



brunelcare

20
23

Annual Report

and Financial Statements

For the year ended
31 March 2023



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01

CHAIR AND CHIEF EXECUTIVE'S INTRODUCTORY STATEMENT

Brunelcare has weathered many storms in its 82-year history, but the pandemic followed by the energy and cost of living crisis are possibly the most significant yet. We are very aware of the continued hardship faced by many of our residents and customers as a result of rising bills, and so we will continue to provide additional financial support to those in financial need through our Financial Support Fund.

Despite these pressures we were able to end the year with a small surplus of £1.3m and with a resilient cash balance of £8.9m. This is needed to ensure we can continue to invest in the improvement of all our homes. It also means that we have been able to retain our commitment to the Real Living Wage for all our colleagues and as a result we have seen fewer people leaving with a reduction in our use of agency staff.

Customer engagement was again a key focus in the year, with the establishment of a Residents First Group. Following the approval of the Together with Customers Charter, the Residents First Group was set up by the Board in December 2022. The Group has been put in place to ensure that Charter commitments are fully realised and customers are put at the heart of our governance arrangements, decision making and oversight of the delivery of the Charter delivery plan. The Group has agreed that key areas which it wishes to include within its work plan

for the 2023-24 financial year include communication, service charges and Brunelcare's approach to allocations. A key priority for the months ahead will be the establishment of a similar group for those who access our care services.

To help improve the efficiency and effectiveness of the services we continued to push ahead with an ambitious programme of IT and digital transformation. The launch of our new housing management system in December 2022 and its continued development has been a significant piece of work, both in terms of its scope and scale and its ability to improve the way we work, with more and better information at our fingertips.

During the year we said goodbye to Tony Wison who stepped down as a Trustee in March 2023. We welcomed a new Director of Finance & IT in the same month; John Rew joined us from the Wildfowl and Wetlands Trust and brings a wealth of experience and knowledge in financial matters. At the beginning of July 2023, we also said goodbye to Deborah Evans when she stepped down from the role of Chair of the Board after leading it with such care and compassion for the last four years. We are immensely proud of the progress made to improving services and governance arrangements under her leadership. Such improvements were acknowledged by the Regulator of Social Housing who completed an In Depth Assessment (IDA) of the Charity and reaffirmed in March 2023 its highest possible rating of G1 for our governance. Such an achievement would not have been possible without the guidance and expertise of our Board and Senior Leadership Team.

As part of the inspection process, Brunelcare worked with the RSH to pilot its new arrangements to review compliance with the five RSH Consumer Standards. The RSH concluded that there was good evidence of Brunelcare meeting the new Consumer Standards but identified areas where improvements need to be made:

- understanding diversity of tenants
- understanding satisfaction rates better
- transparency and involving tenants more in decisions

Oona Goldsworthy
Chief Executive



A final word from our new Chair:



I would like to take the opportunity to say it is a great privilege to be invited to be the new Chair of Trustees at Brunelcare and carry on the great efforts that Deborah left. I am keen to get involved, meet lots of people across Brunelcare and become more familiar with the organisation.

Graham Russell
Chair



02

ABOUT THIS ANNUAL REPORT

What information will you find in our annual report

Our Annual Report provides information about how we performed in 2022-23, 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.

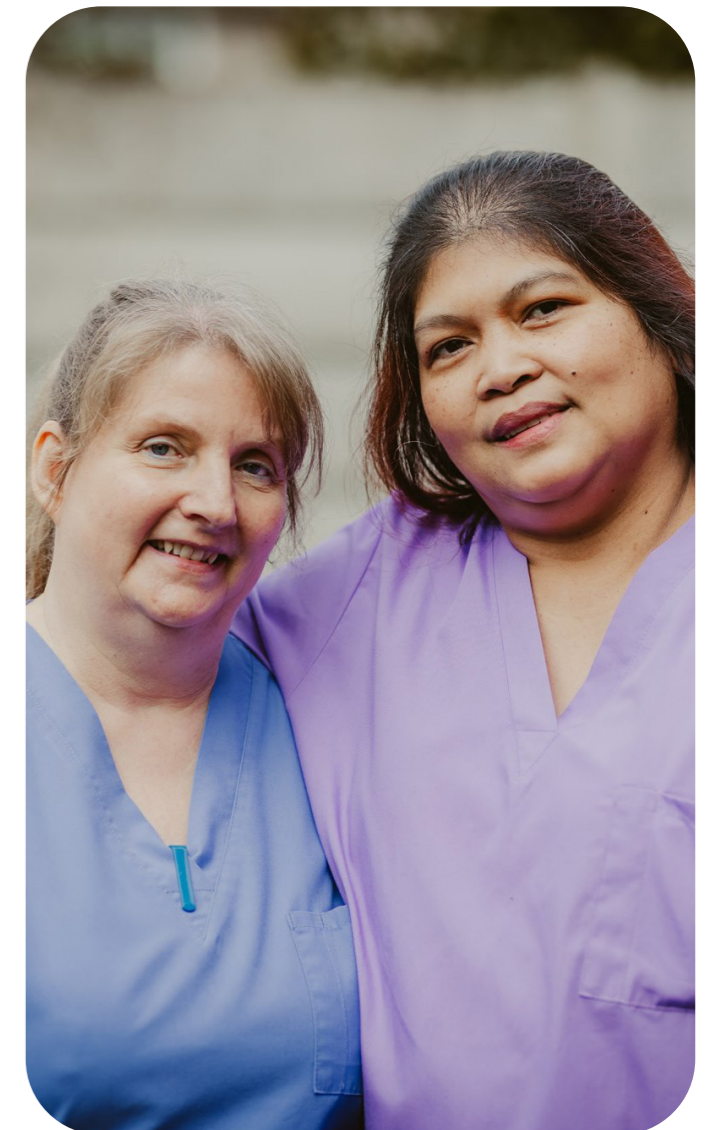
As a company limited by guarantee, a registered charity and a social housing provider, Brunelcare is required to prepare its annual report and financial statements in accordance with:

- 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 for Social Housing Providers 2022;
- 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:

- Performance Overview
- A report from the Board of Trustees that includes disclosures required by appropriate legislation and regulation;

- A section on the structure, governance and management of Brunelcare;
- Legislative and regulatory disclosures;
- A statement of the responsibilities of Trustees;
- An independent auditor's report; and
- The Financial Statements.



03 PERFORMANCE OVERVIEW

A summary of how we performed against the key performance measures set by the Board and the Regulator for Social Housing is set out below:

Aim: A Place to Call Home



OUR AVERAGE 2022-23 PERFORMANCE

OUR TARGET

Average let times for ECH properties

45.74 days

<28 days

Average let times for housing properties

22.18 days

<21 days

Average let times have been impacted during 2022-23 due to particular voids which reduced average let times. Steps have been taken to review re-lets and allocations and a dedicated staff team is in place to manage this process.

Health and Safety Landlord Compliance

Asbestos surveys (individual)

99%

100%

Asbestos surveys (communal)

100%

100%

Electrical fixed wire testing

99.25%

100%

Fire safety

100%

100%

Gas servicing (commercial)

100%

100%

Gas servicing (domestic)

99.5%

100%

Legionella risk assessments (care and ECH settings and sheltered housing)

100%

100%

Access issues during the year have had an impact on the number of surveys and servicing undertaken. Going forward, this will be managed through the Charity's Cx Housing Management system and advice has been sought where access issues remain.

% of responsive repairs completed first time

88.25%

90%

The introduction of the Cx Housing Management System will provide increased monitoring and consistency.

Ratio of responsive repairs to planned maintenance spend

74.45%

<65%

Delays in capital expenditure have impacted this measure. This ratio will decrease as capital works are completed throughout 2023-24.

Care Home Occupancy (at the end of March 2023)

97.3%

94%

Proportion of homes that do not meet the Decent Homes Standard

7.19%

0%

This figure has improved across the year and remaining issues relate to external doors to properties which exceed the recommended Decent Homes lifecycle. Doors are safe and secure and replacement has been planned for 2023-24.

