importance of investing in our colleagues and supporting them to develop and achieve their personal and career aspirations. We offer a range of apprenticeships, health and social care qualifications, leadership skills training and other development.

Ensuring the well-being of our colleagues is as important as it is for our residents and tenants and so we have introduced a number of arrangements, including:



Brunelcare has **trained 48 Mental Health First Aiders (MHFA)** who are able to provide first line support to colleagues who may be in need of assistance.

### Mental Health First Aiders

Brunelcare is committed to treating mental health as seriously as physical health and general employee well-being. Brunelcare has trained 48 Mental Health First Aiders (MHFA) who are

able to provide first line support to colleagues who may be in need of assistance.

Additional employees will be offered the opportunity to undertake MHFA training when COVID-19 restrictions allow.

### Care First

Care First offers comprehensive advice, information and articles covering personal and work related issues. They offer 24 hour telephone access as well as online and face to face counselling. Confidentiality, security and anonymity are guaranteed.

An information service is also provided that offers practical information and advice on all common topics including Consumer, Legal, Finance, Housing, Benefits, Family and much more besides.

### Lone Working Device

A new lone working app called 'Staysafe' was introduced in 2020-21; The app links a lone worker with 24/7/365 support. Users are able to log on and off the system and it will automatically raise an alarm if the user does not log off following a scheduled appointment. In addition it has a panic facility that can be used should a colleague be on the receiving end of verbal abuse or physical aggression.

### Colleague Voice

In 2019-20 we responded to colleagues' views by completely changing our approach to colleague engagement, and introduced 'Colleague Voice'. Colleague Voice is the consultative body representing the interests of all employees, and ensures that there is an opportunity for genuine involvement for all in the Charity's activities and plans. There were three Colleague Voice Groups, one for Community Services and ECH, one for Care Homes and one overarching committee for the whole charity. Members were elected or nominated by colleagues and received full training on how to effectively carry out the role. Senior Leadership Team members attend each



meeting and are able to listen and respond to any colleague's concerns and ideas.

The final committee will be held on 27 September 2021 where the committee's will be stood down. New elections will take place in autumn 2021 for new committees representing the new directorates following the Senior Leadership Team restructure

**Speaking Up Policy**

We want Brunelcare to be a place where colleagues feel safe to speak up; particularly as it is our colleagues who will often be the first to spot any wrongdoing. Acting with integrity and honesty is about more than avoiding wrongdoing. It is about playing an active role in ensuring these values are upheld.

In December 2020, the Board approved its Speaking Up Policy. This sets out the principles and approach to be followed by those working for or on behalf of Brunelcare when they have a concern about client and/or tenant safety, malpractice or wrongdoing. It is one element of a wider set of arrangements we have in place to uphold high standards and prevent wrongdoing. In particular, these arrangements also include our Fraud, Corruption and Bribery Policy. Other parts of our governance framework also frame and direct our approach, including the Code of Conduct, our Standing Orders, Register of Interests, Gifts and Hospitality Policy, Financial Regulations and our commitment to transparency.

**Gender Pay**

Brunelcare is committed to delivering equality of opportunity regardless of gender and has a pay and grading structure to support this.

We aim to treat everyone fairly at work, across all levels and locations. This includes making sure everyone has the same opportunities for recognition, reward and career development. Thanks to our pay grading system, we know that we provide men and women with equal pay for the roles they hold. We are committed to ensuring



Brunelcare is committed to delivering equality of opportunity regardless of gender and has a pay and grading structure to support this.

that leadership positions are available to the widest pool of talent regardless of gender. We are proud that our leadership team has an excellent gender balance; of our eight members of the Senior Leadership Team in post during 2020-21, five were female including our Chief Executive.

Out of the 253 highest paid employees across Brunelcare, 75.1% are female.

In February 2021 we published our gender pay gap report for 2019-20. Our average mean pay gap for 2019-20 was 12.8%; this is 1.5% lower than the previous year. Our average median pay gap was 6.4% which is 0.85% better than the previous year and over 10% better than the national figure of 17.3% in 2019.

**Equality, Diversity and Inclusion**

We value our employees and promote equality and diversity wherever we can. Equality, Diversity and Inclusion (EDI) is an integral part of our employee induction programme, letting new starters know from the outset its importance and how to represent this within Brunelcare. To support this we have an Equality and Diversity Policy and Acceptable Behaviour Policy in place.

We have retained Investors in People accreditation for the past 18 years and have remained a Disability Confident employer (previously known as Two Ticks) for the past 15 years. A management development programme has been rolled out to ensure the principles of person centred care are applied to the management of our employees (to treat everybody as an individual and to understand



their individual needs). These principles encompass the true meaning of inclusion and embrace diversity within our workforce

As an inclusive employer, we are committed to recruiting and retaining employees from all backgrounds and ethnicities. Our selection processes are competency based and equality training is included within our induction process and ongoing development activities. Our pay grades and job families ensure that all employees are paid the correct rate of pay for the role irrespective of any other factors. Succession

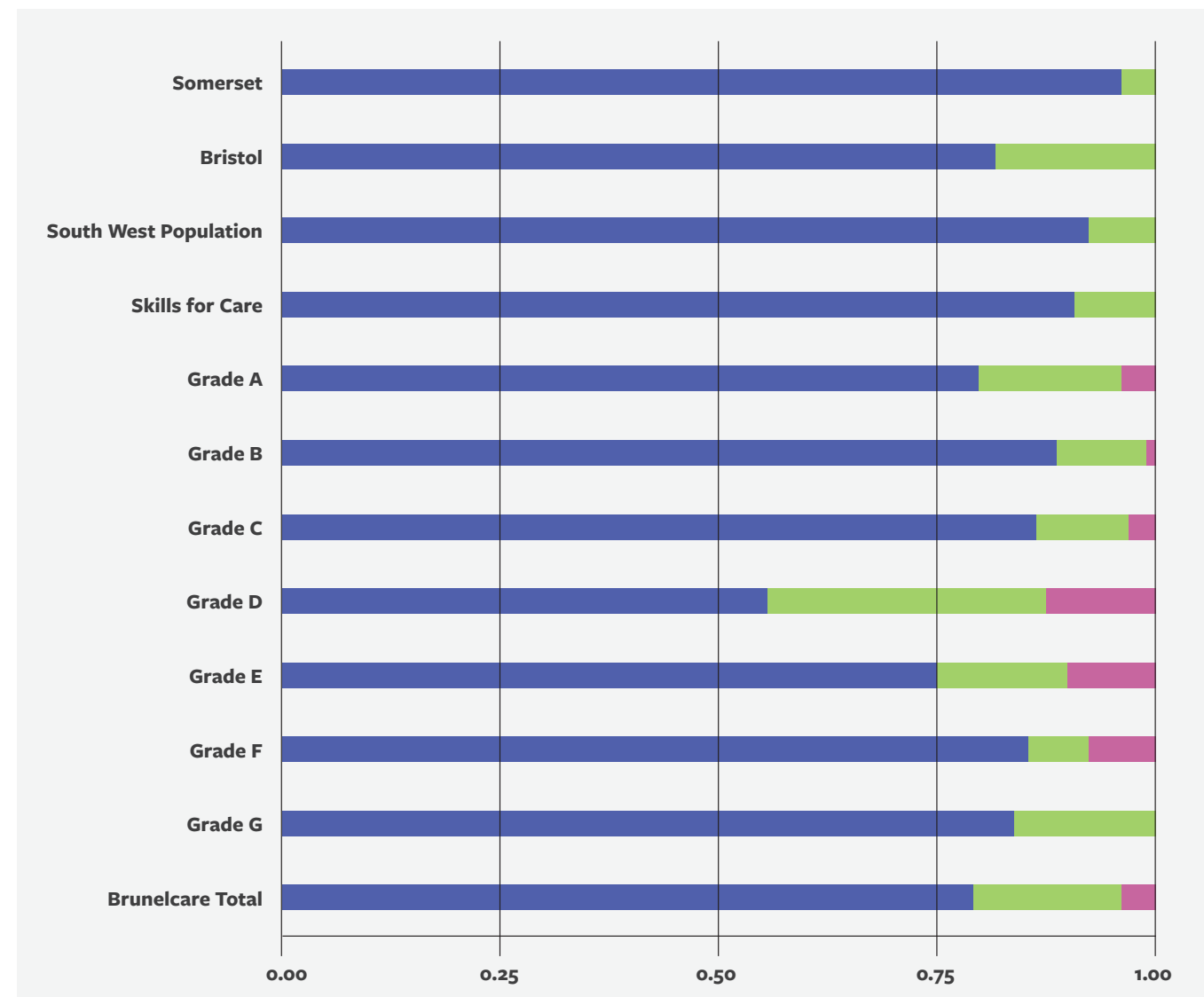
planning and career progression are based on merit and available to all employees. We continue to consider all additional opportunities to do more, in total 17% of our total workforce are either Black, Asian or Minority Ethnic. It is worth noting that the percentage is 37% for our grade D employees (supervisory and junior management). The full breakdown with external comparators are provided in the chart below:

employees (supervisory and junior management). The full breakdown with external comparators are provided in the chart below:

**KEY**

White % Other % Undisclosed %

**White %, Other % and Undisclosed %**



## HEALTH, SAFETY AND WELLBEING

Following the Black Lives Matters protests in 2020, the Board and SLT realised that the organisation needed to do much more to address EDI issues across the Charity. A colleague led Equalities Forum was established and will continue in 2021, overseeing an organisation wide conversation about how leadership can be diversified and strengthened.

### Remuneration

The remuneration of the Senior Leadership Team and colleagues is reviewed annually by the Remuneration and Nominations Committee. We do not operate any incentive schemes. The Trustees give their time freely but are entitled to claim out of pocket expenses.

### National Living Wage

The Brunelcare Pay Policy is underpinned by a Pay and Grading matrix that was introduced in May 2017. Each role within Brunelcare has been evaluated and allocated a grade from A to G.

Newly introduced roles are evaluated to ensure that they are placed in the same grade as roles of equal value. We continue to review current pay levels with the objective of moving towards the Real Living Wage in 2021.

**We are committed to driving continuous improvement in our health, safety and well-being arrangements and are constantly reviewing and strengthening its arrangements to achieve this.**

In 2020-21, the Board commissioned an external review of health and safety arrangements and the outcome of this was reported to the Board in March 2021. The review undertaken by 21st Century Housing Governance concluded that:

The arrangements for providing assurance on the health and safety arrangements at Brunelcare were effective and have addressed previously identified historic issues, even where these were specifically impacted by the pandemic. Brunelcare has strong and effective governance oversight of the health and safety arrangements.

Some of the key elements within that framework are already being enhanced as part of the normal process of continuous improvement with a focus on the documentation of policies, procedures and processes and ensuring the consistency of learning and development for key roles.

Six recommendations for further improvement were set out in the report and these will be addressed in the year ahead.

### Major Changes and External factors in 2020-21

As referenced in last year's Annual Report, Brunelcare's Board and SLT began to keep a watching brief of the emerging situation with COVID-19 in mid-January 2020.

Initially, it was thought that the pandemic would not continue for more than 6-months however it continued throughout the year with a second wave of the virus arriving in October 2020.

In March 2020, a specific Business Contingency Plan for COVID-19 (Contingency Plan) was developed to prepare for and address three phases of readiness:

■ **Phase 1:** Prepare, Inform, Safeguard and Protect

■ **Phase 2:** Building Resilience

■ **Phase 3:** Recovery Phase.

While the values of Brunelcare are based on empowerment and autonomy, the situation Brunelcare found itself in required a corporate and consistent approach that was centrally driven and directed. Some of the key systems/measures put in place included:

- Weekly meetings of the Board of Trustees
- Daily meetings of the COVID-19 Business Continuity Team which comprised members of the Senior Leadership Team and key senior managers.
- The implementation and scrutiny of a Daily Resilience Dashboard: Key data was collected each morning and fed into the Dashboard. The Dashboard ensured that collectively the SLT understood the impact of the COVID-19 pandemic on the services that Brunelcare provides and discussed and agreed the action to be taken to address any hotspots.
- Weekly Compliance and Property Health and Safety Dashboard Meetings:
- A COVID-19 communications strategy d to ensure that clients, stakeholders and employees were provided with up-to-date and accurate information on the status of the pandemic.
- Standard Operating Procedure (SOP) for Dealing with Outbreaks
- Strengthened Support for our 24-hour Services

As the UK Government eased restrictions risk assessments of the impact of lifting or diluting the measures were undertaken to ensure the continued safety of clients and staff.



### Changes in the Legal and Regulatory Environment

- **Coronavirus Act 2020:** This act saw the introduction of a range of emergency provisions in response to the COVID-19 pandemic. The measures included the emergency registration of health professionals, temporary modification of mental health and mental capacity legislation and the power to require information relating to food chains (*March 2020*).
- **Public Health, England: The Health Protection (Notification) (Amendment) Regulations 2020:** These regulations amended the Health Protection (Notification) Regulations 2010 (S.I. 2010/659). They apply to England only. Regulation 2(2) adds COVID-19 to the list of notifiable diseases in Schedule 1. Regulation 2(3) adds SARS-CoV 2 to the list of causative agents in Schedule 2 (*March 2020*).
- **COVID Secure Guidance:** Employers and employees have a responsibility to follow the specific COVID Secure guidelines set out for their sector or industry. There are 14 guides which relate to different kinds of workplaces, it may be that you need to use more than one guide to prevent the spread of Coronavirus.
- **Extension of the Homes (Fitness for Human Habitation) Act 2019 :** From 1 March 2020, all tenancies fell in line with the existing law introduced in March 2019, whereby landlords or agents acting on their behalf can be forced to carry out improvement works to properties or risk being sued.
- **The Landlord & Tenant Act 1985:** This act was amended so that should a landlord rent a property in England with H&S issues then the tenant can seek damages through the courts. Essentially, this legislation forces landlords to promise their properties are fit for human habitation at the start and during a tenancy.



- **Five Year Electrical Safety Checks:** From 1 July 2020 all new tenancies starting on or after the 1st July 2020, required a 5-year Electrical certificate from a registered electrician and all existing tenancies from 1 April 2021.
- **Building Safety Bill:** The Bill is intended to ensure that those responsible for the safety of residents are accountable for any mistakes and must put them right. It will fully establish a regulator that will enforce new rules and take strong actions against those who break them through the court system.
- **The Fire Safety Bill:** This bill was introduced to amend the Regulatory Reform (Fire Safety) Order 2005. The Bill aims to make it clearer where responsibility for fire safety lies in buildings containing more than one home. The Bill clarifies that for any building containing two or more sets of domestic premises the Order applies to the building's structure and external walls and any common parts, including the front doors of residential areas.

## PROCUREMENT

Over the past 12-months, we continued to review our approach to procurement and mapped out the requirements of a centre-led procurement function which reflects the future needs of the Charity and best practice. This work culminated in the recruitment of an experienced procurement manager.

During 2021-22 we will review our procurement policies, training, systems, support and reporting arrangements.

## ENERGY CONSUMPTION AND EMISSIONS

We take our impact on the global climate seriously. We are aware that a significant proportion of our sheltered homes are inefficient, with Energy Performance Certificates (EPC) which can be as low as E. Our Asset Management Strategy sets out an ambition for all our homes to meet the Government target of an EPC of C by 2030. We know this is a stretching target that will require careful planning and investment.

We have completed a survey of all properties and now have a better understanding of the energy consumption and emissions of all of our sites. We will begin a thermal imaging survey of all our properties in 2021-22.

Electricity accounts for 91% of our total energy consumption. Natural gas consumption accounts for 9% of the total energy consumption. We have five minibuses and the majority of employees use their own vehicles for business use.

COVID-19 has had a big impact on the travel required for meetings and in commuting to work. In the first three months of 2020-21, we recorded a reduction in mileage which equated to 20 tons of CO<sub>2</sub>. We envisage this will continue for the rest of the year.