Aim: The Right Care and Support



Outcome of CQC inspections (% good) as at 31 March 2023

As at 31 March 2023, all of the charity's CQC registered properties were rated 'Good' or above.

OUR AVERAGE 2022-23 PERFORMANCE	OUR TARGET
100%	100%

Employee sickness rates (for the 12 months preceding April 2023)

5.76%	<4.5%
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Employee retention levels (for the 12 months preceding April 2023)

72.54%	>75%
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Support continues to be provided to colleagues for both long and short term sickness. Retention levels continue to increase following steps taken in line with the Charity's Workforce Strategy.

Aim: A Good Quality of Life in the Community



Complaints raised to second stage in a quarter (number)

1.5	<2
-----	----

Complaints raised to second stage in a quarter (% of complaints)

5.98%	0%
-------	----

Average complaint response time (days)

8.10	<10
------	-----

% of complaints responded to within 10 days

68.5%	100%
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Complaints raised to second stage in a quarter (% of complaints)

5.98%	0%
-------	----

Average complaint response time (days)

8.10	<10
------	-----

Number of first stage housing complaints per 1000 homes (whole of 2022-23)

50.76	
-------	--

Number of second stage housing complaints per 1000 homes (whole of 2022-23)

2.16	
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Complaints performance continues to improve in line with the Charity's policy and through the dedicated management of the Complaints Officer. Further steps will be taken in 2023-24 to improve knowledge of the complaints process for both colleagues and customers to ensure increased satisfaction and compliance with internal targets.

Number of ASB cases opened in a quarter

50.5	20
------	----

Number of ASB cases closed as resolved as % of ASB cases received in a quarter'

73%	85%
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Reported ASB cases have increased due to a dedicated team being in place to respond and resolve cases. Steps will be taken during 2023-24 to further improve resolution of cases and to ensure issues are addressed to prevent recurrence.

04 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, Brunelcare offers 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.

We have nearly 1,000 sheltered homes across 31 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 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.

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).



Our vision, mission and strategic objectives

In 2021 we published a new strategic plan for the charity: **'Brunelcare: Our Future.'**

The plan includes a 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 were produced in consultation with them.

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.

Our Customers

We strive to deliver high-quality services at all times, with our work informed by regular surveys of our tenants and residents. We know we need to continue to improve communication with our customers and this remains our priority

Together with Customers Charter

The importance we place on improving our services led to the development of a 'Together with Customers Charter'.



As reported last year, influenced by the National Housing Federation's work on 'Together with Tenants', in 2021-22 we undertook a major customer engagement initiative which we called 'Together with Customers' and it included a full customer satisfaction survey, events and focus groups, which culminated in the creation of a 'Together with Customers Charter'.

The Charter was developed with customers and reflects what matters most to them and it was approved at the Board meeting held on 29 June 2022 together with a delivery plan.

The Charter aims to embed a culture that values the voice and experience of customers and strengthens the relationship Brunelcare has with them.

The success of the Charter will be measured through:

- **Surveys:** Customer feedback will be measured through satisfaction surveys. We will review our approach to surveying customers and consider

a more regular 'pulse' or 'tracker' survey in addition to the anticipated requirement (Regulator of Social Housing) for a full annual survey.

- **Self-assessment:** Completion of an annual self-assessment against the delivery of each Charter commitment capturing all actions taken in the year. This will include a customer scrutiny 'sense-check'.
- **Involved customers:** A record of the number of involved customers from each service from which we can track growth in future years.
- **Events:** A record of the number of Together with Customers events and other engagement opportunities.

You said/we did

Our Together with Customers Strategy details Brunelcare's commitment to putting our customers at the centre of our values, culture and ethos.

Its aim is to gather feedback on areas that are important to customers, so that we can respond in the best way. The customer issues that arose from the most recent Quarterly Site Meetings are detailed below:

YOU SAID

The information you receive needs to be shared in a more timely / up-to-date way.

WE DID

We are piloting a virtual noticeboard at our Willowbank site, which will provide up-to-date information. The Customer Service Team are monitoring its success

YOU SAID

On-site directional signage is confusing and needs to be clearer.

WE DID

We have removed the confusing signage and we will replace it with new branded

signage. This will be done on a site-by-site basis, based on the feedback we have received from you.

YOU SAID

That you would like to have new grit bins installed at your site(s).

WE DID

For those sites that require a new / replacement bin, we have ordered new grit bins and these will be replaced / installed on sites before the winter. We will also look at relocating some of the bins to make it easier for you to access them.

YOU SAID

We need new laundry machines.

WE DID

Brunelcare procured new laundry contracts with Wolf. The installation of these machines started in July. In addition, we are also reviewing the sites where laundry contracts are next due for renewal.

Residents First Group

A Residents First Group (previously Customers First Group) has been established to help ensure that residents are actively involved in shaping the services Brunelcare provides and its future.

Rosemary of Whitebeam Court said:

'I joined the Residents First Group to help to be part of a solution, working with, not against, Brunelcare. I believe that the thoughts and views I have are valid. There will always be frustrations, but by working together and demonstrating that we are trying to improve the services we use and the homes we live in, I can help with change and improve communications for the benefit of all residents.'

At the time of reporting, the Group had met twice and has agreed to focus on the following areas over the coming months:

- **Communication:** this was identified as being the major common concern.
- **Service charges:** the Group felt that there was a lack of clarity in relation to service charges and how they are calculated and so a fundamental review of how they are communicated was important
- **Approach to the allocation of homes:** a review of the allocations process was felt to be needed.

Meetings have been scheduled for the remainder of 2023-24.

The outcome of all meetings will be shared in future Grapevines, at Quarterly Site Meetings and on our website.

We are exploring ways of involving our care clients and their loved ones in the Residents First work and updates will be provided on our website.

What our customers say about us

Brunelcare commissioned Acuity to conduct a tenant satisfaction survey for 2023. 289 telephone interviews were completed from a total of 1,134 residents, the fieldwork being completed during January 2023.

The survey was designed to act as a baseline using the new Tenant Satisfaction Measures issued by the Regulator of Social Housing for the first time. The survey recorded many good ratings including the repairs service in the last 12 months (90%), the time to complete the most recent repair (90%), the provision of a home that is safe (89%) and that Brunelcare treats its residents fairly and with respect (85%) – all of which is reflected in the finding that 80% of residents are satisfied with the overall services.



Overall Satisfaction

80%

of residents are **satisfied** with the overall services provided by Brunelcare

13%

of residents are dissatisfied with the overall services provided by Brunelcare

8%

are **neither satisfied nor dissatisfied**.

The neighbourhood

80%

of residents are **satisfied** with the positive contribution made by Brunelcare to their neighbourhood

74%

are **satisfied** with the way Brunelcare handles anti-social behaviour.

The home & communal areas

85%

The majority of Brunelcare's residents are **satisfied** with the maintenance of their home

89%

say that they feel safe

85%

are **satisfied** that the communal areas are kept clean and well maintained.

Day-to-day repairs and maintenance service

90%

are **satisfied** with the repairs service in the last 12 months

90%

are **satisfied** with the time taken to complete their most recent repair.

Communication and information

80%

of residents are **satisfied** that Brunelcare keeps them informed about things that matter to them.



69%

are **satisfied** that they listen to residents' views and act upon them



85%

think Brunelcare treats them fairly and with respect

BUT JUST

45%

are **satisfied** with the way complaints are handled.

Satisfaction over time

Acuity carried out a resident and care survey for Brunelcare in 2020/21. This report includes the differences in satisfaction with the sheltered residents, where questions match.

Overall satisfaction is down

1%

BUT

all of measures show from 1% more for the provision of a safe home to

12%

more for both the contribution made by Brunelcare



The full report on the satisfaction survey can be found [HERE](#).