Our ESOS (Energy Savings Opportunities Scheme) energy audit was undertaken by Trident Utilities and developed in accordance with the principles of the ISO 50002 and the British Standards Institution energy audits requirements. Invoices and meter readings were used for electricity and gas and mileage by user for transport (note that the calculations assume that all mileage was diesel. In the next report we will separate diesel and petrol).

In 2020-21, as part of the work we are taking forward in relation to our Asset Management Strategy, we will put mechanisms in place to monitor and improve our energy consumption and carbon footprint. We are due to commence the heater replacement project with an external contractor which will help with the use of energy across identified schemes/units as these units are much more efficient.

## SECTION 172 STATEMENT

Brunelcare qualifies as a large company under the Companies Act 2006 as it meets at least two of the following criteria:

- Turnover of more than £36m;
- Balance sheet total of more than £18m;
- More than 250 employees.

We are therefore required to disclose in this strategic report a "Section 172(1) Statement" describing how directors have had regard to the matters set out in sections 172(1)(a)-(f) of the Companies Act 2006 when performing their duty under the section. This states that:

*A director of a company must act in the way he considers, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:*

- (a) *the likely consequences of any decision in the long term;*
- (b) *the interests of the company's employees;*
- (c) *the need to foster the company's business relationships with suppliers, customers and others;*
- (d) *the impact of the company's operations on the community and the environment;*

- (e) *the desirability of the company maintaining a reputation for high standards of business conduct; and*
- (f) *the need to act fairly between members of the company.*

The following is a statement by the Trustees in performance of their statutory duties in accordance with s172(1) of the Companies Act 2006.

The Board of Trustees of Brunelcare consider, both individually and together, that they have acted in the way they consider, in good faith, would be most likely to promote the success of the Charity for the benefit of its members as a whole (having regard to the stakeholders and the matters set out in s172(1)(a-f) of the Act) in the decisions taken during the year ending 31 March 2020. On page 23-24 we have set out how we have engaged with key stakeholders during the 2020-21 financial year.

The principal decisions taken by the Board during the year were:

### Principal decision 1: *Asset management Strategy for 2020-25*

Brunelcare has an ageing property portfolio, with changing demographics, increasing customer expectations and maintenance demands. Some of our homes are beyond economic repair and are no longer in high demand. Many are in need of significant investment to bring them up to a more modern and energy efficient standard.

In June 2020, the Board approved an Asset management Strategy for 2020-2025 (AMS), which set a change in direction in how we will deliver our strategic objectives and priorities over the next 5 years and onwards. We will need to make some difficult decisions to find solutions for those homes that are now beyond economic repair, are no longer in high demand and will not meet our future standards.



By 2025 this means we will:

- Make decisions to improve the quality of our homes including amenity, space and environmental energy standards.
- Agree to sell or remodel homes that we cannot practically or financially improve.
- Deliver updated homes that meet resident expectations for the 2020s.
- Ensure all homes will continue to be safe to live in.
- Provide a repairs service that is easy to use and delivers quality and choice and value for money.
- Devise an investment plan to facilitate the required improvements.

The AMS 2020-2025 is a critical business tool for us to align our property assets with business needs; directly linked to the Strategic Plan and supported by the 30 year Long Term Financial Plan.

We recognise that asset management carries significant risks as identified in the AMS and we will actively manage these risks as part of our established risk management system.

**Principal decision 2:**  
*New Performance Framework and Related Measures*

In June 2020, the Board approved a new Performance Framework (the Framework). This set the scene for the introduction of a more effective and accountable performance management system within Brunelcare which puts customers at the centre of decision making. The Framework facilitated:

- the move towards an assessment and management process centred around service quality, effectiveness and efficiency measures;
- the establishment of a benchmarking process to underpin continuous performance improvement; and

- the strengthening of performance and accountability arrangements.
- The Framework applies to all activities across all parts of the Charity. The key purpose of the framework is to:
- set out the roles and responsibilities for planning, managing and improving performance;
  - describe the structures required to deliver robust planning, performance management and improvement; and
  - outline the processes of planning and performance management which will support the improvement of performance through proactive planning, problem solving and risk management.

**Principal decision 3:**  
*Approval of Revised Long Term Financial Plan*

The Long Term Financial Plan (LTFP) forms a key part of Brunelcare’s financial governance arrangements. In June 2020, the Board approved a new LTFP. This was the first review of the LTFP since the Regulatory Judgement received in January 2020 which regraded Brunelcare from V1 to V2 in respect of financial viability. The judgement cited particular risks around increasing reliance on property sales, rising asset management costs and falling headroom in respect of covenant compliance, particularly in relation to interest cover. Attention was given, and progress made on all these risks.

In line with Brunelcare’s Stress Testing Policy and the requirements of the Regulator for Social Housing (RSH), we designed and applied stress tests which are relevant to Brunelcare’s business model, reflect its key risks and those from the sector risk profile, and link to the asset and liability register.

Both single stress tests and multivariate scenarios were applied to demonstrate the resilience or otherwise of the plan to a variety of changing circumstances. The tests and their impacts on the plan are summarised below.

**Principal decision 4:**  
*Furlough of the new Strategic Plan and Approval of the Annual Business Plan for 2020-21*

Due to the continuing pressures of COVID-19, the Board agreed to furlough its new Strategic Plan and the June 2020 Board meeting and the following revised set of priorities were agreed:

STRATEGIC PLAN PRIORITY	FOCUS FOR 2020/21
<b>Provide homes to feel proud of</b>	Delivery of Phase one of the Asset Management Strategy
<b>Provide quality care</b>	Review and deep dive of Home Care Service: opportunities for growth, challenges and sustainability. Care Home Recovery Plan to include marketing, viability.
<b>Put people first</b>	Pursue reform of social care - to include career progression, employment offer, Real Living Wage, induction and campaigning
<b>Get the basics right</b>	Customer Service Transformation to include IT and new systems for finance and housing service (inc ECH) and provision of tenancy support.
<b>Be financially secure</b>	Embed performance management, procurement, governance systems and foundations to regain G1 and V1 status with RSH and improve financial resilience.

These priorities were developed into an Annual Business Plan for 2020-21 that the Board approved in September 2020.

**Principal decision 5:**  
*Provision of internal refurbishment works of void flats at Woodland Court, including replacement of kitchens, bathrooms, electric heating, windows, doors, and floor coverings*

Woodland Court is a retirement development of 56 flats in Kingswood. All the flats are privately owned on leaseholds. The leases stipulate that Brunelcare undertake the refurbishment of each apartment when they become vacant, which averages 4 to 6 per annum. The full costs of these are deducted from the sales value of the

flats so Brunelcare is reimbursed when sales are completed. To date these refurbishment costs have been procured on an ad hoc basis, rather than within a single contract.

To regularise this and ensure that leaseholders receive the best value for money the Board approved a contract for refurbishment works over five years, with an option to extend for a further 2 years, and an estimated total value of between £400,000 - £800,000. The value will depend on the level of voids and demand.



**Principal decision 6:***Lease of Hawthorn Croft to St. Mungos*

During the year the Board approved proposals to lease Hawthorn Croft in Withywood to St. Mungos Housing Association for a period of five years.

St Mungos is a national provider of housing and support for homeless people. They approached us with a proposal for temporary use through a lease agreement of the eight units on the site to provide seven units of accommodation (one flat will be a laundry and communal or office space). The flats will be used to house women who have moved through the Homelessness Pathway and are ready for greater independence. St Mungos are fully responsible for all the support and will be receiving revenue funding for this.

The repair obligation states that St Mungos is responsible for all internal repairs and health and safety compliance.

**Principal decision 7:***Appointment of Two new Trustees*

The Board ratified the appointment of two new trustees in September 2020: Alison Comely with 30 years experience in senior local authority positions, including as a Director of Adult Social Services; and Anthony Oldfield, a Chartered Surveyor and leading expert in the care home and retirement property markets.

**Principal decision 8:***Approval of a COVID-19 Outbreak Plan*

Throughout the year the Board carefully monitored COVID-19 infection rates across its services and in the local population. An Outbreak Plan was approved by the Board which set out how an outbreak would be managed should one occur on any of the Charity's sites (defined as two or more cases). Prevention measures included: 4.5 months supply of PPE, a block agency agreement so that any agency staff are solely working in one location, weekly testing for all care staff, full pay for anyone who has to self isolate, daily monitoring of infection rates and a weekly Bulletin for all staff to update them on the latest information.

**Principal decision 9:***Approval of 'Brunelcare: Our Future Futures': 2021-24 Strategic Plan*

In March 2021, the Board approved a new strategic plan for the charity: 'Brunelcare: Our Future'. The plan includes a new mission, vision, set of values, and three new strategic aims - all designed to achieve better outcomes for our customers as articulated in a set of 'outcome measures' which have been produced in consultation with them. Further information on the Strategy can be found on page 5.

**Principal decision 10:***Approval of a centralised complaints process*

In December 2020, a self-assessment against the Housing Ombudsman's Complaint Handling Code (July 2020) was undertaken. The Board approved a new Comments, Concerns, Complaints and Compliments Policy in March 2021. The revised Policy:

- improves accessibility and awareness by adopting the approaches recommended by the Housing Ombudsman;
- introduces a centralised complaints process and delegate day to day oversight of the complaints process to the Corporate Governance Team; and
- ensures compliance with the Housing Ombudsman's guidance in relation to the complaints procedure, timeframe for response, communication and putting things right.



# STAKEHOLDER ENGAGEMENT

The focus of our stakeholder engagement in 2020-2021 has been firmly on our response to COVID-19. This has included:

## COLLEAGUES:

keeping our colleagues informed about changes in government guidance, and ensuring their safety and well-being, has been crucial to ensuring an effective response to the pandemic

## CUSTOMERS:

engaging with our customers to ensure they have the support they need. This has included holding Zoom meetings with the relatives and loved ones of our care home residents, regularly writing to our customers, and posting frequent updates on a dedicated section of our website.

## VOLUNTEERS:

volunteers have proved vital in providing additional support to customers during lockdown. From our 'Friends on the Phone' telephone befriending service, to our community volunteers supporting shopping and collection of prescriptions, to those collecting and delivering much needed supplies of PPE. Maintaining effective engagement with existing, new and potential volunteers has been a key task in the past year.

## COMMISSIONERS/LOCAL AUTHORITIES:

we have worked closely with our commissioners to keep them informed about cases across our services, and so we can access additional support, such as funding to help roll out increased testing.

## PUBLIC HEALTH:

we have worked closely with local Directors of Public Health throughout the pandemic. Following their advice during outbreaks and supporting us to reopen services.

## THE MEDIA:

the impact of COVID-19 on care homes in particular has generated a high level of media attention during the year. We supported a number of national and local broadcast interviews raising awareness of the work of Brunelcare and the wider social care sector.

## NHS:

we have strengthened our relationships with the NHS, specifically through the commissioning of our 48 reablement beds (across our Little Heath and Orchard Grove sites) to support earlier discharge from hospital.



# RISK MANAGEMENT

## Embedding effective risk management remains a key priority for the Board.

Over the last 12 months further steps have been taken to strengthen risk management across the organisation and embed the Risk Management and Assurance Framework approved by the Board in September 2019.

Our approach to risk management has been designed to ensure that risks are identified, assessed and prioritised and appropriate mitigating actions taken. Systems implemented to manage risk at various levels of the organisation include:

- A comprehensive Corporate Risks Register (CRR);
- Review of the CRR at Senior Leadership, Audit and Risk Committee and Board meetings;
- The monitoring of the internal control system by the corporate governance team, internal and external audit functions that can provide an independent perspective on the management of risk
- Audit, Risk and Finance Committee meetings with the auditors, in the absence of management, at least once a year.

The Corporate Risk Register is updated regularly and highlights the top risks facing Brunelcare, changes to existing risks and any new risks identified together with actions to manage these risks, further action to be taken and assurance arrangements.

### Principal Risks and Controls

At the start of each financial year, a detailed assessment of the risks impacting on the Charity is undertaken, this includes a review of the Sector Risk Profile published by the Regulator for Social Housing, sector risks highlighted by the Care Quality Commission and the Health and Safety Executive.

The Board together with the Senior Leadership Team identified the major strategic risks to which Brunelcare could be exposed and the Senior Leadership Team ensured controls were in place to mitigate/manage them. The Corporate risk Register was reviewed at each Audit, Risk and Finance Committee and Board meeting.

The principal areas of risk to which the Charity was exposed in 2020-21 were identified and reviewed throughout the year and, for each of these, an assessment was made as to their impact, severity, and probability. The table below provides an overview of the risks set out in the Corporate Risk Register at 31 March 2021:



RISK	POTENTIAL IMPACT	MITIGATING FACTORS
Sustainable Community Services that meet regulatory standards and the needs of our customers and are not delivered.	<ul style="list-style-type: none"> <li>• Harm to customers.</li> <li>• Loss of registration with CQC.</li> <li>• Prosecution</li> <li>• Loss of reputation impacting on ability to grow the business</li> </ul>	During the year steps were taken to mitigate this risk by reviewing arrangements for: <ul style="list-style-type: none"> <li>• Staffing – levels, skills and experience.</li> <li>• Care planning.</li> <li>• Customer Feedback.</li> <li>• Compliance with LA and CQC Requirements.</li> <li>• Undertaking a deep dive of home care services.</li> </ul>
Sustainable housing services that meet regulatory standards and the needs of our customers and are not delivered.	<ul style="list-style-type: none"> <li>• Harm to customers.</li> <li>• Regulatory sanctions.</li> <li>• Prosecution.</li> <li>• Loss of reputation impacting on ability to grow the business.</li> </ul>	Brunelcare attempts to mitigate these risks through the regular review of strategy and processes to ensure they are flexible enough to take into account changing external conditions and tenant needs.
Sustainable care home and reablement services that meet regulatory standards and the needs of our customers and are not delivered.	<ul style="list-style-type: none"> <li>• Harm to customers.</li> <li>• Loss of registration with CQC.</li> <li>• Prosecution.</li> <li>• Loss of reputation impacting on ability to grow the business.</li> </ul>	A suite of policies and procedures are in place. Together with induction, training, comprehensive care plans, risk assessments, internal quality assurance audits these help to mitigate this risk.  A comprehensive review of policies and procedures will be undertaken in 2020-21.





RISK	POTENTIAL IMPACT	MITIGATING FACTORS
The charity is unable to meet the financial performance projections set out in its long term financial plan.	<ul style="list-style-type: none"> <li>Regulatory sanctions and down grading.</li> <li>Unable to deliver the strategic plan.</li> <li>Unable to fill gaps in resources.</li> </ul>	<p>Comprehensive financial forecasting and monitoring; prudent financial management; regular covenant reporting and; secure, flexible funding arrangements help to mitigate this risk.</p> <p>Government and local authority assistance and continuity funding have helped to mitigate the additional costs that have arisen due to COVID-19.</p>
The charity breaches loan covenants.	<ul style="list-style-type: none"> <li>Intervention by credit wing of bank.</li> <li>Interest rate increases.</li> </ul>	<p>Compliance with covenants is monitored closely and monthly reports are produced.</p> <p>Regular discussions took place with Brunelcare's bankers during the year and Treasury advisors Centrus were appointed to undertake a review of Brunelcare's arrangements. A series of recommendations were made by Cenrus and adopted by the Board.</p>
ICT systems are not robust or stable enough to support safe, effective and up to date services.	<ul style="list-style-type: none"> <li>Vulnerable to cyber attacks.</li> <li>Delivery of services impeded.</li> </ul>	During the year work on an ICT Strategy began this work will be completed in 2021-22.
The services provided by Brunelcare are compromised due to the Charity's estate being non-compliant and not fit for purpose.	<ul style="list-style-type: none"> <li>Harm to customers.</li> <li>Regulatory sanctions.</li> <li>Prosecution.</li> <li>Loss of reputation impacting on ability to grow the business.</li> </ul>	An Asset Management Strategy was approved by the Board in June 2020. The priority actions set out in this Strategy will help to address this risk.