Suggestions for improvement

A total of

252

comments were received suggesting possible improvements to the service

16%

of these are **positive**

suggesting no improvements are needed

Communications received the most comments

17%

followed by customer service and the upkeep of the communal areas.

Complaints, Concerns and Compliments

Brunelcare takes the approach that complaints, concerns and compliments raised are gifts. Without feedback from our customers, we have fewer opportunities to develop as an organisation and as individuals.

Our Complaints Officer oversees the complaints process and ensures that complaints and concerns are reviewed,

resolved and learnt from. The Board's Performance, Quality and Experience Committee reviews trends and compliance with the key performance measures set out in our Managing Comments, Concerns, Complaints and Compliments Policy on a quarterly basis.



102 complaints were received

Brunelcare's policy states that complaints will be acknowledged within

3

working days of receipt

Of the 102 stage 1 complaints received

93

(93%) were acknowledged within 3 working days.

Compliance improved during the year from 88% in the period April to June 2022 to 100% in the period January to March 2023.

88% → **100%**

Our Policy also states that we will aim to fully respond to complaints within 10 working days of the complaint being logged. This was a deadline that colleagues found difficult to meet due to a range of issues, including:

- The complexities of the complaint leading to more time required to fully investigate
- Feedback being required from an outside agency as part of the complaints investigation (e.g. a solicitor) and work needing to be completed by a subcontractor
- Further information needing to be sought from the complainant

Of the 102 stage 1 complaints received:



93 compliments

about the services provided by Brunelcare and its employees were received.

We continue to work to further improve the recording and reporting of compliments.

Further Information

Further information on our complaints process and how complaints were managed in 2022-23 can be found here: www.brunelcare.org.uk/about-us/our-performance/complaints-performance-reports

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 is 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.

As at 31 March 2023, all our care homes, reablement, community and extra care housing services had 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.

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	9 Feb 2022	17 March 2022	Outstanding	G	O	O	O	O
Glastonbury	18 Dec 2018	17 Jan 2019	Good	G	G	O	G	G
Orchard Grove	6 Nov 2020	28 Nov 2020	Good	G	G	G	G	G
Robinson House	21 Jan 2020	14 Feb 2020	Good	G	G	G	G	G
Saffron Gardens	16 June 2022	30 July 2022	Good	G	G	G	O	G
Little Heath Care & Support	9 Feb 2023	8 March 2023	Good	G	G	G	G	G
Little Heath Reablement	11 Jan 2023	14 Feb 2023	Good	G	G	G	G	G

As we reported last year, an inspection of Little Heath care and Support was undertaken in April 2022 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 are delighted to report that an inspection undertaken by CQC on 9 February 2023 resulted in a rating of 'good' which is testament to the amount of hard work and dedication of the team.

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

Table 3. CQC ratings for domiciliary services

Community Services	Latest CQC Inspection Details			Ratings for Key Areas				
	Took place on	Report Published on	Overall Rating	Safe	Effective	Caring	Responsive	Well led
Brunelcare Domiciliary Services: Bristol and South Glos	24 Nov 2020	18 Dec 2020	Good	G	G	G	G	G
Brunelcare Domiciliary Services: Somerset	1 April 2022	23 April 2022	Good	G	G	G	G	G

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.

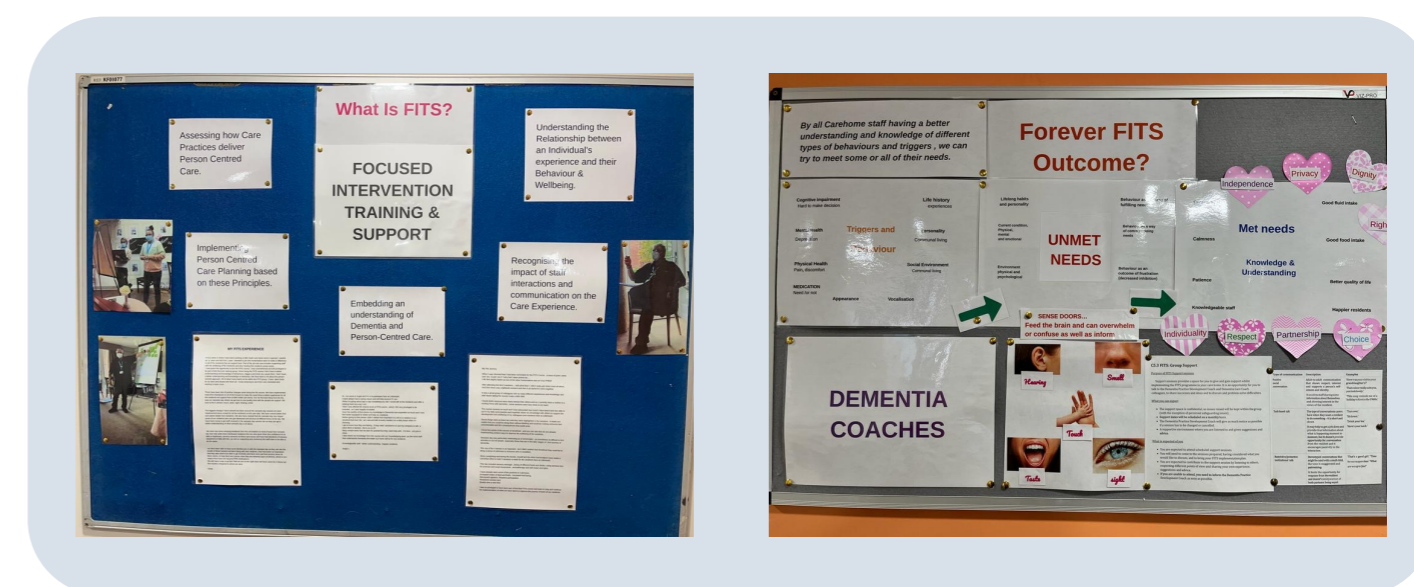
Clinical training for our Nursing and Senior Care Teams is delivered by an external nurse educator from St George's

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.

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 wellbeing and the social aspects of the care that we provide.

During the year we rolled out Focused Intervention Training and Support (FITS) across our care homes. FITS is designed to create knowledgeable, confident, evidence-based practitioners and coaches and is a programme based on best practice and accredited by the University of Worcester.



Some Feedback from 2023 participants

There were four members of the Westhay team and it has been clear to myself that the dementia care that is being delivered has vastly improved and been consistent since FITS. When feeding back to staff and supporting teams I am using the knowledge and skill I have gained from FITS to improve practice and thought processes.

(TK DM GCH)

I have really thoroughly enjoyed my FITS journey and I am sad it's over, Stuart has really helped me build my confidence and I feel really ready to help improve Glastonbury care home. I have enjoyed the way we have been taught and found every session really informative and being able to print off the power points has made it easy to recap and retain the information. I really wish all the staff could complete the course.

(CH Homemaker GCH)

I am seeing a lot of change in the home and it is so nice to see that people around us are noticing the changes. Staff are seeing the difference and starting to participate in their own ways.

(LS Snr Carer Deerhurst)

FITS has given me the opportunity to gain experience and see things from a different perspective. Within my role I can use the knowledge learnt to coach others.

(LH Carer/Homemaker Deerhurst)

It made perfect sense for me to undertake this course as I was managing the nursing home with about 80% of residents living with dementia. It provided clear guidance and direction to improve the practices according to the new research and knowledge.

(KM RM Little Heath)

The FITs course has really allowed me to expand my knowledge and to learn so much more and it's been quite eye opening at times with how easy it is not realise how subtle changes in your own ways of working can make a huge impact on our guests and residents. There's been loads of light bulb moments along the way as things have all linked together!

(BP Business Manager LH R)

On a personal level I think I have gained so much confidence from this course. I feel I have become a better unit leader, not afraid to challenge things to see and question people as to why they are doing something. I have gained knowledge and understanding which have helped me with producing care plans specifically around behaviours, and been able to formulate support plans with all aspects thought of.