RISK	POTENTIAL IMPACT	MITIGATING FACTORS
Coronavirus could impact on the quality and sustainability of our services.	<ul style="list-style-type: none"> <li>Harm to customers.</li> <li>Loss of staff capacity.</li> <li>Increase in agency staff leading to additional financial costs.</li> <li>Loss of customers/ business.</li> <li>Loss of reputation impacting on ability to grow the business.</li> </ul>	<p>A COVID-19 Business Continuity Team was in place throughout 2020-21.</p> <p>We mitigated the impact on services through adherence to Public Health England guidance, sourcing of sufficient PPE supplies, stringent infection control procedures, the appointment of over 100 volunteers, increased recruitment activity and daily monitoring of data relating to infection rates and staffing levels.</p> <p>While preventative measures were in place to reduce the impact of COVID-19 the increased rate of COVID-19 in the community resulted in periods of increased risk to clients and staffing.</p>
Increasing costs of insurance premiums could make the costs of insuring services prohibitive.	<ul style="list-style-type: none"> <li>Financial loss.</li> <li>Unable to operate services due to lack of insurance cover.</li> </ul>	Insurance cover secured with cover for COVID-19 was secured prior to the start of the 2021-22 financial year. As expected the cost of the premium was higher than budgeted for.

As we move into 2021-22 we have begun to evaluate the longer term impact of COVID-19 on the sector and the risks that these pose to Brunelcare.

### Capacity to Handle Risk

Ensuring effective risk management is a key priority for the Board as it is integral to enabling the delivery of our objectives, both strategic and operational, and most importantly to the delivery of safe, high quality services.

The Risk Management and Assurance Framework, sets out the processes and mechanisms for the identification, assessment and escalation of risks. It has been developed to create a robust risk management culture across Brunelcare by setting out the approach and mechanisms by which the Board will:

- make sure that the principles, processes and procedures for best practice risk management are consistent across the Charity and fit for purpose;
- ensure risks are identified and managed through a robust organisational Assurance Framework and accompanying Corporate and Directorate Risk Registers;
- embed risk management and established local risk reporting procedures to ensure an effective integrated management process across the Board's activities;
- ensure strategic and operational decisions are informed by an understanding of risks and their likely impact;
- ensure risks to the delivery of the Board's strategic objectives are eliminated, transferred or proactively managed; and
- keep the Board and its Committees suitably informed of significant risks facing the Board and associated plans to treat the risk.

### Risk appetite

HM Treasury (2006) define risk appetite as:

*'The amount of risk that an organisation is prepared to accept, tolerate, or be exposed to at any point in time'*

In December 2020, the Board revisited its Risk Appetite Statement. This set out the Board's

strategic approach to risk-taking by defining its risk appetite thresholds. It is a 'live' document that is regularly reviewed and modified, so that any changes to the organisation's strategies, objectives or its capacity to manage risk are properly reflected.

In reviewing and updating the Risk Appetite Statement careful consideration was given to Brunelcare's capacity and capability to manage risk.

The Risk Appetite Statement will be re-visited again in December 2021

## INFORMATION GOVERNANCE

Brunelcare continues to work towards a culture of compliance with the UK GDPR, DPA 2018, Privacy and Electronic Communications Regulations and official guidance based on the above. During 2020-21, the Charity achieved entry-level status to the NHS Data Security and Protection Toolkit, contributed to making this toolkit more relevant to the social care sector, and contributed to two pilots run by the National Cyber Security Centre (NCSC).

Risks relating to information are managed and controlled in accordance with the Charity's Information Governance Policies.

All information governance issues are escalated to Brunelcare's Data Protection Officer who reviews and assesses each one to ensure any breaches are identified and concerns addressed.

During the year two Information Governance breaches occurred but following consultations with the Information Commissioner's Office, neither had to be formally reported. The ICO agreed that the steps taken by Brunelcare were robust and therefore the incidents were addressed internally.

## ASSESSMENT OF FINANCIAL AND OPERATIONAL PERFORMANCE

**This year has seen the Charity face the exceptional operational and financial challenge of the COVID-19 pandemic.**

**Our financial results have been positive reflecting the amazing response of our staff and includes supportive government funding which has been essential noting the additional resources and support required given the cost impact of the pandemic.**

Our operating surplus increased 33.6% to £2.65m (£1.98m 2020). Income including COVID-19 funding grew 15% to £36.96m (£32.09m 2020) in the year.

Our operating costs rose 14% to £34.32m (£30.11m 2020) largely reflecting the impact of investment in staffing including the essential additional requirements imposed by our response to COVID-19 and also the new developments above.

Rising demand for quality care and affordable services both locally and nationally, highlighted by the need for these services enhanced by COVID-19, serve to illustrate the importance of additional funding into affordable housing and social care.

National and local efforts to support this continue to be important and the Charity continues to highlight, support and inform the urgency of these discussions.

Results include additional income of £3.46m and costs of £3.97m at our new 88 bed nursing home, Little Heath. This new purpose built facility in Cadbury Heath, East Bristol, opened in April 2021. Occupancy progressed well with our specialist reablement unit providing integrated Health and Care in Bristol. Whilst a financial deficit arose as expected, this is reducing as occupancy grows as planned.

Our results also reflect the opening of our 62 unit Extra Care Housing service at Waverley Gardens in Bristol. Full occupancy of the 52 flats offered on a rental basis was achieved in just 9 months with successful completion of 5 of the 10 flats offered for sales on a partial ownership basis. Income at the scheme grew by £0.70m to £1.99m with costs rising £0.59m to £1.90m.

### Value for Money Metrics

Brunelcare utilises data within both the Regulator for Social Housing Value for Money metrics and the Housemark Sector Scorecard to monitor its activities in order to ensure that we continue to deliver value for money and make progress towards our strategic objectives.

The Scorecard sets out a number of indicators covering business health, outcomes delivered, effective asset management and operating efficiencies. An analysis of Brunelcare's score against each of these indicators is set out below. The prevalence of the COVID-19 pandemic has naturally had a significant impact on these indicators.

In addition to these sector-wide benchmarks we also have a series of internal metrics that monitor key risks to the business.

All of these metrics are monitored regularly by the Senior Leadership Team and Trustees to ensure that we focus on delivering the best value for our stakeholders.





## Key Metrics

### Metric 1: Reinvestment

Reinvestment %	Measure	Brunelcare			Median for HOP Provider [RSH]
		2018-19	2019-20	2020-21	
Reinvestment as a percentage of existing stock	%	5.8%	11.2%	0.97%	7.2%

Reinvestment reduced significantly in the year with the absence of a major development plus the impact of COVID-19 and associated lockdowns on capital investment. The prior year figure included significant investment with the extension at our Waverley Gardens Extra Care scheme adding 62 units to our Housing stock.

Fire safety and energy improvement work, as well as sheltered housing scheme improvements, are planned going forward and will increase this percentage although with no major development planned for 2021/22 we anticipate this metric will remain low.

### Metric 2: New Supply

New Supply Delivered %	Measure	Brunelcare			Median for HOP Provider [RSH]
		2018-19	2019-20	2020-21	
Social Housing units developed as % of owned	%	0%	0%	5.4%	0.7%
Non-social Housing units developed as % of owned	%	0%	0%	0%	0%

Two major projects were completed in April 2020.

Our Waverley Gardens Extra Care Scheme extension in Bristol added 62 units and in addition our specialist new nursing and care home Little Heath, providing services in Cadbury Heath in South Gloucestershire, opened in April 2020 adding a further 88 beds. These developments provide vital new services to the community in South Gloucestershire and Bristol. Both of these have been lease funded and are therefore not shown in the non-social housing development metric.

Brunelcare's ambitious future development activity is being planned and will focus on redeveloping and refurbishing our existing sheltered housing and extra care schemes.

### Metric 3: Gearing

Gearing %	Measure	Brunelcare			Median for HOP Provider [RSH]
		2018-19	2019-20	2020-21	
Gearing %	%	11.3%	19.6%	13.7%	44%

Against all the sector quartiles Brunelcare's gearing remains low. Our lending reduced further following planned loan repayments on our core Lloyds lending and also full repayment of the £1.85m drawn-down on our £5m Barclays Revolving Credit Facility.

This reflects the period without major development and positive financial performance in terms of the increased surplus. As noted above a major development and investment programme is currently under review.

### Metric 4: EBITDA interest cover

EBITDA %	Measure	Brunelcare			Median for HOP Provider [RSH]
		2018-19	2019-20	2020-21	
EBITDA MRI as % of interest	%	389.9%	338.6%	594.4%	170%

The significant improvement in EBITDA-MRI reflects positive financial performance including supportive COVID-19 funding. Lower debt in a period of no major development, low interest rates and reduced capital spend were other key factors.

The strong EBITDA-MRI combined with low gearing highlights the opportunity for positive inward re-investment. The current prudent position is appropriate to the Charity's sustainability and long term goals of providing vital community services.



#### Metric 5: Headline Social Housing Cost per Unit

Headline Social Housing Cost Per Unit	Measure	Brunelcare			Median for HOP Provider [RSH]
		2018-19	2019-20	2020-21	
Total cost per unit	£	5,431	6,336	5,617	4,600

Brunelcare costs per unit reduced significantly in the year reflecting the impact of COVID-19 and lockdown; reducing the scope for some elements of planned capital works.

A new health and safety compliance system has streamlined our compliance management. Continuing investment into fire safety and other health and safety measures will arise in the next financial year.

Our overall cost remains above average general needs housing costs in the sector largely due to the fact that Brunelcare's costs include energy utilities (heat and light) as well as some additional services such as restaurant catering and laundry services.

A number of actions including appointment of a Procurement Manager have taken place. These will ensure we continue to deliver good value for money services.

We anticipate service cost pressures will continue with rising inflation and energy costs alongside material costs and workforce investment plans.



#### Metric 6: Operating Margin

Operating Margin	Measure	Brunelcare			Median for HOP Provider [RSH]
		2018-19	2019-20	2020-21	
Operating margin overall	%	4.3%	6.1%	6.9%	20.3%
Operating margin social housing lettings	%	14.8%	14.0%	12.7%	23.9%

The operating margin for the whole business has improved this year although it continues to be lower than average for the housing sector. This is due to significant operating activity in Care Homes and Domiciliary Care which have lower operating margins. These figures improved in the year with the benefit of urgent government COVID-19 funding.

The social housing element margin reduced due to increased investment in health and safety and building costs due to the age of some of our housing stock. These carry higher repair and maintenance support requirements.

The Board of Trustees has set targets to improve our margins in future years and we are progressing a two year financial recovery plan for our Home Care service. Financial improvement will also continue to be shown from Little Heath as this new service matures.

#### Metric 7: Return on Capital Employed

Return On Capital Employed %	Measure	Brunelcare			Median for HOP Provider [RSH]
		2018-19	2019-20	2020-21	
Total cost per unit	%	2.4%	3.3%	4.3%	3.0%

Brunelcare's return on capital has improved this year given the higher financial surplus with positive business activity and cost control, plus supportive COVID-19 funding combined with a planned period of no major development spend.

The Charity operates a large proportion of care services with low homecare margins that generate very small surpluses but only require modest capital investment.

Improved procurement and a 2 year homecare turn-around project aim to improve margins, although urgent investment in staff pay and cost inflation such as rising global energy costs are likely to continue to dilute these margins.





## Other Sector Scorecard Metrics

Below are the Other Sector Scorecard measures which are used by Brunelcare.

### Other Metric 1: Business performance

Business Health	Measure	Brunelcare			Median for HOP Provide
		2018-19	2019-20	2020-21	
Adjusting operating margin social housing	%	17.5%	17.0%	15.6%	22.7%

Noting the comments on Key Metric 6 above, this measure adjusts the margin to exclude costs such as energy and catering to provide an adjusted comparison.

This shows a lower variance with the outcome reflecting a number of reasons including the impact of the pandemic providing additional support to our tenants plus additional health and safety related investment.

Brunelcare was awarded the 'Help When You Need It' contract in Autumn 2020. This links to our Charitable objectives of providing service user value for money but at a lower margin.

### Other Metric 2: Asset Management

Effective Asset Management	Measure	Brunelcare			Median for HOP Provide
		2018-19	2019-20	2020-21	
Occupancy of all housing properties	%	99%	98.9%	97.9%	Housemark 99.3%
Ratio of responsive repairs to planned maintenance	%	103.3%	69.3%	45.5%	Housemark 64%

Occupancy was slightly lower than sector average in the year noting that the Housemark benchmark does not include the impact of COVID-19. Brunelcare's Housing occupancy improved steadily during the financial year as the wider recovery from COVID-19 progressed. Landlords with a large stock of supported housing tend to record lower occupancy.

The ratio of response repairs to planned maintenance was reduced due to the impact COVID-19 has had in disrupting site access and supplier responses during lockdown periods. The Housemark benchmark for 2020 again does not reflect the impact of the pandemic.

### Other Metric 3: Operating Costs

Brunelcare is a relatively small provider of older peoples housing (HOP). We also incur costs such as energy and catering recovered within our service charges. Our costs are often above sector averages with the table below adjusting these based on the Regulator for Social Housing Value for Money metrics updated June 21 comparison.

Operating Efficiencies	Measure	Brunelcare			Adjusted unit costs to omit utility and support cost.	Median for Provider
		2018-19	2019-20	2020-21		
Headline social housing cost per unit	£	£5,431	£6,336	£5,617	£4,430	£4,249 (RSH)
Management cost per unit	£	£1,049	£1,001	£971	N/A	£1,068 (RSH)
Maintenance cost per unit	£	£919	£1,022	£371	£260	£2,051 (RSH)
Major repairs per unit	£	£737	£1,193	£655	£621	
Service charge per unit	£	£1,641	£1,986	£2,457	N/A	£662 (RSH)
Other housing costs p.u.	£	£1,085	£1,123	£1,163	£120	£468 (RSH)
Rent collected (general needs properties)	%	100%	100%	101.5%	N/A	99.8% (HM)
Overheads a % of turnover	£	8.1%	8.0%	7.0%	N/A	12.3% (HM)

Overall social housing costs per unit have reduced this year reflecting the impact from COVID-19.

Management, maintenance and major repairs costs have also all reduced in the year attributed again to the lockdowns associated with COVID-19.

The higher service charge per unit differs to most Housing comparators in that it includes the provision of communal facilities such as laundries and lounges alongside energy utility costs as most of our sites are not separately metered. Therefore on this basis electricity, gas and water bills are recharged to the tenants through their rent at nil margin.

This cost is in the region of £1.8m pa with a large rise October 2021 following our recent re-tendering process and reflecting global energy cost pressures. Other costs include funding for specific activities paid by the Local Authorities including help and advice provided to support our older tenants.

The last two other metrics applied by the Charity, are based on comparisons to the Housemark Sector Scorecard 2020 which excludes the COVID-19 impact.

Overheads are below other social housing providers reflecting efficiencies necessary for value for money services with investment in governance this year.

### Pension

Our financial results include a charge reflecting a significant increase of £2.7m in the net liability valued by the scheme actuary for the Charity's share of the SHPS defined benefit pension scheme.

This reverses a large reduction credited to our income and expenditure account in the previous financial year.

Whilst these large movements are outside the control of the Charity and non-cash flow we continue to support enhanced deficit funding (£0.7m in the prior year). We have also ensured

our forward financial plans fund a likely extended period meeting the additional cost of managing this deficit.

The Charity has also mitigated the risk of increased future deficits by closing our defined benefit scheme to new and current members at the end of March 2019.

The impact of the triennial review will be reported in next year's results

### New Development

Our new developments at both Little Heath Care Home and Reablement Centre and the extension to the Waverley Gardens Extra Care Scheme opened successfully in April 2020 with occupancy also shared ownership flat sales in the latter progressing well. Additional information is available in the financial review below.

In addition we were successful delivering innovative new reablement contracts at a number of homes and also in being awarded a new Housing and Care contract "Help When you Need it".

### Cash Flow and Working Capital Management

In the financial year our operational cash inflow of £3.15m (£1.78m 2020) was positive following the recent major developments. With an additional reduction in planned capital investment plus impacts from the COVID-19 lockdown capital spend reduced to £0.30m (£6.31m 2020).

Cash was further boosted by a £0.61m grant receipt linked to Waverley Gardens development completion and sales of 5 new flats at the scheme out of a total of 10.

As a result, the Charity was able to fund the repayment of £2.56m of loans as well as an increase in cash and liquid funds from £4.65m to £5.58m.



### Accounting Policies

Brunelcare's principal accounting policies are set out on pages 37 to 42 of the financial statements and have been prepared in accordance with the Statement of Recommended Practice 2018.

### Payment of Creditors

In line with government guidance, Brunelcare's policy is to pay purchase invoices within 30 days of receipt, or earlier if agreed with the supplier. To achieve this, we make two cyclical payments in each month and one-off payments where required.

We have submitted a return to the Government's Payment Practices Service with the following outputs:

Percentage of invoices paid within 30 days	39%
Percentage of invoices paid between 31 and 60 days	55%
Percentage of invoices paid after 60 days	6%

We paid 19% of our invoices outside of the agreed time but the majority of these were due within a week or sooner and we are working to improve our turnaround times for authorising invoices for payment to reduce this figure. The average number of days taken to pay our invoices in the period was 36.

### Fixed Assets

Details of changes to Brunelcare's fixed assets are shown in notes 10 and 11 to the financial statements.

### Reserves

At the end of the year Brunelcare had total reserves of £26.05m (2020 £27.37m). Within that figure the Revenue Reserves ("Free" Reserves) totalled £24.33m (2020: £25.6m). The main reason for this reduction is the pension movement noted above.

Brunelcare generates net surpluses in each financial year which are reinvested in existing properties and services alongside new projects, and to provide reserves with which to meet any emergency funding requirements that may arise.

The Board is satisfied that the level of reserves reported is reasonable.

### Treasury Management and Strategy

Brunelcare has a formal Treasury Management Policy which is approved by the Board. The purpose of the policy is to agree and maintain a framework within which the exposure to risk related to cash investments and borrowings can be managed.

The policy requires an Annual Report to the Board setting out the application of the policy for the past 12 months and the strategy for the next financial year.

Brunelcare's current debt profile shows term loan borrowings from two lenders: Lloyds TSB and Capita Plc (Orchardbrook Limited).

In addition, in the year the Charity repaid all of the £1.85m drawdown on its £5.0m Revolving Credit Facility arranged with Barclays Bank Plc. Repayments or drawdowns can be made from this facility each December. The facility has been re-negotiated in partnership with Barclays, removing a potentially constraining covenant, and is in place for five years to 2024.

### Going Concern

Our long term financial plan confirms the Board has a reasonable expectation that Brunelcare has adequate resources to continue in operational existence for the foreseeable future, being a period of twelve months after the date on which the report and financial statements are signed.

For this reason, it continues to adopt the going concern basis in the financial statements.





## Board Internal Targets

The Board also uses internal operational targets as follows:

### Target 1: Care Homes return on assets

Internal Measure	2018-19	2019-20	2020-21
1. Care Homes return to assets is maintained above 5%	6.0%	8.1%	7.8%

This target has been achieved but there was a slight decline compared to 2019-20.

The continued achievement of this target was due to pricing, and the continued management and efficiency whilst safeguarding the high quality of care that we are known for.

### Target 2: Quality of care

Internal Measure	2018-19	2019-20	2020-21
2. 100% of our CQC regulated services are rated as 'Good' or 'Outstanding'	100%	90.9%	90.9%

Please see the section on the quality of our care services above which provides a table showing our current CQC ratings. All care services were rated 'Good' or above with the exception of Somerset Homecare Services which is currently rated 'Requires Improvement'.

The figure for 2020-21 remains the same as 2019-20 due to no formal CQC inspections being held in the year as a result of the COVID-19 pandemic. All internal quality assurance visits to the Somerset Homecare Service would suggest that previous reasons for gaining a 'Requires Improvement' rating have been resolved and a re-inspection is expected in 2021. Our Little Heath Care & Reablement Service has yet to receive a CQC inspection since its opening in April 2021 and therefore no CQC rating is available for this service.

### Target 3: Head Office performance

Internal Measure	2018-19	2019-20	2020-21
3. Central support services spend to be managed up to 10% of income	8.5%	6.6%*	7.0%

\*adjusted from the figure of 6.4% included in the 2019-20 report

Brunelcare's support costs are low by sector standards and overheads are below other social housing providers reflecting efficiencies necessary for value for money services with investment in governance this year.

### Target 4: Agency usage

Internal Measure	2018-19	2019-20	2020-21
4. Further reduce the charity's agency usage to less than 5% of employee-related costs	6.9%	3.8%	7.2%

Brunelcare has struggled to recruit sufficient trained nurses over recent years and this difficulty continued in 2021-22, in addition to an ongoing desire to recruit additional care staff. Additional agency was used to fill gaps during the recent lockdown where employed staff have had to isolate themselves because of a health issue or to protect a vulnerable family member.

### Target 5: Sickness absence

Internal Measure	2018-19	2019-20	2020-21
5. Reduce sickness absence in line with the social care sector average	4.7%	5.1%	3.99%

Despite the impact of COVID-19, during the year sickness levels as at March 2021 were below the social care sector average.



#### Target 6: Employee retention

Internal Measure	2018-19	2019-20	2020-21
6. Achieve an employment retention level of higher than 81%	71.6%	72.4%	72.44%

This target has not been achieved and remains relatively static compared with 2019-20. Employee retention remains a key issue in the care sector and continues to be a key part of our corporate strategy with a range of activities being taken to improve this figure.

#### Target 7: Occupancy

Internal Measure	2018-19	2019-20	2020-21
7. Achieve a level of occupancy in Care Homes and Sheltered Housing of higher than 95%			
Occupancy in Care Homes	94.6%	95.6%	89.8%
Occupancy in Sheltered Housing and Extra Care	99.0%	98.6%	99.1%

Occupancy in our care homes did not meet the 95% target and was lower than 2019-20 occupancy rates. This was due mainly to the impact of the COVID-19 pandemic and restrictions on accepting new occupants to care homes during this time. Early indications are that care home occupancy will improve in 2021-22.

## 04 STRUCTURE, GOVERNANCE AND MANAGEMENT

### Brunelcare's Legal Structure

**Founded in 1941, Brunelcare is a company limited by guarantee without share capital (registered company number 601847) and a registered charity (registration number 201555).**

The charitable objectives of Brunelcare, as set out in its Articles of Association are

- *the relief of those within the United Kingdom who are in need by reason of age (whether or not that need is exacerbated by ill health, disability and/or financial hardship); and*
- *the relief of those within the United Kingdom who are in need by reason of ill-health, disability and/or financial hardship.*

To fulfill the above objectives, Brunelcare is registered with the Regulator for Social Housing and provides social housing across a range of sites in the Bristol area. It is also registered with the Care Quality Commission as a provider of care homes, extra care housing and a range of community services in Bristol, Somerset and South Gloucestershire. Further details about the care Brunelcare provides and the types of housing and the areas where they are provided can be found by visiting our website: [brunelcare.org.uk](http://brunelcare.org.uk)

### Articles Of Association

Articles of Association are one of the constitutional documents of a company which set out the basic management and administrative structure of the company. The articles are a public document open to inspection at Companies House.

Companies have freedom in drafting their articles although Brunelcare is subject to relevant provisions of the Charities Act 2011 and Companies Acts. Charities who are also companies limited by guarantee may adopt model articles set out by the Charity Commission.

Brunelcare's Articles of Association were reviewed during 2020-21 and a revised set of Articles were approved by Special Resolution on 28 January 2021, following approval by the Charity Commission.

As far as possible the draft Articles have been based on the Model Articles of Association for a Charitable Company as issued by the Charity Commission in August 2014 and updated in January 2017.

### The Board of Trustees

The Board sits at the top of the organisation's governance and assurance systems. Its principal role is to exercise effective leadership, provide strategic direction and control.

The Board is accountable for governance and internal control in the organisation, and the Chief Executive is responsible for maintaining appropriate governance structures and procedures.

In summary, the Board:

- Sets the strategic direction of the organisation;
- Establishes and maintains high standards of corporate governance;
- Ensures the delivery of the aims and objectives of the organisation through effective challenge and scrutiny of performance across all areas of responsibility;
- Monitors progress against the delivery of strategic and annual objectives; and ensures effective financial stewardship by effective administration and economic use of resources.

The Trustees, as the directors and charity trustees, are collectively responsible for the affairs of Brunelcare.





## Board Meetings

During 2020-21 the Board held four scheduled formal meetings, five development sessions and an additional formal meeting. Through these meetings the Board:

- Oversaw the arrangements for the management of the organisations COVID-19 management and monitoring arrangements;
- Agreed a revised Strategic Plan and related corporate objectives;
- Agreed a new Performance management Framework
- Oversaw the development of, received, considered and discussed the organisational risk register and the monitoring and management of the assigned risks to key committees of the Board;

- Received, considered and discussed financial performance and the related risks being managed by the Board;
- Discussed and approved capital projects, contracts and tender proposals in line with agreed delegated authority levels.
- Routinely received assurance reports from the Committees of the Board.

All formal meetings of the Board held in 2020-21 were appropriately constituted with a quorum. Attendance at Board meetings was formally recorded within the minutes, detailing where apologies have been received.

Attendance at Board meetings in 2020-21 is set out in the following table. Please note attendance is expressed as the number of meetings attended out of the number eligible to be attended.



Trustee	Attendance	23 June 2020	22 September 2020	15 December 2020	23 March 2020
Alison Comley <sup>2</sup>	2/2	–	–	✓	✓
Deborah Evans	4/4	✓	✓	✓	✓
Harry Hayer	3/4	✓	✓	X	✓
Nick Hooper	4/4	✓	✓	✓	✓
Phil Hope	4/4	✓	✓	✓	✓
Kate Innes (Still)	4/4	✓	✓	✓	✓
Anthony Oldfield <sup>3</sup>	2/2	–	–	✓	✓
Ian Turner	3/4	✓	✓	✓	X
Tony Wilson	3/4	X	✓	✓	✓
Executive Directors:					
Oona Goldsworthy	4/4	✓	✓	✓	✓
Chris Wall <sup>1</sup>	4/4	✓	✓	✓	✓

1. Chris Wall took up the role of Director of Finance on 27 April 2020
2. Alison Comley took up the role of Trustee on 22 September 2020
3. Anthony Oldfield took up the role of Trustee on 27 September 2020

An additional Board meeting was held on 28 January 2021 to approve the revised Articles of Association following receipt of Charity commissions approvals. All Board members were in attendance.



## Standing Orders, Scheme of Reservation and Delegation of Powers and Standing Financial Instructions

In March 2020, the Board agreed to the Standing Orders for the regulation of proceedings and business. Together with the adoption of a Scheme of Reservation and Delegation of Powers matters reserved to the Board and Standing Financial Instructions they provide the regulatory framework for the business conduct of the Board and define its 'ways of working'.

These documents, together with a range of corporate policies set by the Board contribute to the organisation's governance framework.

In alignment with the development of Standing Orders and Committee terms of reference, a detailed review of the Board's Scheme of Reservation and Delegation of Powers was also undertaken. The document, which was approved by the Board in March 2020, therefore sets out the matters that are:

- reserved for the full Board;
- delegated to Committees of the Board;
- delegated to Trustees; and
- delegated to the CEO.

Standing Orders, the Scheme of Reservation and Delegation of Powers and the Standing Financial Instructions are subject to annual review; the last review being undertaken in March 2021.

There is a clear demarcation between executive and non-executive roles. The Trustees delegate day-to-day executive control of the Charity to the Chief Executive Officer and the Senior Leadership Team, which meets regularly.

The Chief Executive Officer is responsible for running the charity in accordance with the direction set by the Board and the powers delegated to them by the Board. The Chief Executive Officer is accountable to the Trustees for their performance and that of the Senior Leadership Team.

## Trustee Terms of Appointment

Brunelcare's Articles of Association allow for the appointment of up to 12 Trustees.

Trustees are appointed on the basis of the skills and experience they can bring to overseeing the activities of the Charity. The skills and backgrounds collectively represented on the Board should reflect the population it serves.

New appointments are made on merit, taking account of the specific skills and experience, knowledge, personality and approach needed to ensure a well-rounded Board.

In terms of diversity, the objectives are to:

- consider aspects of diversity when reviewing the composition and balance of the Board;
- ensure that candidate lists for Trustee positions are compiled by drawing from as diverse a range of candidates as possible who possess suitable skills and qualities;
- aspire to increase Board diversity without setting specific targets or compromising on the calibre of Trustees.

All Trustees are appointed for terms not exceeding three years and are eligible for re-appointment for a maximum of three terms. To be eligible for appointment Trustees must meet eligibility requirements, as specified in Article 21 of Brunelcare's Articles of Association. The Charity's Standing Orders [see 5.2.4] require Board members to confirm in writing their continued eligibility on an annual basis.

## Trustee Resignations and Appointments

There were two new Board appointments made during the year, Alison Comley on 22 September 2020, bringing social care expertise to the Board and Anthony Oldfield on 27 September 2020, bringing expertise in marketing, investment and funding.

The Board Composition as at 31 March 2021 was:

Name	Role	Took up Appointment on	Area of Interest
Deborah Evans	Chair of the Board	9 June 2017 as Trustee and was appointed as Chair 1 January 2019	Relative/carer Health
Harry Hayer	Trustee	15 February 2019	HR and OD
Nick Hooper	Trustee and Chair of the Remuneration and Nomination Committee	12 March 2018	Strategic Development - Housing
Phil Hope	Trustee	12 March 2019	Health and Social Care, Strategy Development
Kate Innes (Still)	Trustee	8 May 2019	Housing
Ian Turner	Trustee, Vice Chair and Chair of the Audit, Risk and Finance Committee	10 July 2018	Finance
Tony Wilson	Trustee	4 January 2019	Tenant Engagement
Alison Comley	Trustee	22 September 2020	Social care
Anthony Oldfield	Trustee	27 September 2020	Property, investment and funding opportunities
Oona Goldsworthy	Chief Executive Officer	14 October 2019	Housing
Chris Wall	Director of Finance	27 April 2020	Finance





## OUR TRUSTEES

*Appointed 1st July 2017*

### **Deborah Evans - Chair**

Deborah has worked as a manager and Chief Executive in the NHS for 35 years. She was Primary Care Trust Chief Executive in Bristol, working closely with the City Council and with many third sector organisations. Within the last five years, Deborah was Managing Director of the West of England Academic Health Science Network, an NHS funded body whose role is to stimulate innovation in the NHS and to spread best practice in care. Deborah was appointed as Chair of Trustees in January 2019. She has extensive experience as a carer.

*Appointed 1st August 2018*

### **Ian Turner**

Ian is a Chartered Accountant. He has worked in a number of organisations in a Non-Executive Director (“NED”), Executive, Trustee and advisory capacity. He is currently Deputy Chief Executive and Finance Director of the Healthcare Financial Management Association (HFMA) which represents Finance Professionals within the NHS. He is also a NED at Devon Partnership NHS Trust the NHS Mental Health Trust based Exeter, a Trustee at RICE a Charity researching into the Care of the Elderly and a trustee of the Healthcare Supply Association (HCSA), a membership organisation for procurement professionals in the NHS.

*Appointed 1st March 2018*

### **Nick Hooper**

Nick has spent most of his career in local government, but has also worked in the voluntary and private sectors. His background is in housing development and in the nearly 30 years he spent with Bristol City Council – the last 12 as Director of Housing Solutions – he developed expertise in homelessness, private housing renewal,

commissioning, strategy and policy development as well as organisational development. Nick is Chair of 16:25 Independent People, a youth homelessness charity.