(KM UCL Saffron Gardens)

I feel I could ramble about the benefits of FITS but I think the most powerful benefits is you will see change once completing the sessions, not only for the people we support but for the colleagues completing it and the colleagues we work with.

(CR ECH and Community Support Manager)

My mind was broadened when assessing the home with the VIPs toolkit. It hit me like a ton of bricks, we were doing so much right, but so much wrong.

(AD Homemaker, Deerhurst)

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 continued to work 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.



OUR HOUSING HOMES AND SERVICES

We want all of Brunelcare's customers to feel proud of their homes and where they live, but we know this is not 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.

Our homes are ageing and some are beyond economic repair, with changing demographics and expectations which, combined with the results from the stock condition survey, point to a need for significant investment, remodelling or in some cases disposal. Brunelcare's Asset Management Strategy (AMS) 2020-2025, which was approved and launched in June 2020, recognises and responds to this. It is a critical business tool that aligns Brunelcare's property assets with business needs. It is a key strand of the strategic golden thread that links the Board's Strategic Plan to the delivery of improved outcomes for our tenants and clients, and it is supported by the 30-year Business Plan.

In 2022-23 we progressed the AMS Action Plan by:

1. Catching up with planned works delayed by contractual performance concerns
2. Continued investment in building safety and compliance works including fire safety within the budget, including fire door replacement and alarm upgrades
3. Providing financial investment and redevelopment data to inform the 30-year Long Term Finance Plan

4. Completing detailed investment plans and budgets for 2023-24
5. Implementing a new Housing Management System for property and compliance management
6. Completing four fire alarm upgrade programmes across five sites
7. Progressing recommendations made by Greener Energy Futures to identify quick carbon reduction wins
8. Establishing a relationship with the Net Zero Group by attending and presenting at both meetings held
9. Advancing the detailed development appraisal on sites having already obtained Board approval
10. Applying for (SHDF) Wave 2.1 funding. Brunelcare has been awarded funding in excess of £1.7m.
11. Applying for Community Resilience Fund through Bristol City Council in order to apply learning from Greener Energy Futures advice related to sensor controlled LED lighting. Aspiring to upgrade all communal lighting across our stock
12. Formalising discussions with Bristol Energy Cooperative relating to the use of solar energy within out Extra Care schemes and Care Homes
13. Presenting a draft sustainability strategy to the Board and Net Zero Group which includes development and retrofit principles in order to contribute to the corporate carbon reduction strategy
14. Developing a damp procedure
15. Providing training on the subject for customer service and customer facing staff
16. Appointing a Responsive Repairs and Property Compliance Manager
17. Mobilising two new contracts with incumbent contractors KIS (Electrical) and Greyman (Gas)
18. Completing 1227 stock condition surveys

The last 12 months saw a huge increase in the cost of wholesale energy prices which had a direct impact on Brunelcare's capital investment budget. This forced a review and subsequent scaling back of budgeted works with some works moved to the 2023-24 financial year.

In 2022-23 we also invested in the following health and safety compliance works and checks.

Health and Safety Compliance Works

At the time of reporting, property health and safety compliance performance was:

Health and Safety Compliance Check	Percentage Completed
Fixed Wire Testing - Domestic & Communal	99%
Domestic Gas Services	100%
Commercial Gas Services	100%
Fire Risk Assessment	100%
Lifting Operations and Lifting Equipment Regulations 1998 (LOLER) Checks	89%

In 2023-24 the main areas of expenditure will be on:

- Replacing kitchens that have come to the end of their life,
- Electric heating,
- Fire detection systems,
- Fire door improvements and replacements,
- Fire compartmentation and breaks,
- Replacing windows,
- External decorations.

Decent Homes Standard (DHS)

Ensuring that all our properties comply with the DHS is a key target. Over the next five years potentially 654 dwellings will fail the decent homes standard, 70.9% of these failures occur in year one and two.

Decent Homes failures affect all aspects of our properties; sheltered housing, ECH and Care Homes. While Care Homes are not governed by the DHS, a number of properties will have reached the end of their expected life cycle and are in need of major investment.

Brunelcare has reached a critical point in non-decency which has been influenced by a combination of factors; lack of historic investment in infrastructure such as wiring and heating systems - kitchens and bathrooms have been replaced at void with using an ad hoc approach. A number of sites are of the same age and are at risk of reaching non-decency at the same time. In addition to this the pandemic introduced delay with planned works projects previously procured and we are still in a position of working through the backlog.

There are long term strategic plans and budgets in place to resolve the non-decency in the most appropriate way.

We end the financial year with 43 non-decent components. The non-decency assessment relates to the age of doors. However, on assessment, these doors remain functional, robust and safe.

Climate Change

Ensuring that our homes are low carbon and energy efficient is not only an objective within the 'Asset Management Strategy', but also a Government target for social housing providers through their 'Clean Growth Strategy'. By 2050 we have to achieve net zero for all of our homes.

Following a detailed application, Brunelcare was awarded £2 million of Wave 2 (Social Housing Decarbonisation Fund) funding. We have to spend this over a two-year period on improved insulation, space and water heating. Brunelcare will match this funding with new windows and explore renewable energy across two of our sites.

As we develop our approach to improved energy performance, we are much clearer on how we can achieve this. However, we also hope that we will be able to take advantage of future technology and design changes.

We will start to retrofit our poorest-performing properties with an Energy Performance Certificate (EPC) rating of D and below.

We have undertaken some detailed property assessments, which has provided us with a much better understanding of how the retrofit will take place. The next stage will be to start consultations with some of our tenants in phase one about what that could mean for them and their homes in the first phase.

Tenant Involvement

In addition to the work of the Residents First Group, referred to on page 13 of this report, Brunelcare also 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

The sheltered housing sites' quarterly site meetings enable tenants to raise concerns and discuss ideas for their site. In 2023-24, the 'Together with Customers Charter' will drive engagement with all customer groups with the goal of further strengthening our relationships with them.

New Welcome Pack

We want to ensure our services are as easy and accessible as possible. We know we need to continue to improve the quality of our services, communications and ease of transacting with us and this remains our priority.

Delivering for our residents starts before they have moved into their homes. During the year, we started work on a new welcome pack to help new residents settle in and get off to the best possible start. We are using the feedback from new residents, as well as those of our colleagues who work directly with them to inform the content and format of the new pack.

Energy bills

The large increase in energy costs was a big shock for everyone last year.

For some people, energy bills went up by 300%. Whilst we were able to pass on the government subsidy introduced in October 2022, as well as tenants being able to claim the £400 payment, removal of the government subsidy meant that tenants were facing another big hike from April.

To avoid this, we were able to negotiate a new deal with our energy supplier EDF, whereby they spread the increase over

18 months, so that tenants could benefit from the fall in energy prices.

Improving Access to Information Technology

To enable our residents to access technology to help manage their tenancies, access advice and benefits we have upgraded the PCs on all of our sites. We have also renewed the IT infrastructure, such as the WiFi, to ensure the reliability of access.

Supporting Residents to Maintain their Tenancy

During the year we restructured and strengthened our housing team, so that we are able to support and work with vulnerable residents needing help to stay in their homes and avoid the threat of eviction. Our Tenancy and Income Officers work with residents to address their individual circumstances through practical plans of action as well as ensuring they are claiming any benefits they may be entitled to. All members of the housing team have received training in welfare benefits so that they can provide help and advice.

Our Tenancy Officers are also able to work with residents to address matters such as Anti Social Behaviour and on-site conflicts.

The financial pressures faced by our residents as a result of rising energy costs and inflation led to the development of a 'cost of living help' page on our website which is used to inform our residents of the latest schemes, help and advice being offered by the Government - see here: www.brunelcare.org.uk/about-us/help-and-guidance/cost-of-living-help. We also introduced a 'Financial Support Fund' to support residents facing difficulty with the increasing cost of living and rising energy bills.

Regulatory Assessment and Review

At least every four years, Brunelcare has an inspection of all of our housing services.

On 29 March 2023, the Regulator for Social Housing (RSH) published its regulatory judgement of Brunelcare following an 'In-Depth Assessment' (IDA). This involved a review of documents, interviews with members of the Board and Senior Leadership Team of Brunelcare, and observations of meetings.

Customers involved in the Net Zero Group got the opportunity to give feedback to the inspection team.

Based on evidence gained from the IDA, the RSH has confirmed that it has the assurance that Brunelcare continues to comply with the governance and financial viability elements of the Governance and Financial Viability Standard.

The published outcomes were:

- **G1** - The provider meets our governance requirements

[ratings are G1 and G2 - compliant; G3 and G4- non-compliant]

- **V2** - The provider meets viability requirements; it has the financial capacity to deal with a reasonable range of adverse scenarios but needs to manage material risks to ensure continued compliance

[ratings are V1 and V2 - compliant; V3 and V4- non-compliant]

Piloting new consumer standards

As part of the inspection process, Brunelcare worked with the RSH to pilot its new arrangements to review compliance with the five RSH Consumer Standards:

- **Home Standard** – quality of accommodation and repairs and maintenance
- **Tenancy Standard** – how properties are allocated/exchanged and terms around tenure
- **Neighbourhood and Community Standard** – issues around neighbourhood and communal areas and anti-social behaviour
- **Tenant Involvement and Empowerment Standard** – customer service and complaints, tenant rights and involvement
- **Tenant Satisfaction Measures Standard (TSMs)** – reporting against the TSMs, which covers information on areas such as repairs, safety checks and complaints (applies from 1 April 2023)

The RSH concluded that there was good evidence of Brunelcare meeting the new Consumer Standards but identified areas where improvements need to be made:

- understanding diversity of tenants
- understanding satisfaction rates better
- transparency and involving tenants more in decisions

The full judgement can be found here:

www.gov.uk/government/publications/regulatory-judgement-brunelcare--2/current-regulatory-judgement-brunelcare-29-march-2023

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 offer a range of apprenticeships, health and social care qualifications, leadership skills training and other development.

The Workforce Strategy, launched in January 2022, incorporates ongoing HR activities and projects in addition to a range of specific interventions focused on improving Brunelcare's ability to recruit and retain a highly motivated and well trained workforce, which in turn will have a positive impact on the services delivered and results achieved.

Activities include partnership working to attract interest from a wide range of groups and develop new talent pipelines.

We are delighted to confirm that, as of 1 April 2022, Brunelcare became an accredited Real Living Wage Employer.

As of 1 April 2022, all colleagues at Brunelcare were paid at or above the Real Living Wage of £9.90 per hour. Set by the Living Wage Foundation, the Real Living Wage has been independently calculated according to the real cost of living, which is based on a basket of household goods and services. This wage applies to all workers over the age of 18. This increased further in April 2023 to £10.90 per hour and all colleagues are paid at or above this.

The need to improve the overall employment package has become

increasingly compelling. Brunelcare experienced significant difficulties in 2022 in recruiting and retaining employees. A campaign was launched, which combined with the introduction of the Real Living wage, has reduced vacancy rates to under 5% and staff turnover to 28%.

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

Mental health First Aiders

Brunelcare is committed to treating mental health as seriously as physical health and general employee wellbeing. As part of this continuing commitment, there are 48 Mental Health First Aiders across the Charity who are able to provide first-line support to colleagues who may be in need of assistance.

Care First

As part of our commitment to our colleagues we continue to provide Care First.

Care First offers comprehensive advice, information and articles covering personal and work-related issues. They offer 24-hour telephone access where every call is answered immediately by a Care First directly employed and qualified counsellor who can immediately begin providing support for personal or work-related issues.

They also offer online and face-to-face counselling, which includes real-time one-to-one secure access to support through their online messenger style service. Confidentiality, security and anonymity are guaranteed. The online service connects individuals with one of their qualified counsellors.

Finally, they offer an information service providing telephone and online access

to a team of dedicated, professionally qualified information specialists who can provide practical information and advice on all common topics including – Consumer, Legal, Finance, Housing, Benefits, Family and much more besides.

Lone Working Devices

We continue to use the lone working app called Stay Safe, This has replaced the older Solo Protect devices. 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 an appointment. In addition, it has a panic facility that can be used should a colleague experience verbal abuse or physical aggression.

The devices have been distributed within the property, housing and community teams and their use of them is monitored internally by the appropriate manager.

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.

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 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 seven executives, four are women including our Chief Executive.

In April 2022, we published our gender pay gap report for 2021-22. Our mean pay gap for 2021-22 was 13.15%; this is higher than 2020-21 by 0.32%. Our median pay gap was 4.79% which is 1.61% lower than the previous year and over 10% better than the national figure of 15.4% in 2021.

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.

An Equality, Diversity & Inclusion Plan was launched in January 2022, this has nine specific areas of activity, including overarching activities such as delivering all eight pledges contained within the City of Bristol Equality Charter.

Partnerships have been set up with a range of organisations to promote diversity in recruitment. These include:

1. ACH - a refugee and employment organisation who are supporting us to understand the cultural aspects of employing refugees and asylum seekers as well as providing support to employ refugees.
2. City of Bristol College supporting continuous professional development, language skills and work experience

3. Mums Worklab supporting long term unemployed (often single) mothers to return to the workplace
4. The Apprenticeship Diversity Champions Network (ADCN)

We have retained Investors in People accreditation for the past 19 years and have remained a Disability Confident employer (previously known as Two Ticks) for the past 16 years. A colleague-led Equalities Forum has been established to oversee and strengthen EDI arrangements. A new Equity, Equalities and Diversity Strategy is due to be launched in late 2023 following the involvement of colleagues, trustees and customers.

Remuneration

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

HEALTH, SAFETY AND WELLBEING

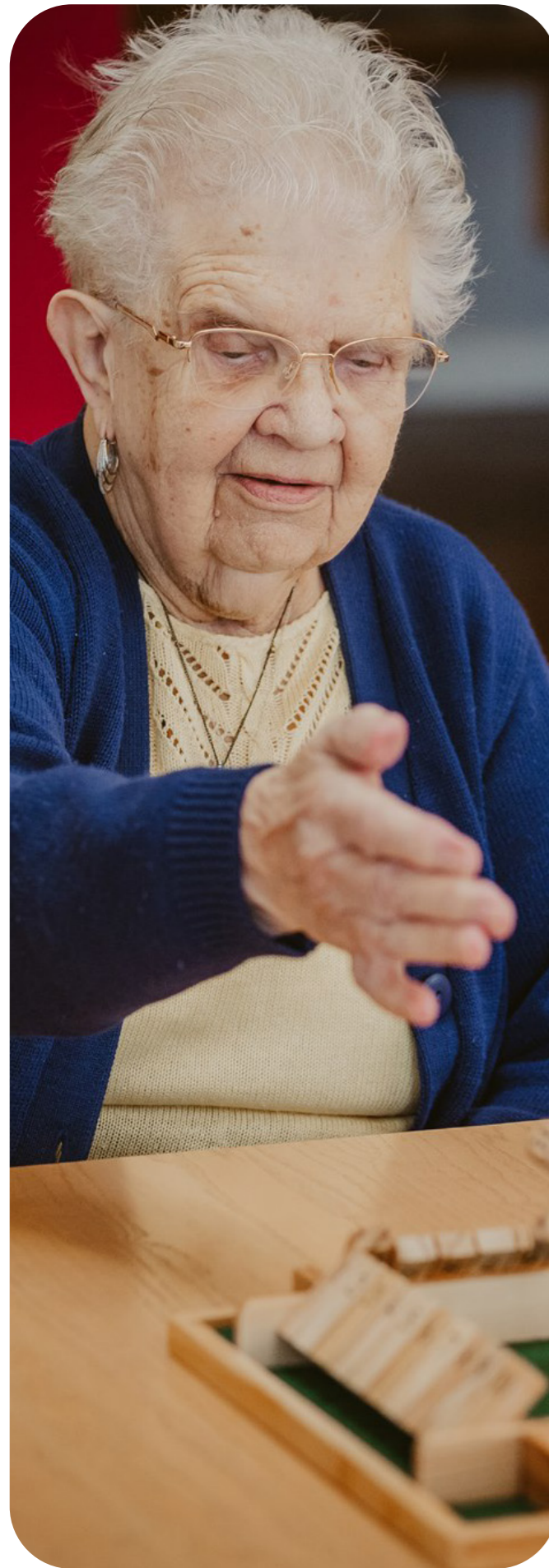
We are committed to driving continuous improvement in our health, safety and well-being arrangements and are constantly reviewing and strengthening its arrangements to achieve this.