*Appointed 1st February 2019*

### **Phil Hope**

Phil is a partner in Hope Consultancy and Training that works with health and social care organisations to help them navigate the changing landscape of the health and care sector; and to develop excellent and sustainable care services for older people. He is also visiting professor at the Institute for Global Health Innovation at Imperial College, London and chaired the Imperial College report ‘Creating Sustainable Health and Care Systems in Ageing Societies’. Phil is a former Member of Parliament (1997-2010) and served in a number of Ministerial roles with responsibilities for local government, skills, charities, social enterprise and social finance. As Minister of State for Care Services his work included development of the White Paper ‘Building a National Care Service’, the National Dementia Strategy, the National Mental Health Strategy ‘New Horizons’, and the National Autism Strategy.

*Appointed 1st January 2019*

### **Tony Wilson**

Tony, an octogenarian and great grandfather, became a tenant of Brunelcare in 2013. His career background includes extensive engineering risk management on behalf of clients such as Network Rail, Dublin LUAS tram main contractor, MoD Navy and suppliers such as BAe Filton. He also ran a recruitment agency, followed by practice as a counsellor and group facilitator. Tony also volunteers as a Trustee with Bristol Older People’s Forum, as a youth mentor with 1625 Independent People, a board member with Driving and Mobility West of England, and is a community navigator with Bristol Community Health.

*Appointed 1st June 2019*

### **Harry Hayer**

Harry has been on the boards of numerous companies and organisations for 25 years. His experience spans the NHS, the charity sector, national and local government, academia, regulation and the music industry. He has travelled extensively with his work, leading large-scale transformation, restructuring, merger, acquisition, closure and change programmes. He has specialist experience in HR and organisation design and development. He is currently HR Director of Sustrans, the national cycling charity.

*Appointed 14th June 2019*

### **Kate Innes**

Kate has worked in social housing for around 15 years. Her career has covered rent and service charge management for small and medium housing associations in London and Bath. Kate has carried out previous trustee roles with Bristol based housing associations and so has a good understanding of what the role requires.

*Appointed 22nd September 2020*

### **Alison Comley**

Alison, a native Bristolian, has combined a 30 year senior local authority career in the city, with an artistic life as co-artistic director of Theatre West. Having started life as a social worker in the city, Alison has managed social care services and been the Director of Adult Social Services. She has also managed housing, community safety, safeguarding and was a Non Exec Director for The National Treatment Agency for 6 years. She was awarded an MBE in 2011 for Services to Local Government for her work in tackling substance misuse in Bristol.

*Appointed 27th September 2020*

### **Anthony Oldfield**

Anthony is a Chartered Surveyor and leading expert in the care home and retirement living property markets having worked in the UK healthcare market for over 15 years. Anthony is a Director at Jones Lang LaSalle with particular responsibility for facilitating investment into the extra care and care home markets through new sites, forward funding opportunities, disposals, and acquisitions of operational healthcare assets and real estate backed businesses.

### **Conflicts of Interest**

Trustees are aware of their legal duty to act in the best interests of Brunelcare and to make a declaration when they have a Conflict of Interest. Any Trustee who has a conflict of interest in relation to any matter discussed by the Board must declare this at the start of a meeting. The meeting chair in consultation with the Company Secretary makes a decision in relation to how the conflict will be managed and this is recorded in the minutes of the meeting.

In addition, Trustees are required to complete a declaration of interest form on an annual basis, any declarations made are recorded in a Register of Interests. Declarations are updated as and when a Trustees circumstances change.

### **Trustee Remuneration**

All of our Trustees are volunteers and therefore receive no remuneration. Trustees are entitled to be reimbursed for reasonable travel and subsistence costs and Brunelcare arranges indemnity insurance cover on behalf of the Board.



## BOARD COMMITTEE ARRANGEMENTS

The Board is clear that robust governance is reliant upon effective and efficient Board Committee arrangements, which ensure a balance of focus between strategic development, gaining assurance and scrutiny and driving the right culture.

During 2020-21 the Board established the following committees:

- The Audit, Risk and Finance Committee;
- The Remuneration, Nomination and Workforce Committee;
- The Performance, Quality and Experience Committee; and
- The Health, Safety and Well-being Committee

## AUDIT, RISK AND FINANCE COMMITTEE

During 2019-20, the Committee met five times:

- 4 June 2020;
- 3 September 2020;
- 3 December 2020;
- 24 February 2021; and
- 4 March 2021.

All meetings were quorate. The meeting held on 4 March 2021 was Chaired by the Chair of the Board due to the unforeseen absence of the Committee Chair.

As at 31 March 2021, the Committee comprised the following Trustee Members:

- Ian Turner - Committee Chair and Vice Chair of the Board
- Kate Innes; and
- Anthony Oldfield

Member	Role	Attendance
Ian Turner	Chair (appointed August 2018 )	4/5
Kate Innes	Member (appointed March 2019	5/5
Anthony Oldfield	Member (appointed March 2020	2/3

The Chief Executive Officer and Director of Finance attend (the Chief Executive Officer by invitation) but are not members of the Committee. The Chair and members of the Committee are appointed by the Board.

Committee meetings were regularly attended by representatives from:

- RSM, Brunelcare's Internal Auditors (all meetings); and
- KPMG, Brunelcare's external auditors (27 August 2019 and 25 February 2020).

## Amongst the key issues considered by the Committee during 2019-20 were the following:

- ✓ Audit Recommendations: Progress Reports
- ✓ Bi-annual Review of the 30 Year Business Plan (June)
- ✓ Business Plan: Stress testing and Development
- ✓ Capital Spend
- ✓ Charitable Funds Governance Framework
- ✓ Corporate Risk Register (Inc specific focus on COVID-19 on 4 June 2020)
- ✓ Draft and Final Budget for 2021-22
- ✓ Governance and Viability Standard: Self Assessment
- ✓ Economic Standards: Self-Assessment
- ✓ External Auditors Report on the Audit of the Financial Statements and Draft Letter of Representation
- ✓ Financial Regulations
- ✓ Financial Statements: Quarterly
- ✓ Insurance Arrangements
- ✓ Integrated Governance Improvement Plan: Including Outstanding IDA Actions
- ✓ Integrated Financial Performance Report
- ✓ Losses and Special Payments Annual Report for 2019-20
- ✓ Loans and Covenants
- ✓ Long Term Financial Business Plan
- ✓ Management Accounts: Quarterly updates
- ✓ Register of Interests
- ✓ Rent, Service Charge & Fee Review Annual Process
- ✓ Review of Debtors
- ✓ Annual Review of Risk Appetite Statement
- ✓ Stress Testing Policy
- ✓ Annual review of Standing Orders including Scheme of Reservation and Delegation and Financial Regulations
- ✓ Treasury Management Report: Quarterly Updates
- ✓ Treasury Policy



A Committee Chair's Assurance Report was submitted to the Board following each meeting, outlining matters considered by the Committee, decisions made and matters that it wished to escalate to the Board for information or consideration.

The Committee reviewed and approved the audit strategies and plans for the auditors as listed below and received audit reports produced in support of them during 2020-21:

- External Auditors, KPMG
- Internal Auditors, RSM

In approving the strategies and plans, the Committee ensured that they were robust and linked to the Charity's risk profile.

The Committee approved the internal plan for 2021-22 on 4 March 2021. During the year the Committee received Internal Audit reports in line with the agreed programme for 2020-21, including the management response from the relevant member of the Senior Leadership Team.

Where reports received a less than reasonable assurance audit rating or where there were specific areas of concern, the appropriate members of the Senior Leadership Team were requested to attend Committee meetings. This process provided opportunities to discuss the reports more fully, and for the Committee to satisfy itself that the findings and recommendations raised in the reports were being addressed in a timely manner and implemented to address control weaknesses or compliance issues.

The Committee also received regular reports on progress with the implementation of the recommendations arising from internal audits. Authority to extend the deadline for the implementation of recommendations or to close audits where all recommendations were considered to be implemented was sought from the Committee where necessary

In light of a recommendation made in an external Governance Review commissioned by the Board, the Committee gave specific consideration to "the scope of its activities and the skills and resources available to address that scope". Committee Members were satisfied that its scope was appropriate and manageable. It considered audit, risk and finance to be subjects that fitted well with the skill set of committee members.

## REMUNERATION AND NOMINATION COMMITTEE

During 2020-21, the Committee met three times:

- 26 August 2020;
- 12 November 2020; and
- 18 March 2020.

As at 31 March 2021, the Committee comprised the following Trustee Members:

Member	Role	Attendance
Harry Hayer	Chair (appointed August 2020)	3/3
Deborah Evans	Member (appointed October 2018)	3/3
Tony Wilson	Member (appointed August 2020)	3/3



## Amongst the key issues considered by the Committee during 2020-21 were the following:

### REMUNERATION

- ✓ Workforce Strategy: Agreement of Scope
- ✓ Pay and Reward Policy
- ✓ Annual Cost of Living Pay Review
- ✓ Organisational Design
- ✓ Senior leadership Team Annual Appraisals: Update and Summary of Key Matters Arising
- ✓ Restructure of the Senior Leadership Team
- ✓ Senior Leadership Team Remuneration and Pension Arrangements, including Proposals for the Company Secretary role
- ✓ Annual review of CEO's performance and remuneration and objectives for 2021-22
- ✓ Gender Pay 2019-20

### NOMINATIONS

- ✓ Trustee Recruitment
- ✓ Selection and Appointment of New Board Members
- ✓ Appointment to the Role of Senior Independent Director
- ✓ Board Members Annual Appraisals for 2019-20: Update and Summary of Key Matters Arising
- ✓ Resignation of New Trustee: Discussion of Next Steps

### COMMITTEE GOVERNANCE

- ✓ Remuneration, Nominations and Governance Committee Annual Report for 2019-20
- ✓ Annual Review of Committee Terms of Reference
- ✓ Board's Annual Business Plan for 2020-21
- ✓ Committee Work Programme for 2020-21
- ✓ Board Development Programme for 2021-22

As part of its annual assessment and review of the Committee's terms of reference and programme of business for 2021-22 the Committee agreed that in the absence of a workforce committee the terms of reference of the Remuneration and Nominations Committee should be extended to include workforce matters. To reflect the revised terms of reference the Board agreed that the Committee would be renamed the Remuneration, Nominations and Workforce Committee.



## PERFORMANCE, QUALITY AND EXPERIENCE COMMITTEE

During 2019-20, the Committee met three times:

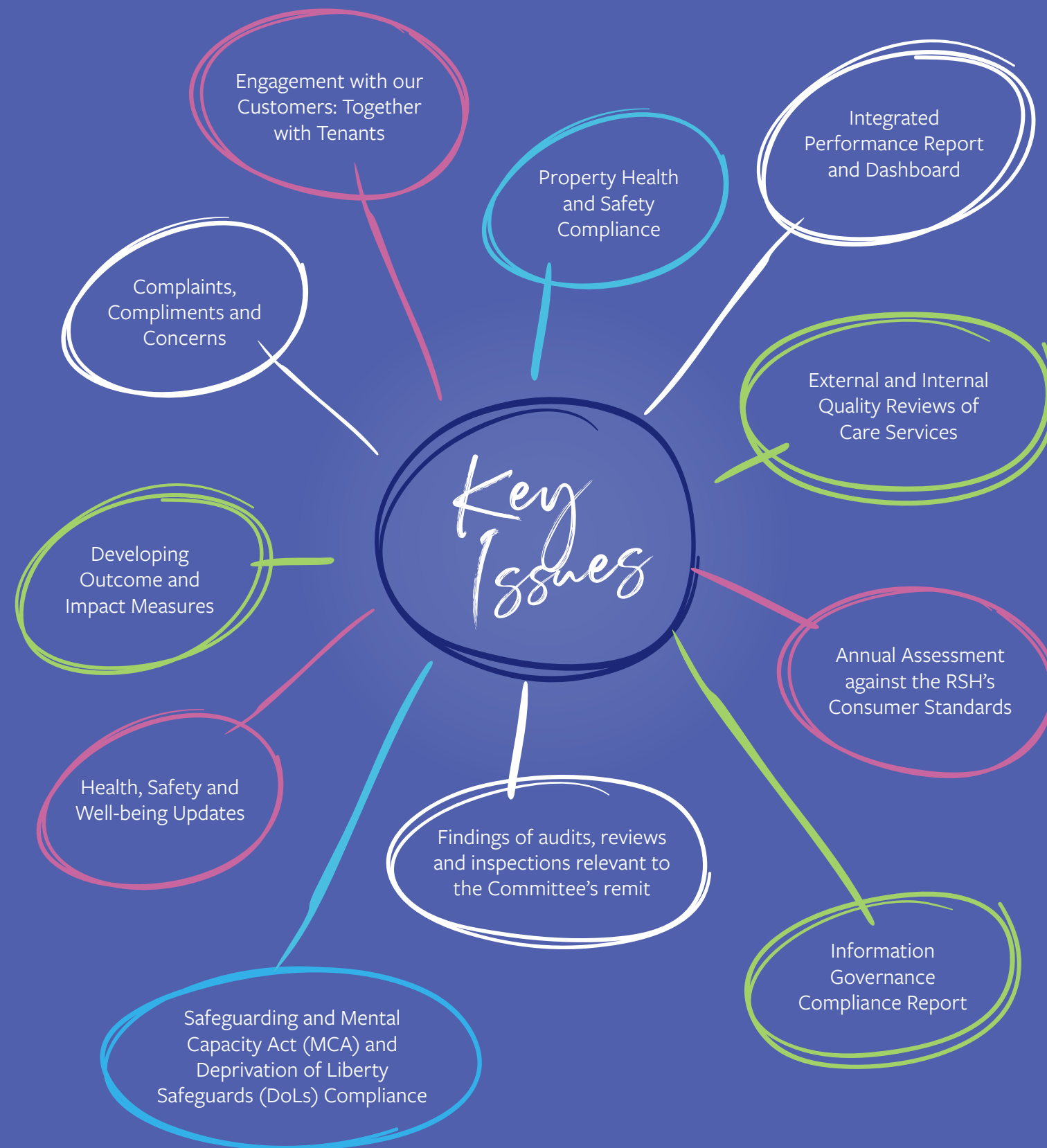
- 2 July 2020;
- 9 November 2020; and
- 21 January 2021

As at 31 March 2021, the Committee comprised the following Trustee Members:

Member	Role	Attendance
Nick Hooper	Chair (appointed May 2020 )	3/3
Deborah Evans	Member (appointed May 2020)	3/3
Phil Hope	Member (appointed May 2020)	3/3
Alison Comley	Member (appointed October 2020)	2/3
Tony Wilson	Member (appointed July 2020)	3/3



## Amongst the key issues considered by the Committee during 2020-21 were the following:





The Committee has a specific responsibility for providing accurate, evidence based (where possible) and timely advice to the Board in respect of:

- the ongoing development of an improving performance culture which continuously strives for excellence and focuses on improvement in all aspects of the Charity's business, in line with the Board's Framework for Improving Performance; and
- an operating model which aligns resources effectively to support the achievement of the Board's strategic aims, objectives and priorities..

Given the remit of the Board in relation to overseeing the delivery of the Charities mission and vision, and also ensuring compliance with regulatory and legislative requirements the Board recognised that the performance measures should be further development so that they are:

- aligned to the delivery of Brunelcare's strategic objectives and hence incorporate realistic but stretching outcome measures;
- embrace the standards set by the Care Quality Commission (CQC) and the Regulator for Social Housing (RSH); and
- appropriately reflect relevant sector scorecards.

The Performance, Quality and Experience Committee was given the remit to develop an outcomes framework and concise set of outcome measures that encompass the full remit of Brunelcare (delivery of social care and housing) in readiness for implementation from 1 April 2021.

In November 2020, Housing LIN (Learning & Improvement Network) was commissioned to provide external support with the development of a robust and applicable result/outcome-based framework and monitoring system to measure the outcomes and impact of the work of Brunelcare.

## HEALTH, SAFETY AND WELL-BEING COMMITTEE

The Board recognises that its employees understand the risks in the workplace best. Therefore, to ensure timely and appropriate engagement and consultation the Board of Brunelcare has established a Health, Safety and Well-being Committee.

The Committee takes a strategic overview of health, safety and well-being issues affecting Brunelcare. It also ensures best practice in health and safety, by promoting communication, co-operation and consultation across the Charity.

The Committee is chaired by the Chair of the Board and has representatives from all areas of the Charity. Representatives act as contact points within their service areas on matters of health and safety.

The Terms of Reference of the Committee and its membership were reviewed on 2020-21, and in October 2020, Health, Safety and Well-being Representatives were elected to act as contact points within their service areas on matters of health, safety and well-being.

The first meeting of the newly constituted Committee took place on 22 October 2020. The Committee met three times in 2020-21.



## 05 LEGISLATIVE AND REGULATORY DISCLOSURES

### Regulator for Social Housing Governance and Financial Viability Standard

Brunelcare undertakes annual self-assessments to monitor its on-going compliance with both the Governance, Economic and Consumer Standards. These self-assessments are reviewed by Committees of the Board before being approved by the Board. Any changes or implications arising within the year are reported on an ad-hoc basis. The self-assessments at the time of reporting showed that the Charity continues to be materially compliant with Governance, Economic and Consumer Standards. Any areas for refinement or improvement have been identified and transferred to the Integrated Governance Improvement Plan. The Charity has the capability and capacity to meet all the compliance standards.

### Statement of Adherence to the Fundraising Regulator Code

Brunelcare seeks to comply fully with all regulations and relevant codes of practice.

Fundraising is not a significant income stream for Brunelcare and therefore we are not required to report under section 162A of the Charities Act 2011. However it applies the principles of the Code of Fundraising Practice. For example, by directing all supporters to use the JustGiving platform to ensure funds are raised in a transparent manner and quickly transferred to Brunelcare.

Brunelcare does not, at present, proactively run fundraising campaigns or initiatives. Instead, the charity responds to the generosity of supporters by facilitating their efforts to raise funds in aid of the charity. The option to support Brunelcare is promoted on the charity's website.

Brunelcare does not employ or engage third party professional fundraisers and is not aware of any complaints being made about its fundraising activities. All employees strive to protect the

rights and promote the interests of our clients and tenants. It is the policy of Brunelcare that under no circumstances should any employees offer advice or act as a witness to the Will of a resident.

### The Board's Self Assessment of its Effectiveness

For the 2020-21 financial year, the Board has adopted the National Housing Federation's (NHF) Code of Governance. This is reflected within key policies and procedures. Further, within our system of internal control, there are a range of mechanisms in place which are designed to monitor our compliance with the code, these include: self-assessment; internal and external audit; and independent reviews.

The Board is clear that it was complying with the main principles of the Code, and is conducting its business openly and in line with the Code.

In March 2021, the Board undertook an assessment against the NHF Code of governance, The Charity Governance Code and UK Corporate Governance Code. The outcome of this was that the Board agreed to adopt the Charity Governance Code from 1 April 2021.

### External Review of Governance Arrangements

An external review of Brunelcare's governance was undertaken by 21st Century Housing Governance and the findings were reported to the Board in December 2020. The report concluded that

*Brunelcare had been on a journey over the last couple of years. Issues arising from the IDA and the consequential regulatory downgrade have resulted in a programme of work aimed at delivering both enhanced governance performance and regulatory alignment to the standards. The board has demonstrated good oversight of the deliverables from the Integrated Governance Improvement Plan (IGIP) and whilst it is undoubtedly true*

that the impact of the COVID-19 pandemic has constrained the ability of the board and the executive, the vast majority of the actions on the IGIP have been completed. Given that there is always a time lag between activities being completed and outcomes being achieved, there is still some way to go before the overall objectives of the IGIP are both realised and embedded.

That being said, there are a number of areas where the governance arrangements are still in the process of being strengthened, and these are set out below. However, it is clear that without exception, these areas are already known to the board and executive, and work is either pending or already underway to address any weaknesses. The challenge for the board, in an uncertain and volatile operating environment, is how to prioritise them and allocate the appropriate resources.

Eight recommendations were made in the report; relating to:

- 1 Strategy
- 2 IT, systems and data
- 3 Customer experience and the work of the Performance, Quality and Experience Committee
- 4 Cross-subsidy
- 5 New Code of Governance
- 6 Equality, Diversity and Inclusion Strategy
- 7 Scope of the Audit, Risk and Finance Committee
- 8 Voice of the Customer

All recommendations were accepted by the Board and plans to address each of them are in place.

## Review of Effectiveness of System of Internal Control

The Board put mechanisms in place for the review, on an on-going basis, of the effectiveness of the systems of internal control operating across all functions of the Charity. A review and evaluation of the adequacy of the system of internal control has been informed by the Senior Leadership Team who have responsibility for the development, implementation and maintenance of the internal control framework; the work of the committees established by the Board; the Board's internal auditors and the feedback and views of external auditors set out in their annual audit letter and other reports.

The processes in place to maintain and review the effectiveness of the system of internal control includes:

- The maintenance of an overview of the overall position with regard to internal control by the Board and its Committees through routine reporting processes and the engagement of all Board members in the development and maintenance of the Board Assurance Framework and Corporate Risk Register;
- The embedding of the Assurance Framework and the receipt of internal and external reports on the internal control processes by the Audit, Risk and Finance Committee; and
- Audit, Risk and Finance Committee oversight of audit, risk management and assurance arrangements.

In 2020-21, the Board commissioned a review of its governance arrangements; the findings arising from this (see section above) have also been used to inform our opinion.

We are satisfied that the mechanisms in place to assess the effectiveness of the system of internal control are working well and that we have the right balance between the level of assurance received from the Senior Leadership Team, Board and Board Committee arrangements and Internal Audit Services.

A plan to ensure the further strengthening and continuous improvement of the system of internal control is in place and this is aligned to the work being taken forward to embed the Board Assurance Framework and Risk Management Framework.

## Internal Audit

Internal audit provides the Board through the Audit and Risk Committee with a flow of assurance on the system of internal control.

Audit	Opinion	Actions Agreed			Status at Time of Reporting
		H	M	L	
Data Integrity - Property Safety Compliance Systems	Reasonable Assurance	–	1	–	Final Report Agreed
Response Repairs March 2020	Partial Assurance		6	1	Final Report Agreed
Revisited March 2021	Reasonable Progress		2		Final Report Agreed
Follow-up 2021	Good Progress	75% of recommendations complete			Final Report Agreed
Rent Setting	Reasonable Assurance		1	3	Final Report Agreed
Advisory Audit and Training Support:					
Procurement In-Tend	Reasonable Assurance	1	3	2	Final Report Agreed

The overall opinion by the Head of Internal Audit on governance, risk management and control is a function of this risk based audit programme and contributes to the picture of assurance available to the Board in reviewing effectiveness and supporting our drive for continuous Improvement.

A programme of audit work was commissioned in 2020-21 and the scope of this work was agreed by the Audit, Risk and Finance Committee and was focussed on significant risk areas and local improvement priorities.

In total four internal audit reviews were undertaken during the year;

## THE HEAD OF INTERNAL AUDIT HAS CONCLUDED:

Based on work carried out in 2020-21:

*'the organisation has an adequate and effective framework for risk management, governance and internal control. However, our work has identified further enhancements to the framework of risk management, governance and internal control to ensure that it remains adequate and effective.'*





## 06 TRUSTEES' RESPONSIBILITIES STATEMENT

### Statement of Trustees' Responsibilities in Respect of the Annual Accounts

The Trustees of Brunelcare (who are also Directors of the Charity for the purposes of company law) are responsible for preparing the Strategic Report, the Trustees Annual Report and the Financial Statements in accordance with relevant law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law they have elected to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of the surplus or deficit for that period. In preparing these financial statements the Trustees were required to:

- select suitable accounting policies and apply these consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures being disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis.

The Trustees are also responsible for keeping proper accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting

Direction for Private Registered Providers of Social Housing 2019. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charity and to prevent and detect fraud and other irregularities.

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

Trustees 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.

### Disclosure of Information to auditors

On behalf of the Board of Trustees, I confirm that in so far as the trustees are aware at the time of reporting:

- there is no relevant audit information of which the Charity'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.

### Approval

The Trustees' report, including the Strategic Report and Financial Statements, was approved by the Trustees at a Board meeting held on 28 September 2021 and signed on its behalf by:

**Deborah Evans**  
Chair  
28 September 2020



## 07 INDEPENDENT AUDITOR'S REPORT

### Independent auditor's report to the members of Brunelcare Opinion

We have audited the financial statements of Brunelcare ("the Company") for the year ended 31 March 2021 which comprise the statement of comprehensive income, statement of changes in equity, statement of financial position, cash flow statement and related notes, including the accounting policies in note 2

In our opinion the financial statements:

- give a true and fair view of the state of affairs of the Company as at 31 March 2021 and of its surplus for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2019.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the Company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

### Going concern

The directors have prepared the financial statements on the going concern basis as they do not intend to liquidate the Company or to cease

its operations, and as they have concluded that the Company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the directors' conclusions, we considered the inherent risks to the Company's business model and analysed how those risks might affect the Company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the directors' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the Company will continue in operation

## Fraud and breaches of laws and regulations – ability to detect

To identify risks of material misstatement due to fraud (“fraud risks”) we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of directors and the Audit, Risk and Finance committee as to the Company’s high-level policies and procedures to prevent and detect fraud, including the internal audit function, and the Company’s channel for “whistleblowing”, as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Board minutes.
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, and taking into account possible pressures to meet loan covenants we perform procedures to address the risk of management override of controls and the risk of fraudulent revenue recognition, in particular the risk that income from community services is recorded in the wrong period and the risk that Company management may be in a position to make inappropriate accounting entries.

We did not identify any additional fraud risks.

In determining the audit procedures we took into account the results of our evaluation and testing of the operating effectiveness of some of the Company wide fraud risk management controls

We also performed procedures including:

- Identifying journal entries to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted to unusual accounts.

### *Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations*

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussion with the directors and other management (as required by auditing standards), and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies legislation), pensions legislation and specific disclosures required by housing legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Company is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation or the need to include significant provisions. We identified the following areas as those most likely to have such an effect: employment law and health and safety law recognising the nature of the Company’s

activities. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

## Other information

The directors are responsible for the other information, which comprises the Annual Report and Trustees Report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the other information
- in our opinion the information given in Annual Report and Trustees Report for the financial year is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006

## Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors’ remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

## Directors’ responsibilities

As explained more fully in their statement set out on page 59 - 60, the directors are responsible for: the preparation of financial statements which give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the 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 they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

## Auditor’s responsibilities

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 our opinion in an auditor’s report. Reasonable assurance is a high level of assurance, but does not 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC’s website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).





### The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 128 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the 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 company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

#### Jonathan Brown (Senior Statutory Auditor) for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants  
66 Queen Square  
Bristol  
BS1 4BE  
28th September 2021



## 08 STATEMENT OF COMPREHENSIVE INCOME

### Statement of Comprehensive Income

For the year to 31 March 2021

	Notes	2020-21	2019-20
		£000	£000
Turnover	3	36,963	32,087
Operating costs	3, 5, 8	(34,316)	(30,105)
		<b>2,647</b>	<b>1,982</b>
Interest receivable	6	2	20
Interest payable	7	(590)	(699)
Change in fair value of Investment properties	12	73	(49)
<b>Surplus for the year</b>		<b>2,132</b>	<b>1,254</b>
Actuarial gain or loss in respect of pension schemes	23	(3,336)	3,525
<b>Total comprehensive income for the year</b>		<b>(1,204)</b>	<b>4,779</b>

All the above results derive from continuing operations.

These financial statements were approved by the Board on 28th September 2021 and signed on its behalf by:

**Deborah Evans**  
Chair

**Mandy Collins**  
Company Secretary

*A. D. Evans*

*M & Collins*

## Statement of Changes in Equity

For the year to 31 March 2021

	Accumulated Capital Fund	I&E Reserve	Total
	£000	£000	£000
At April 2020	1,790	25,579	27,369
Surplus for the year	0	2,132	2,132
Remeasurement of pension deficit	0	(3,336)	(3,336)
Waverley Sinking Fund	0	(110)	(110)
Transfers	(61)	61	0
<b>Total funds at 31 March 2021</b>	<b>1,729</b>	<b>24,326</b>	<b>26,055</b>
At April 2019	1,851	20,739	22,590
Surplus for the year	0	1,254	1,254
Remeasurement of pension deficit	0	3,525	3,525
Transfers	(61)	61	0
<b>Total funds at 31 March 2020</b>	<b>1,790</b>	<b>25,579</b>	<b>27,369</b>



## 09 STATEMENT OF FINANCIAL POSITION

Statement of financial position at 31 March 2021

	Notes	2020-21	2019-20
		£000	£000
<b>Tangible fixed assets</b>			
Housing properties	10	55,496	56,802
Other fixed assets	11	1,493	1,501
Investment Properties	12	720	648
		<b>57,709</b>	<b>58,951</b>
<b>Current Assets</b>			
Properties held for sale	13	687	1,092
Stock		69	0
Debtors	14	3,702	2,600
Cash at bank & in hand		5,580	4,646
		<b>10,038</b>	<b>8,338</b>
<b>Creditors within one year</b>	15	(6,675)	(7,338)
<b>Net Current assets</b>		3,363	1,000
<b>Total assets less current liabilities</b>		61,072	59,951
<b>Creditors over one year</b>	16	(29,661)	(29,982)
<b>Provisions</b>			
Pension liability	23	(5,356)	(2,600)
<b>Net Assets</b>		<b>26,055</b>	<b>27,369</b>
<b>Capital &amp; Reserves</b>			
Revaluation reserve		0	0
Designated reserves		1,729	1,790
I&E reserves		24,326	25,579
		<b>26,055</b>	<b>27,369</b>

These financial statements were approved by the Board on 28th September 2021 and signed on their behalf:

**Deborah Evans**  
Chair

*A. D. Evans*

**Mandy Collins**  
Company Secretary

*M & Collins*



# 10 CASH FLOW STATEMENT

## Cash flow statement for the year to 31 March 2021

	2020-21	2019-20
	£000	£000
<b>Cash flow from operating activities</b>	3,353	1,772
Interest received	2	20
Interest paid	0	(624)
Cash inflow/(outflow) from financing activities	<b>20</b>	<b>(604)</b>
<b>Cash flow from capital activities</b>		
Purchase or construction of housing properties	(502)	(6,308)
Purchase or construction of nursing properties	(38)	(67)
Purchase of other fixed assets	(140)	(51)
Capital grants received	611	0
Expenditure on revalued fixed assets	0	0
Expenditure on stock	(69)	0
Fixed asset disposal proceeds	275	0
Cash inflow/(outflow) from capital activities	<b>137</b>	<b>(6,426)</b>
New loans drawn	0	1,850
Housing capital loans repaid	(2,558)	(717)
Cash inflow/(outflow) from financing	<b>(2,558)</b>	<b>1,133</b>
Net inflow/(outflow) in cash and cash equivalents	<b>8,771</b>	<b>(4,125)</b>
<b>Cash and cash equivalents at the start</b>	4,646	8,771
<b>Cash and cash equivalents at the end</b>	5,580	4,646



## Reconciliation of operating surplus to net cash inflow from operating activities for the year to 31 March 2021

	2020-21	2019-20
	£000	£000
<b>Reconciliation of operating surplus to net cash flow from operating activities</b>		
Operating surplus	2,647	1,982
Depreciation and impairment of tangible fixed assets	1,758	1,734
Grant amortisation	(322)	(289)
(Gain)/Loss on disposal of fixed assets	(39)	38
Pension movement	2,756	0
	<b>6,800</b>	<b>3,465</b>
<b>Working capital movements</b>		
(Increase)/Decrease in debtors	(770)	(966)
Increase/(Decrease) in creditors	586	(175)
Less fair value changes in assets and liabilities	(3,263)	(522)
<b>Net cash inflow from operating activities</b>	<b>3,353</b>	<b>1,772</b>

## Statement of changes in net debt

### For the year to 31 March 2021

	Cash and cash equivalents	Borrowings	Total
	£000	£000	£000
At April 2020	4,646	(15,762)	(11,116)
Cash flow	934	2,558	3,492
Total net debt at period end	<b>5,580</b>	<b>(13,204)</b>	<b>(7,624)</b>



## 11

## NOTES TO THE FINANCIAL STATEMENTS

### 1. Legal Status

Brunelcare is a charity registered with the Charities Commission, under the Companies Act 2006, and with the Regulator for Social Housing as a social landlord. It is a company limited by guarantee, registered in England and Wales and, as such, has no share capital. The liability of the members, in the event of winding up, is limited to an amount not exceeding £1 per member.