There were a total of 100 reported accidents/incidents in 2022-23.

Of the reported incidents, over half (54%) resulted in some form of injury. These injuries primarily comprised superficial yet notable ailments, such as cuts and bruises, further highlighting the need for continued emphasis on preventative measures.

There were two dangerous occurrences reported related to a slip on a floor and an electric shock. Both fall under the category of accident.

The majority of reported incidents correlate with slips, trips and falls, with a significant proportion of these owing to the frailty and clinical disposition of our clients. This led to an over-reporting trend in the past, which has now been addressed by the Director of Nursing and Care Services and Health and Safety team. Continued efforts are being made to differentiate between health and safety incidents and clinical requirements, enhancing our reporting accuracy and service delivery.



Health and Safety Enforcement (Statutory Breaches)

There were two Statutory fire safety breaches during 2022/23.

Deerhurst and Robinson House residential care homes were visited by Avon Fire and Rescue Service in 2022. A number of deficiencies were identified:

- insufficient number of fire doors on protected routes used for means of escape.
- Breaches in fire compartment walls
- Fire doors on protected routes that did not meet the required standard (BS 476 pt 22).

An improvement plan for both of the buildings was issued by Avon Fire and Rescue service. Immediate action was taken to address the issues raised in the report and strengthened assurance arrangements have been put in place

RIDDOR Reportable Incidents

Brunelcare had six reportable accidents in 2022-23. They were:

- One report was due to a member of staff being found unconscious.
- Five reports were due to members of staff being off work for a period exceeding seven days.

Personal Injury Claims

There were no employee liability claims made in relation to accidents at work and injuries to members of the public during 2022-23. We suffered a fire in one of the flats in Willowbank in April 2022 which sadly resulted in the death of the occupant but we have not yet received the accident investigation report and consider it is unlikely, given the time elapsed, that there will be a claim against Brunelcare.

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:

- the likely consequences of any decision in the long term;*
- the interests of the company's employees;*
- the need to foster the company's business relationships with suppliers, customers and others;*
- the impact of the company's operations on the community and the environment;*
- the desirability of the company maintaining a reputation for high standards of business conduct; and*
- 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 2023. Below it is set out how we have engaged with key stakeholders during the 2022-23 financial year.

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

Principal decision 1:

Steps taken to provide support during the cost of living crisis

- Launching of a Brunelcare Financial Assistance Fund in May 2022.
- Successfully working with the National Housing Federation on a national campaign to allow tenants and residents purchasing energy through commercial tariffs to be eligible for government energy support payments, and providing support for tenants and residents to access these funds once made available.
- Linking with Bristol City Council on city-wide action to create warm spaces and access to hardship funds.
- Approval of a cost of living pay increase for colleagues in April 2023 alongside a £100 cost of living payment in December 2022.

Principal decision 2:

Approval of fixed term energy costs to provide certainty for customers

During 2022-23 the Board took steps to secure certainty over the Charity's energy costs amid rising prices and uncertainty caused by global factors.

In February 2023, the Board undertook an exercise to secure energy cost certainty and signed a contract extension with the Charity's energy providers until February 2024.

Principal decision 3:

Approval of the Long Term Financial Plan

The Long Term Financial Plan (LTFP) forms a key part of Brunelcare's financial governance arrangements. In June 2022, the Board approved the 2022-23 iteration of the LTFP. In line with Brunelcare's Stress Testing Policy and the requirements of the Regulator for Social Housing (RSH), stress tests relevant to Brunelcare's business model were applied, these also reflected 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.

Principal decision 4:

Approval of new standardised tenancy arrangements

It was agreed in 2021-22 that from 1 April 2022, all new Brunelcare tenancies would be let on the basis of variable service charges. As part of this process the opportunity was taken to review all details contained in tenancy agreement template documents and produce a suite

of new documents for all Sheltered and Extra Care Housing (ECH) sites. In June 2022, the Board agreed to an update to template documents for new tenancy agreements to ensure consistency and provide clarity regarding service charges as well as other clauses within the document.

Principal decision 5:

Damp and mould management

Following the tragic death of Awaab Ishak, who died of a respiratory condition caused by mould in his home, attention has rightly been focused on the responsibility of all registered providers to ensure issues of mould and damp within properties are promptly identified and addressed.

In December 2022, Brunelcare submitted a report to the Regulator of Social Housing setting out our approach to assessing the extent of damp and mould issues affecting our properties as well as our most recent assessment of the extent of damp and mould hazards in our homes. The report states that we do not have any known recorded cases of category 1 or 2 hazards relating to damp and mould. Despite this, we do not want to be complacent and additional reviews, monitoring and assessment checklists have been implemented.

Principal decision 6:

Adoption of a Together with Customers Charter

The Board agreed the approach to developing a 'Together with Customers' charter in June 2021. Throughout 2021-2022, we worked closely with our customers to help us better understand what matters most to them.

Influenced by the National Housing Federation's 'Together with Tenants' initiative, the outcome of this work was the Brunelcare 'Together with Customers Charter' (The Charter), which was approved by the Performance, Quality and Experience Committee in May 2022 and the Board in June 2022. The Charter was formally launched in August 2022.

The Charter aims to embed a culture that values the voice and experience of customers and strengthens the relationship Brunelcare has with them.

The roll-out of the Charter has led to the establishment of the Residents First Group (see further principle decision 7, below).

Principal decision 7:

Creation of a Residents First Group

Following the approval of the Together with Customers Charter, the Residents First Group (previously known as the Customers First Group) was set up by the Board in December 2022. The Residents First Group has been put in place to ensure that Charter commitments are fully realised and customers are put at the heart of our corporate governance arrangements, decision making and oversight of the delivery of the Charter delivery plan. The Terms of Reference of the Group was approved by the Board, with the Group's input, in March 2023.

An engagement event for the Group was held in March 2023 with its first formal meeting held following the end of the 2022-23 financial year in April 2023. The Group has decided that key areas which it wishes to include within its work plan for the 2023-24 financial year include communication, service charges and Brunelcare's approach to allocations.

Principal decision 8:

Rent and Service Charge Increases

In January 2023, the Board agreed a rent increase of 11.1%, based on the CPI of 10.1% in September 2022 plus 1%, for all supported housing rented properties, effective from 4 April 2023 (for tenancies with April dated uplifts).

Principal decision 9:

Amendment to the tenure of Trustees

During the year the Remuneration, Nomination and Workforce Committee reviewed the composition, size and structure of Brunelcare's Board.

Brunelcare's Articles of Association (Article 19.4) states that 'The minimum number of Directors shall be 5 but (unless otherwise determined by ordinary resolution) with a maximum of 12 or as set out separately in a code of governance'. It was recommended that no change be made to this Article.

Under Article 21.2 of Brunelcare's Articles of Association Trustees are appointed 'for a term of three years. Directors shall cease to hold office at the end of the fixed term, but shall be eligible for re-election for two further consecutive periods of three years.' New guidance introduced by the NHF Code of Governance 2022, states that, in relation to the tenure of Board members, that 'Maximum tenure will normally be up to six consecutive years (typically comprising two terms of office), but where a member has served six years, and the board agrees that it is in the organisation's best interests, their tenure may be extended up to a maximum of nine years', the Committee agreed to recommend to the Board that the option to re-appoint a Trustee for up to three terms (9 years) be retained, albeit where possible a maximum tenure of six years will be supported. The Board agreed to adopt this position in September 2022.