Brunelcare meets the definition of a public benefit entity.

### 2. Accounting policies

#### 2.1. Basis of accounting

The financial statements have been prepared in accordance with Financial Reporting Standard 102 - the applicable financial reporting standard in the UK and Republic of Ireland (FRS102) and the Statement of Recommended practice: Accounting by Registered Social Housing Providers 2018 and comply with the Accounting Direction for Private Registered Providers of Social Housing 2019.

The presentation currency of these financial statements is sterling. All amounts in the financial statements have been rounded to the nearest £1,000.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

#### 2.2. Accounting estimates and judgements

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for income and expenditure during the year. The organisation based its estimates and assumptions on parameters available at the time the financial statements were prepared. Existing circumstances

and assumptions about future developments may change due to market circumstances, legislation or other circumstances beyond the organisation's control. Such changes are reflected in the assumptions and estimates when they occur.

The judgements on estimated useful lives of property, plant and equipment have had the most significant effect on amounts recognised in the financial statements.

#### 2.3. Estimated lives of Property, Plant and Equipment

At the date of capitalising tangible fixed assets, the organisation estimates the useful life of the asset based upon management's judgement and experience.

#### 2.4. Impairment of trade and other receivables

The company makes an estimate of the recoverable value of trade and other account receivables. When assessing the impairment, management consider factors including the current credit rating of the account, the ageing profile and historical experience. See note 14 for the net position of debtors and associated provision.

#### 2.5. Valuation of housing properties

The Company tests annually whether there are any impairment triggers that would require the company to undertake a full impairment review of housing properties or other cash generating unit activities under FRS 102.

The recoverable value is assessed as the higher of fair value or value in use. The SORP 2018 – Social Housing Providers considers depreciated replacement cost as a reasonable estimate for value in use taking into consideration the service potential of social housing. The valuation of housing properties at the year-end have therefore

been assessed using depreciated replaced cost. These calculations require the use of assumptions and estimates, in particular in relation to the identification of cash generating units, expected replacement cost and the service potential of the asset.

#### 2.6. Measurement convention

The financial statements are prepared on the historical cost basis with Investment Properties and the Pension Deficit marked to Fair Value based on external valuations.

#### 2.7. Going Concern

Brunelcare has sufficient financial resources based on forecasts and current expectations of future sector conditions. As a consequence, the Board believes that Brunelcare is well placed to manage their business risks successfully. The Board considers that Brunelcare has adequate resources to continue in operational existence for the foreseeable future. The Board therefore continues to adopt the going concern basis in preparing these financial statements.

#### 2.8. Turnover

Turnover represents housing property rental income and service charges receivable, care home fees, day centre and domiciliary care fees receivable, fees receivable for home care services provided based on care hours provided and income from donations, and Social Housing Grant amortisation.

#### 2.9. Revenue Recognition

Rental income is recognised from the point when properties under development reach practical completion or otherwise become available for letting. Income from first tranche sales and sales of properties built for sale is recognised at the point of legal completion of the sale. Revenue grants are receivable when the conditions for receipt

of agreed grant funding have been met. Charges for support services funded under Supporting People are recognised as they fall due under the contractual arrangements with Administering Authorities.

#### 2.10. Value Added Tax

Brunelcare charges value added tax (VAT) on some of its income and is able to recover part of the VAT it incurs on expenditure. The financial statements include VAT to the extent that it is suffered by Brunelcare and not recoverable from HM Revenue and Customs. The balance of VAT payable or recoverable at the year-end is included as a current liability or asset.

#### 2.11. Land and buildings

Works to existing properties are works which result in an increase in the net rental income, such as a reduction in future maintenance costs, or result in a significant extension of the useful economic life of the property in the business are capitalised. Subsequent additions have been, and future additions will be, taken in at cost, and a policy of periodic valuation has not been adopted.

#### 2.12. Investment properties

Investment properties are fixed assets that we intend to sell for a capital gain. They are held at fair value and revalued annually until sale by an experienced third-party valuer.

#### 2.13. Shared Ownership properties held for sale

Shared ownership first tranche sales, completed properties for outright sale and property under construction are valued at the lower of cost and net realisable value. Cost comprises materials, direct labour and direct development overheads. Net realisable value is based on estimated sales price after allowing for all further costs of completion and disposal. Shared ownership



properties are split proportionally between current and fixed assets based on the element relating to expected first tranche sales. The first tranche proportion of shared ownership properties is classed as a current asset in the Balance Sheet. Related sale proceeds will be included in Turnover in the year of sale. The remaining element of shared ownership properties is held in fixed assets and included in Shared Ownership Properties Held for Letting.

#### 2.14. Leasehold properties held for sale

Buyback properties are valued at current market rates by an independent estate agent, prior to buyback. These are stated in the financial statements at the cost of the buyback. Buybacks are recognised in the accounts as a creditor when the deed of surrender has been received. Cash sales are recognised on completion with any sale proceeds included in Turnover and Costs of sales in expenditure.

#### 2.15. Impairment

Housing properties which are depreciated over a period in excess of 50 years are subject to impairment reviews annually. Other assets are reviewed for impairment if there is an indication that impairment may have occurred.

Where there is evidence of impairment, fixed assets are written down to their recoverable amount. Any such write down is charged to the income and expenditure account.

#### 2.16. Depreciation

Social housing properties are depreciated on a straight-line basis over their estimated useful lives under component accounting. These components are:

Component	Useful life
Structure	75 years
Pitched roof	50 years
Flat roof	15 years
Doors & windows	30 years
Bathrooms	30 years
Kitchens	20 years
Wiring	30 years
Heating	20 years
Alarm/Call System	15 years
Lifts	25 years
Ground Works	30 years
Leasehold land	Lease Term

Freehold land is not depreciated.

Care homes are depreciated on a straight-line basis over their estimated useful lives under component accounting. Land is not depreciated. The land element for each property has been estimated at 15% of the total value, where not known.

#### 2.17. Other fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is charged on a straight-line basis over their useful estimated lives:

Asset group	Useful life
Computer equipment	4 years
Motor vehicles	5 years
Office equipment	5 years
Fixtures and fittings	5 years
Offices	75 years

Freehold land is not depreciated.



#### 2.18. Capitalisation limit

The 'de minimis' limit for the capitalisation of purchased fixed assets was £1,000 per item during the year

#### 2.19. Social housing grants

Social Housing Grant (SHG) is receivable from Homes England (formerly the Homes and Communities Agency) and is utilised to reduce the capital costs of housing properties, including land costs. SHG due or received in advance is included in creditors. SHG received in respect of revenue expenditure is credited to the income and expenditure account in the same period as the expenditure to which it relates.

SHG is subordinated to the repayment of loans by agreement with the Homes and Communities Agency. SHG released on sale of a property may be repayable but is normally available to be recycled and is credited to a Recycled Capital Grant Fund and included in the balance sheet in creditors.

#### 2.20. Other capital grants

These include grants from local authorities and other organisations. Other grants are initially recognised at fair value as a long term liability, specifically as deferred grant income and released through the statement of consolidated income as turnover over the life of the structure of housing properties in accordance with the accrual method applicable to social landlords accounting for housing properties at cost.

Grants in respect of revenue expenditure are credited to the statement of consolidated income in the same period as the expenditure to which they relate.

#### 2.21. Interest payable

Interest is capitalised on borrowings to finance developments to the extent that it accrues in respect of the period of development if it represents either:

- a) interest on borrowings specifically financing the development programme after deduction of interest on social housing grant (SHG) in advance; or
- b) interest on borrowings of the company as a whole after deduction of interest on SHG in advance to the extent that they can be deemed to be financing the development programme.

Other interest payable is charged to the income and expenditure account in the year.

#### 2.22. Leases

Where Brunelcare enters into a lease, which entails taking substantially all the risks and rewards of ownership of an asset, the lease is treated as a 'finance lease'. The asset is recorded in the balance sheet as a tangible fixed asset and is depreciated over its estimated useful life or the term of the lease, whichever is the shorter.

Future instalments under such leases, net of finance charges, are included within creditors. Rentals payable are apportioned between the finance element, which is charged to the income and expenditure account, and the capital element, which reduces the outstanding obligation for future instalments.

All other leases are accounted for as 'operating leases' and rentals are charged to the income and expenditure account on a straight-line basis over the life of the lease.

#### 2.23. Service charge sinking funds

Included within the housing units managed by the organisation are 15 leasehold units. Sinking funds are maintained for the two sites involved to cover medium term cyclical maintenance. In addition, a maintenance fund is maintained to cover day-to-day services. Within Community Services there are 56 units which also have a sinking fund.



### 2.24. Pension costs

Brunelcare is a member of the Social Housing Pension Scheme defined contribution section. At the end of the prior financial year Brunelcare withdrew from the defined benefit section so no further benefits are being accrued.

For the Social Housing Pension Scheme defined benefit section, scheme assets are measured at fair values. Scheme liabilities are measured on an actuarial basis using the projected unit credit method and are discounted at appropriate high quality corporate bond rates. The net surplus or deficit is presented separately from other net assets on the statement of financial position. A net surplus is recognised only to the extent that it is recoverable by the Group through reduced contributions or through refunds from the plan.

The current service cost and costs from settlements and curtailments are charged against operating surplus. Past service costs are recognised in the current reporting period. Interest is calculated on the net defined benefit liability. Remeasurements are reported in other comprehensive income.

### 2.25. Supporting People

Charges for support services funded under Supporting People are recognised as they fall due under the contractual arrangements with Administering Authorities.

### 2.26. Cyclical repairs and maintenance

Due to the number of properties held and the establishment of regular programmes of repair and maintenance, Brunelcare does not make provision for future works but charges actual costs incurred to the income and expenditure account unless capitalised under component accounting.

### 2.27. Tax

Brunelcare is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

### 2.28. Liquid resources

Liquid resources are readily disposable current asset investments. They include some money market deposits, held for more than 24 hours, which can only be withdrawn without penalty on maturity or by giving notice of more than one working day.

### 2.29. Reserves

Brunelcare establishes restricted reserves for specific purposes where their use is subject to external restrictions and designated reserves where reserves are earmarked for a particular purpose.

Brunelcare has a designated reserve which is the Accumulated Capital Funds reserve. Donations to capital appeals are accounted for as non-operating, ordinary activities in the Income and Expenditure Account and then taken to the designated Accumulated Capital Funds reserve. Transfers from the reserve are then made annually in proportion to the depreciation charge for the assets, which were purchased using the proceeds of the appeal.

## 3. Turnover, cost of sales, operating costs and operating surplus

TABLE A

	Turnover	Cost of sales	Operating costs	Operating surplus/ (deficit)	2019 - 20
	£000	£000	£000	£000	£000
<b>Social housing</b>					
Social housing lettings	7,927	0	(6,920)	1,007	1,080
<b>Other social housing activities</b>					
First tranche low cost home ownership sales	550	(427)	0	123	0
Charges for support services	0	0	0	0	0
Social housing other	473	0	60	533	437
<b>Non-social housing activities</b>					
Care Homes	20,462	0	(19,509)	953	1,023
Market rent	50	0	(45)	5	0
Other	7,501	0	(7,475)	26	(558)
<b>Total</b>	<b>36,963</b>	<b>(427)</b>	<b>(33,889)</b>	<b>2,647</b>	<b>1,982</b>





TABLE B

	General Needs	Supported Housing	Shared ownership	2020-21	2019-20
	£000	£000	£000	£000	£000
<b>Turnover from social housing lettings</b>					
Rent receivable net of service charges	18	5,023	98	5,139	4,891
Service charges receivable	3	2,337	46	2,386	2,361
Other income	0	72	1	73	194
Amortised Government grants	1	230	7	238	203
Government grants taken to income	0	9	0	9	1
Other grants	0	70	12	82	82
<b>Turnover from social housing lettings</b>	<b>22</b>	<b>7,741</b>	<b>164</b>	<b>7,927</b>	<b>7,732</b>
<b>Expenditure on social housing lettings</b>					
Management	3	1,075	17	1,095	1,083
Service Charge costs	4	2,701	67	2,772	2,127
Routine maintenance	2	355	5	362	971
Planned maintenance	0	57	0	57	124
Major repairs	1	190	7	198	159
Depreciation	2	1,068	52	1,122	953
Bad debts	0	2	0	2	32
Other costs	5	1,251	55	1,311	1,203
Total expenditure on social housing lettings	18	6,699	293	6,920	6,652
Operating (surplus)/deficit on Social Housing Lettings	4	1,042	(39)	1,007	1,080
Void losses in turnover above	0	118	3	121	0
<b>2019-20 outturn</b>	<b>13</b>	<b>1,082</b>	<b>13</b>	<b>1,108</b>	

Void losses are rental income lost as a result of property not being let, although it is available for letting.

#### 4. Accommodation in management and development

At the end of the year units owned for each class of accommodation were:

	2020-21	2019-20
	Number	Number
<b>Social housing</b>		
Social rent general needs housing	4	4
Social rent supported housing and housing for older people	1,110	1,058
Low Cost Home Ownership	14	9
Social leasehold units owned	25	20
	<b>1,153</b>	<b>1,091</b>
<b>Non-social housing</b>		
Total non-social rental housing units owned	301	301
Additional non-social rental housing units managed but not owned	88	0
Non-social leasehold units owned	56	56
	<b>445</b>	<b>357</b>

Second Step ended their lease agreement in the latter half of the year.



## 5. Operating surplus

	2020-21	2019-20
	£000	£000
<b>Depreciation of fixed assets</b>	1,758	1,734
<b>Operating lease rentals</b>		
Plant and machinery	71	71
Land and buildings	793	29
Vehicles	78	61
Auditor's remuneration		
Audit of these financial statements	39	23
Other services	<b>3</b>	<b>3</b>

## 6. Interest receivable and other income

	2020-21	2019-20
	£000	£000
Income from short-term deposits	2	20
	<b>2</b>	<b>20</b>

## 7. Interest payable and similar charges

	2020-21	2019-20
	£000	£000
Bank loans and overdrafts	534	553
Pension remeasurement interest	56	146
	<b>590</b>	<b>699</b>

## 8. Employees

At the end of the year units owned for each class of accommodation were:

	2020-21	2019-20
	Number	Number
Average monthly number of employees	1,110	1,059
Average monthly employees, expressed as full time equivalents	846	777
<b>Employee costs:</b>	<b>£000</b>	<b>£000</b>
Wages and salaries	19,396	17,569
Social security costs	1,594	1,463
Defined benefit pension costs	91	178
Pension costs	409	329
	<b>21,490</b>	<b>19,539</b>

The average monthly employees, expressed as full time equivalents, is calculated from monthly data collected by Brunelcare's HR Department which records starters, leavers, hours worked, gender etc. The data are circulated monthly to aid managers' decisions.

Brunelcare's employees are entitled to be members of the Social Housing Pension Scheme (SHPS). Some members of the SHPS also contribute additional voluntary contributions to the Pension Trust's Growth Plan. Brunelcare also complies with the Government scheme of auto-enrolment and has legal duties to enrol eligible jobholders into a qualifying workplace pension scheme and make contributions towards it. Further information on the scheme is given in Note 23.

Brunelcare has the following numbers of employees earning £60,000 or more, shown in bands of £10,000.

<b>Salary:</b>	2020-21	2019-20
	Number	Number
£60,000 to £70,000	3	2
£70,000 to £80,000	2	-
£80,000 to £90,000	1	2
£110,000 to £120,000	1	-





## 9. Board members and executive directors

The key management personnel are deemed to be the board members and executive directors.

	Remuneration	Pension contributions	2020-21 Total	2019-20 Total
	£000	£000	£000	£000
<b>Chief executive:</b>				
Oona Goldsworthy	112	3	115	54
Kevin Fairman	-	-	-	37
	<b>112</b>	<b>3</b>	<b>115</b>	<b>91</b>

None of the non-executive Board members received emoluments. The emoluments of the highest paid executive director, the Chief Executive, was £115,640 (2020: £91,217).

The Chief Executive is a member of the Charity's defined contribution pension scheme on the same basis as other staff. She is entitled to three months' notice and is required to give the same.

The total emoluments of the executive directors, including pension contributions, were £568,590 for the year ended 31st March 2021 (2020: £490,310). The £568,590 was made up of salaries of £551,389 and pension contributions of £17,201.

## 10. Tangible fixed assets – properties

	Social housing properties	Social housing properties WIP	Shared ownership properties	Community services	Care homes	Care homes WIP	Total
	£000	£000	£000	£000	£000	£000	£000
<b>Cost</b>							
At April 2020	56,474	7,789	941	495	17,492	0	83,191
Additions in year	449	53	0	0	39	0	541
Transfers	7,240	(7,842)	602	0	0	0	0
Impairments	0	0	0	0	0	0	0
Disposals	(277)	0	0	(13)	0	0	(290)
At balance sheet date	<b>63,886</b>	<b>0</b>	<b>1,543</b>	<b>482</b>	<b>17,531</b>	<b>0</b>	<b>83,442</b>
<b>Depreciation</b>							
At April 2020	(21,323)	0	(98)	(45)	(4,923)	0	(26,389)
Charge for the year	(1,208)	0	(38)	(13)	(352)	0	(1,611)
Released on disposal	54	0	0	0	0	0	54
At balance sheet date	<b>(22,477)</b>	<b>0</b>	<b>(136)</b>	<b>(58)</b>	<b>(5,275)</b>	<b>0</b>	<b>(27,946)</b>
<b>Net book value</b>							
At April 2020	35,151	7,789	843	450	12,569	0	56,802
At balance sheet date	<b>41,409</b>	<b>0</b>	<b>1,407</b>	<b>424</b>	<b>12,256</b>	<b>0</b>	<b>55,496</b>

## 10. Tangible fixed assets – properties (continued)

	Social housing properties	Care Homes	Social housing properties	Care Homes
	£000	£000	£000	£000
Fixed assets with restricted title – leasehold land	1,420	0	1,433	0
Fixed assets pledged as security	18,202	3,265	18,202	3,265
	Sale proceeds	Cost of sales	Disposal of fixed assets	Gain/(Loss) on sale
	£000	£000	£000	£000
<b>Sale of shared ownership properties</b>				
Shared ownership - first tranche sales	550	(427)	0	123
Shared ownership - staircasing	275	0	(202)	73
	<b>825</b>	<b>(427)</b>	<b>(202)</b>	<b>196</b>

The properties pledged as security as securing total facilities of £13,203,000. The assets are held at cost but they are regularly revalued by our lenders to ensure they remain sufficient to cover the amount of the liabilities.



## 11. Tangible fixed assets – other assets

	Assets under construction	Offices	Fixtures & fittings	Computer equipment	Motor vehicles	Total
	£000	£000	£000	£000	£000	£000
<b>Cost</b>						
At April 2020	30	1,333	2,647	1,556	160	5,726
Additions in year	0	0	35	105	0	140
Transfers	0	0	0	0	0	0
Impairment	0	0	0	0	0	0
Disposals	0	0	0	0	(3)	(3)
At balance sheet date	<b>30</b>	<b>1,333</b>	<b>2,682</b>	<b>1,661</b>	<b>157</b>	<b>5,863</b>
<b>Depreciation</b>						
At April 2020	0	(149)	(2,533)	(1,393)	(150)	(4,225)
Charge for the year	0	(14)	(59)	(72)	(3)	(148)
Released on disposal	0	0	0	0	3	3
At balance sheet date	<b>0</b>	<b>(163)</b>	<b>(2,592)</b>	<b>(1,465)</b>	<b>(150)</b>	<b>(4,370)</b>
<b>Net book value</b>						
At April 2020	30	1,184	114	163	9	1,500
At balance sheet date	30	1,170	90	196	6	1,493

## 12. Investment properties

	2020-21	2019-20
	£000	£000
Land at cost at start of period	647	680
Additions in the year at cost	0	17
Changes in fair value in the year	73	(49)
	<b>720</b>	<b>648</b>

The land held as an investment property is two-thirds of the value of a plot of land in Nailsea, North Somerset, that was gifted without restriction to Brunelcare and St Peter's Hospice by the late Mrs Mary Sophia Shepstone. The two charities have submitted a planning application for the land and intend to sell it to a developer once planning is obtained. The valuation was carried out by JLL.

## 13. Properties held for sale

	2020-21	2019-20
	£000	£000
Properties held for sale	687	1,092
	<b>687</b>	<b>1,092</b>



## 14. Debtors

	2020-21	2019-20
	£000	£000
<b>Due within one year:</b>		
Rents, fees and service charges receivable	3,027	2,079
Less provision for bad debts	(571)	(487)
	<b>2,456</b>	<b>1,592</b>
Prepayments	785	498
Accrued income	461	509
Loans to employees	0	1
	<b>3,702</b>	<b>2,600</b>
<b>Rent arrears</b>		
Housing current tenants	114	103
Housing former tenants	19	28
Extra Care current tenants	45	33
Extra Care former tenants	1	11
	<b>180</b>	<b>175</b>

Rents, fees and service charges receivable includes gross social housing rent arrears of £180k (2020: £175k)



## 15. Creditors: amounts falling due within one year

	2020-21	2019-20
	£000	£000
Bank loans within one year	720	2,558
Trade creditors	739	791
Rent & Service charges received in advance	318	351
Other taxation and social security	615	516
Payroll costs	1,833	1,455
Other creditors	1,264	683
Accruals & deferred income	1,186	984
	<b>6,675</b>	<b>7,338</b>

## 16. Creditors: amounts falling after more than one year

	2020-21	2019-20
	£000	£000
Bank loans	12,484	13,204
Other long-term creditors	351	199
Social Housing grant	11,759	11,422
Other grants	5,035	5,117
Pension liability	32	40
	<b>29,661</b>	<b>29,982</b>



## 17. Deferred capital grants

	SHG	Other
	£000	£000
Balance brought forward	11,630	5,198
Received in the year	611	0
Amortised in the year	(241)	(81)
Balance carried forward	<b>12,000</b>	<b>5,117</b>

## 18. Bank loan analysis

	2020-21	2019-20
	£000	£000
<b>Due within one year:</b>		
Bank loans within one year	720	2,558
<b>Due after one year:</b>		
Bank loans	12,484	13,204
	<b>13,204</b>	<b>15,762</b>

The bank loans are secured by fixed charges over individual properties.

The bank loans are repayable by instalments at fixed rates of interest ranging from 3.5% to 11.7% with four loans totalling £4,731k on LIBOR variable rates. Based on the lenders' earliest repayment dates borrowings are repayable as follows:

	2020	2019
	£000	£000
Within one year	720	2,559
Between two and five years	2,882	2,873
After five years	9,602	10,330
	<b>13,204</b>	<b>15,762</b>



## 19. Financial commitments

Capital expenditure commitments were as follows:

	2020-21	2019-20
	£000	£000
<b>Capital expenditure:</b>		
Authorised by the Board but not contracted	1,584	1,296
Contracted but not delivered at the year-end	<b>1,345</b>	<b>1,478</b>

The above commitments will be financed using existing cash reserves and drawings from our £5M revolving credit facility.

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

	2020-21	2019-20
	£000	£000
<b>Land and buildings:</b>		
Less than one year	789	789
One to five years	3,067	3,067
Beyond five years	14,515	15,280
	<b>18,371</b>	<b>19,136</b>

### Office equipment, computers and vehicles:

Less than one year	90	111
One to five years	168	111
Beyond five years	0	0
	<b>258</b>	<b>222</b>

## 20. Financial commitments

There were 16 Woodland Court properties remaining as at 31st March 2021 which are owned by the current residents where their lease includes a buyback obligation clause. As such, Brunelcare may be obliged to buy back these properties at some future date and the properties would then be resold. On 31st March 2021 no buyback clauses had been activated.

These transactions are uncertain and therefore an amount has not been disclosed (2020: nil).

## 21. Related parties

The Social Housing Pension Scheme, managed by The Pensions Trust, is a related party. The details of the relationship are set out in Note 23.

## 22. Pension schemes

The charity participates in two defined benefit pension schemes, the Social Housing Pension Scheme and the Growth Plan, both of which are multi-employer final salary schemes. Both schemes are now closed to members.

It is not possible for the Charity to obtain sufficient information to enable it to account for the Growth Plan as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme. The charity's current liability for the Growth Plan is £42k (£51k).

### 22.1 Social Housing Pension Scheme – Defined Benefit section

The Charity participates in the scheme, a multi-employer scheme which provides benefits to some 500 non-associated employers. The scheme is a defined benefit scheme in the UK and The Pensions Trust, which administers the Social Housing Pension Scheme, has undertaken an exercise to disaggregate the assets and liabilities of the fund between the various participating members so, for both financial years, Brunelcare's full share of the assets and liabilities are shown on the balance sheet. The movement in the year comprises the movements between the opening and closing scheme assets and liabilities attributable to Brunelcare.

The movement in the year in the pension scheme on the defined benefit approach is:

**Fair value of plan assets, present value of defined benefit obligation and defined benefit asset (liability)**

	31 March 2021	31st March 2020
	£000	£000
Fair value of plan assets	21,470	19,358
Present value of defined benefit obligation	26,826	21,958
Deficit in plan	(5,356)	(2,600)
Unrecognised surplus	-	-
Defined benefit liability to be recognised	<b>(5,356)</b>	<b>(2,600)</b>

**Reconciliation of opening and closing balances of the defined benefit obligation**

	31st March 2020 to 31st March 2021
	£000
Defined benefit obligation at start of period	21,958
Expenses	36
Interest expense	515
Actuarial (gains) due to scheme experience	(375)
Actuarial losses due to changes in demographic assumptions	100
Actuarial losses due to changes in financial assumptions	5,267
Benefits paid and expenses	(675)
Defined benefit obligation at end of period	26,826

**Reconciliation of opening and closing balances of the fair value of plan assets**

	31st March 2020 to 31st March 2021
	£000
Fair value of plan assets at start of period	19,358
Interest income	460
Experience on plan assets (excluding amounts included in interest income) - gain	1,657
Employer contributions	670
Benefits paid and expenses	(675)
Fair value of plan assets at end of period	21,470

The actual return on plan assets (including any changes in share of assets) over the period from 31st March 2020 to 31st March 2021 was £2,117,000.

**Defined benefit costs recognised in statement of comprehensive income**

	31st March 2020 to 31st March 2021
	£000
Expenses	36
Net interest expense	55
Defined benefit costs recognised in Statement of comprehensive income	91





### Defined benefit costs recognised in Other comprehensive income

	31st March 2020 to 31st March 2021
	£000
Experience of plan assets (excluding amounts included in net interest cost) - gain	1,657
Experience gains arising on the plan liabilities	375
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation - (loss)	(100)
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation - (loss)	(5,267)
Total actuarial gains and losses (before restrictions due to some of the surplus not being recognisable) - loss	(3,335)
Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost)	-
Total amount recognised in Other comprehensive income - (loss)	(3,335)

### Assets

	31 March 2021	31 March 2020
	£000	£000
Global equity	3,422	2,831
Absolute return	1,185	1,009
Distressed opportunities	620	373
Credit relative value	676	531
Alternative risk premia	809	1,354
Fund of hedge funds	2	11
Emerging markets debt	867	586
Risk sharing	781	654
Insurance-linked securities	516	595
Property	446	426
Infrastructure	1,431	1,441
Private debt	512	390
Opportunistic illiquid credit	546	468
High yield	643	-
Opportunistic credit	589	-
Corporate bond fund	1,268	1,104
Liquid credit	256	8
Long lease property	421	335
Secured income	893	734
Liability driven investment	5,456	6,425
Net current assets	131	83
<b>Total assets</b>	<b>21,470</b>	<b>19,358</b>

None of the fair value of the assets shown above include any direct investments in the employer's own financial instruments or any property occupied by, or other assets used by, the employer.



### Key assumptions

	31 March 2021	31st March 2020
	% per annum	% per annum
Discount rate	2.18	2.38
Inflation (RPI)	3.27	2.62
Inflation (CPI)	2.87	1.62
Salary growth	3.87	2.62
Allowance for commutation of pension for cash at retirement	75% of maximum allowance	75% of maximum allowance

### The mortality assumptions adopted as 31st March 2021 imply the following life expectancies:

	Life expectancy at age 65
	Years
Male retiring in 2021	21.6
Female retiring in 2021	23.5
Male retiring in 2041	22.9
Female retiring in 2041	25.1

### 22.2. Social Housing Pension Scheme – Defined Contribution section

Brunelcare has a legal duty to enrol eligible employees into a qualifying workplace pension scheme and make contributions towards it. The employee is not required to take any action in order to become an active member of the scheme. An employee who has been automatically enrolled is free to opt out and get a refund of the contributions they have paid.

Brunelcare uses the Social Housing Pension Scheme – Defined Contribution Section to invest these contributions.

### 22.3. Dementia Care Trust group personal pension scheme

The acquisition of the Assets and Liabilities of Dementia Care Trust (DCT) in July 2007 meant that the existing pension arrangements for employees of DCT, who remain on DCT employment contracts, became part of the overall Brunelcare pension arrangements. The scheme is a defined contribution scheme and Brunelcare contributes at the rate of 5% of salary with employees contributing at rates between nil and 5%. Being a defined contribution scheme there are no on-going liabilities for Brunelcare. As at 31 March 2019 there was one member of the scheme.

## 12 DETAILS OF KEY INDIVIDUALS

Details of key individuals and organisations involved in the leadership, oversight and audit of Brunelcare in the year to 31 March 2021.

### TRUSTEES

**Deborah Evans** - Chair of The Board

**Ian Turner** - Vice Chair of the Board and Chair of the Audit, Risk and Finance Committee

**Nick Hooper** - Chair of the Performance Quality and Experience Committee

**Harry Hayer** - Chair of the Remuneration and Nomination Committee

**Phil Hope** - Senior Independent Director

**Kate Innes (Still)**

**Tony Wilson**

**Alison Comley** - From 22 September 2020

**Anthony Oldfield** - From 27 September 2020

### SENIOR LEADERSHIP TEAM

**Oona Goldsworthy** - Chief Executive Officer

**Brian Whittaker** - Director of HR and OD

**Chris Wall** - Director of Finance (from 27 April 2020)

**Jo Makinson** - Interim Director of Finance (13 March to 27 April 2020)

**Matthew Bell** - Director of Marketing and Business Development

**Michelle Caine** - Director of Community Services (Resigned August 21)

**Michelle Richards** - Director of Property and Housing

**Sandra Payne MBE** - Director of Nursing and Care Homes

**Mandy Collins** - Company Secretary and Head of Corporate Governance

### Registered Office

Saffron Gardens Prospect Place,  
Whitehall Bristol, BS5 9FF

**Tel:** (0117) 914 4200 / Fax: (0117) 987 3502

**E-mail:** info@brunelcare.org.uk

**Web:** www.brunelcare.org.uk

### External Auditors

KPMG LLP 66 Queen Square Bristol BS1 4BE

### Internal Auditors

RSM Risk Assurance Services LLP Hartwell House  
55-61 Victoria Street Bristol BS1 6AD

### Registered Numbers

Company – 601847 (registered by guarantee)

Charity – 201555

Homes England – LH0269

Care Quality Commission registration no.

CRT1-579008632

**Registered charity no:** 201555

**Registered company no:** 601847

**Care Quality Commission registration no:** CRT1-579008632

**Homes England registration no:** LHO269

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## **Head Office**

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Registered Charity 201555.



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