STAKEHOLDER ENGAGEMENT

The focus of our stakeholder engagement in 2022-23 has been on navigating the cost of living and energy crisis. This has included:

COLLEAGUES

It has been important to maintain communication with colleagues regarding the cost of living through internal bulletins, colleague voice meetings and all-colleague calls. We were delighted to announce Brunelcare's accreditation as a Living Wage Employer in 2022, particularly in light of the recruitment and retention crisis being faced by the social care sector.

COMMISSIONS/LOCAL AUTHORITIES

We have continued to strengthen our relationships with our commissioners and local authority partners. These relationships are key to developing new and securing existing services.

THE MEDIA

We have engaged with the media in response to the cost of living crisis and energy increases, raising awareness of the impact this has had on our customers.

CUSTOMERS

In response to the cost of living and energy crisis, we have engaged with customers to ensure they are informed of where to receive support.

This has included the creation of a 'Cost of Living Help' page on our website with a directory of available financial support, regular written communication with customers to inform them of updates and signposting to support options, including the launch of our financial support fund and warm spaces across Bristol.

2022-23 also saw the launch of our Together with Customers Charter, containing six commitments to hold us accountable for and strengthen the relationship we have with our customers.

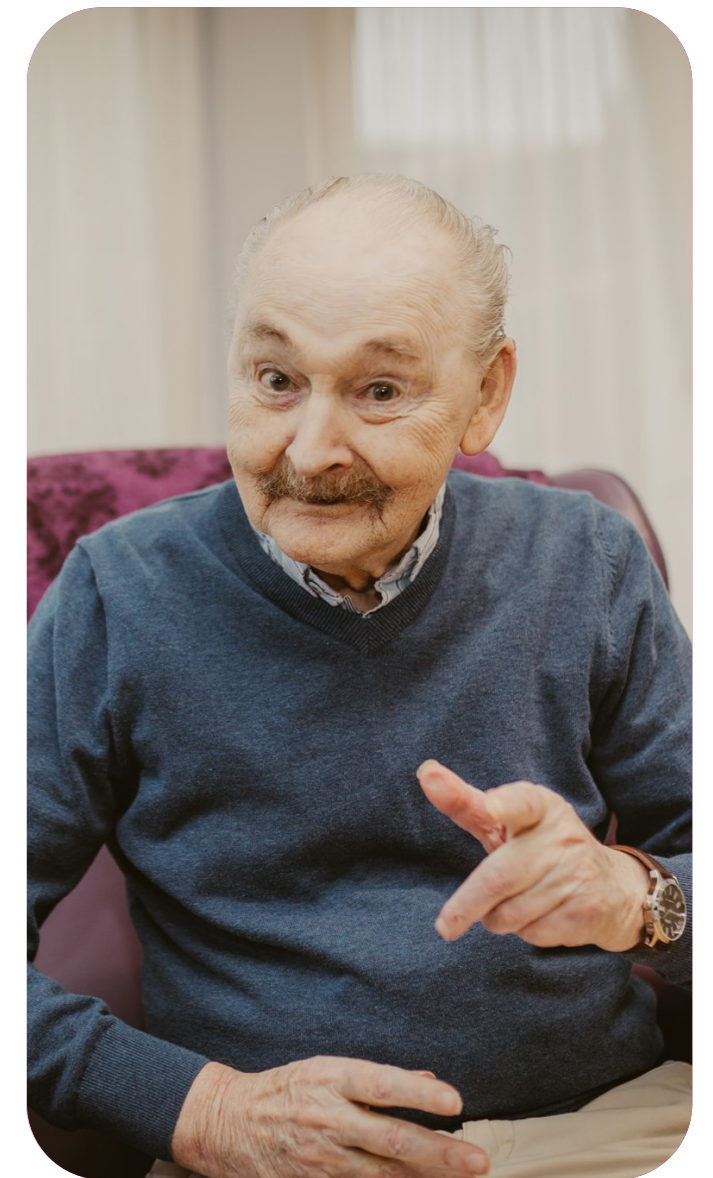
We have also launched a Residents First Group to help ensure that residents are actively involved in shaping the services Brunelcare provides and its future.

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). This status was maintained in 2022-23.

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 Corporate Governance Team who reviews and assesses each one to ensure any breaches are identified and concerns addressed.



ASSESSMENT OF FINANCIAL AND OPERATIONAL PERFORMANCE

The Board is committed to providing high-quality services and achieving Value for Money (VFM). The Board has set efficiency objectives and utilises the housing sector scorecard and other key business metrics to ensure that there is a focus on:

- improving customer experience and satisfaction;
- the quality and safety of all services;
- the safety and suitability of our homes;
- improving the efficiency and effectiveness of services;
- increasing financial capacity

Recruitment has improved since we moved to paying the Real Living Wage as a minimum and we continue to see the benefits of this pay policy as retention of staff has also improved and we have been able to reduce our reliance on agency staffing.

We have also invested in central IT systems, replacing and upgrading our IT infrastructure and housing and rostering systems in the year.

Value for Money Matrix

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.

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		2021-22		
		2021-22	2022-23	Lower quartile	Median	Upper quartile
Reinvestment as a percentage of existing stock	%	2.3%	1.9%	0.0%	0.6%	2.2%

Reinvestment measures expenditure on our existing estate to improve the quality of longevity of the buildings. Constraints were encountered in the year in sourcing materials and skilled trades which reduced the amount of improvements we were able to make.

Metric 2: New Supply Delivered (%)

New Supply Delivered %	Measure	Brunelcare		2021-22		
		2021-22	2022-23	Lower quartile	Median	Upper quartile
Social housing units developed as % of owned	%	0.0%	0.0%	0.0%	1.2%	2.1%
Non-social housing units developed as % of owned	%	0.0%	0.0%	0.0%	0.0%	0.0%

This measure looks at the number of new social and non-social housing units developed in the year compared to the size of the entity. Brunelcare does not regularly develop new housing schemes, unlike many other housing associations, but we expand our services when suitable opportunities arise. Our most recent increase in housing numbers was an extension to our Waverley Gardens extra care scheme which was opened in April 2020. We are in discussion with a local authority to provide a further expansion to housing services in the Bristol area but these discussions are preliminary at the moment.

Metric 3: Gearing (%)

Gearing %	Measure	Brunelcare		2021-22		
		2021-22	2022-23	Lower quartile	Median	Upper quartile
Gearing	%	9.8%	5.3%	19.0%	35.8%	48.6%

Gearing compares our net debt position to our net assets and is a measure of financial stability. Brunelcare has relatively low levels of debt which have reduced further following repayments in the year plus we have increased our cash balances following the sale of our Trendlewood investment property. The lower debt levels are appropriate for our mixture of care as well as housing.

Metric 4: Headline Social Housing Cost Per Unit

Headline Social Housing Cost Per Unit	Measure	Brunelcare		2021-22		
		2021-22	2022-23	Lower quartile	Median	Upper quartile
Total cost per unit (housing for older people)	£	7,523	8,043	5,152	5,789	6,281

This measures the efficiency with which we provide housing services to our residents by calculating an average cost per housing unit. Our costs are relatively high compared to the sector average, partly due to Brunelcare purchasing and recharging our residents' energy. The increase from last year reflects the large increase in fuel costs and the post pandemic increases in maintenance material and labour costs plus a reflection of the additional investment in upgrading the quality of our existing housing units.

Metric 5: Operating Margin

Operating Margin	Measure	Brunelcare		2021-22		
		2021-22	2022-23	Lower quartile	Median	Upper quartile
Operating margin housing for older people	%	6.6%	8.4%	0.0%	15.8%	25.5%
Operating margin overall	%	3.8%	2.9%	12.7%	20.2%	25.9%

The operating margin percentage expresses our operating surplus as a percentage of our turnover. Our overall operating margins are low compared to the housing sector due to the inclusion of lower-margin care services plus, within housing, our purchase and recharge of energy on behalf of our residents. Brunelcare's overall operating margin percentage has fallen from last year due largely to the increase in fuel costs arising from the war in Ukraine, much of which we were not able to recover from our customers.

Metric 6: Return On Capital Employed (%)

Return on Capital Employed	Measure	Brunelcare		2021-22		
		2021-22	2022-23	Lower quartile	Median	Upper quartile
Total cost per unit (housing for older people)	%	2.1%	2.2%	2.0%	2.8%	3.7%

The return on capital employed compares our surplus to our assets less current liabilities so excluding longer term liabilities such as loans and deferred capital grants. The figure for Brunelcare is lower than average for housing associations, again, due to our mix of businesses and services purchased on behalf of our residents.

New Developments

There were no new property developments in the year. However, we continued the review of our existing housing stock and identified several sites with poorer build quality, space standards, energy performance and lower satisfaction levels and we are developing plans to rebuild or change these schemes to make them fit for the future.

The development and implementation of a new housing management system (CIVICA CX) started in 2022. The new system will improve communication with customers and the efficiency and effectiveness of services.

A new rostering system was also introduced in Community Services and Extra Care, which has strengthened our systems for the provision of timely, quality care.

Financial Performance

Cash Flow And Working Capital Management

Cash balances at the year-end were strong at £8.9m, an increase of £1.8m in the year due to good cash generation from operations plus delays in fulfilling our capital programme.

In 2022-23, we completed the sale of the land at Trendlewood which increased our cash holdings by a further £2m..

Accounting Policies

Brunelcare's principal accounting policies are set out on pages 75 to 79 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 perform weekly payment runs 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	76%
Percentage of invoices paid between 31 and 60 days	21%
Percentage of invoices paid after 60 days	3%

We paid 32% 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 29.

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 £29.8m (2022: £29.6m). Within that figure the Revenue Reserves ("Free" Reserves) totalled £28.2m (2022: £28.0m). This reflects the small surplus achieved in the year.

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 & 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).

During the year, Brunelcare renegotiated the £5.0m Revolving Credit Facility provided by Barclays in 2019. The original ten year facility, which had seven years to run, was replaced by a five year facility on the same terms but omitting one of the three covenants that was restricting the Charity's decision-making. There were no drawings or repayments on the facility in the year.

Pension

The net liability valued by the scheme actuary for the Charity's share of the SHPS defined benefit pension scheme reduced slightly in the year.

The movements in the pension scheme funding are largely outside of the Charity's control but we continue to pay into the scheme, with other employers, to reduce the deficit over time. We ensure that our long term financial plans include a prudent view on how long these payments may be required for.

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.

We expect the impact of the triennial review will be reported in next year's results.

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. Additional details are provided in the strategic report starting on page 10.

Board Internal Targets

The Board also uses internal operational targets as follows:

Target 1: Quality of care

Internal Measure	2020-21	2021-22	2022-23
1. 100% of our CQC regulated services are rated as 'Good' or 'Outstanding'	90.9%	90.9%	100%

Please see the section on the quality of our care services above which provides a table showing our current CQC ratings. At the end of 2022-23, all care services were rated 'Good' or 'Outstanding'.

Target 2: Head Office performance

Internal Measure	2020-21	2021-22	2022-23
2. Central support services spend to be managed up to 8.5% of income	7.0%	7.9%	8.4%

Brunelcare's support costs continue to be managed well and are low by sector standards and overheads are below other social housing providers. This reflects efficiencies necessary for value for money services.

Target 3: Sickness absence

Internal Measure	2020-21	2021-22	2022-23
3. Reduce sickness absence in line with the social care sector average	3.99%	5.48%	5.76%

Although sickness absence levels have increased, and are above our internal target (4.5%), these increases are low and are consistent with previous years due to the reported increase of colds, flu and viruses during the winter months.

Target 4: Employee retention

Internal Measure	2020-21	2021-22	2022-23
4. Achieve an employment retention level of higher than 75%	72.44%	65.47%	72.54%

This target has not been achieved but has increased compared to 2020-21 and 2021-22. 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. Internal workforce data has continued to show a positive trend with an increase in starters compared to leavers throughout 2022-23 and into the current financial year.

Target 5: Occupancy

Internal Measure	2020-21	2021-22	2022-23
5. Achieve a level of occupancy in Care Homes of higher than 94%	89.8%	94.7%	97.3%

Occupancy in our care homes met its 94% target throughout 2022-23. This has shown continued increases year-on-year.

RISK MANAGEMENT

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

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 Senior Leadership Team is responsible for reporting to the Board and Audit, Risk and Finance Committee (AR&FC) on critical risk areas and scrutinising all operational risks, gaining assurance from management structures that those risks are managed adequately. Additionally, each of the Committees of the Board have their own risk register.

The AR&FC also approves and oversees the annual internal audit programme, providing assurance that the controls in place are both well designed and operating effectively.

Additionally, the AR&FC and the Board receive reports from management on specific risk areas, including fire safety, landlord health and safety compliance, cyber security, and the implementation of new IT systems.

The Corporate Risk Register is updated quarterly 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 (CRR) was reviewed at each Audit, Risk and Finance Committee and Board meeting.

The principal areas of risk to which the Charity was exposed in 2022-23 were identified and reviewed throughout the year and, for each of these, an assessment was made as to their impact, severity, and probability.

Each risk on the CRR was reviewed at a Board Strategy and Development Session held in February 2023, alongside the Sector Risk Profile developed by the Regulator for Social Housing and the World Economic Forum's Global Risk Report for 2022. Relevant health and social care risks were also discussed. In light of this review, the consideration

of the outline priorities for 2023-24 and recent issues identified in relation to service charges, an updated CRR was presented to the Audit, Risk and Finance (AR&F) Committee when it met on 9 June 2023 and approved by the Board on 21 June 2023.

The table below provides an overview of the risks set out in the Corporate Risk Register at 31 March 2023:

RISK	POTENTIAL IMPACT	MITIGATING FACTORS
Brunelcare is unable to recruit or retain, staff in key positions	<ul style="list-style-type: none"> • Quality and safety of service compromised • Increase in agency costs 	<ul style="list-style-type: none"> • Workforce Strategy agreed by the Board in December 2021 • RLW employer • Equivalent of 3% pay increase for all staff • Review of benefits started • Number of initiatives (including the issue of vouchers, purchase of electric bikes) to ensure staff feel valued
Brunelcare's carbon footprint is not reduced	Brunelcare's impact on climate change not mitigated against	<ul style="list-style-type: none"> • Green energy contracts for gas and electricity secured • Funding for improvements to Funding for EPC C and net carbon built into the LTFP and 2023-24 financial plans • Asset Management Strategy in place • WAVE II funding secured
The cost of running services is higher than the income received	Financial sustainability of services	<ul style="list-style-type: none"> • Care Futures Project Started - deep dive into the costs of providing care • Review of costs of maintaining properties undertaken • Staffing Dependency Model introduced • New rostering system introduced • Review of travel routes to reduce travel costs • Offer of electrical bikes

RISK	POTENTIAL IMPACT	MITIGATING FACTORS
Bunelcare's properties do not meet regulatory requirements	<ul style="list-style-type: none"> • Harm to customers. • Regulatory sanctions. • Prosecution. • Loss of reputation impacting on ability to grow the business. 	<ul style="list-style-type: none"> • Asset management Strategy in place and prioritised actions being taken forward as part of the Annual Business Plan • Compliance dashboard in place with regular reports being reviewed and scrutinised by the SLT, HS&W Committee and PQ&E Committee • Contracts for planned compliance work for future years tendered • Regular audits and checks being completed by the Compliance team and the H&S Advisor
Risk of cyber attack	<ul style="list-style-type: none"> • Service effectiveness, efficiency • Poor data and cyber security and management. 	<ul style="list-style-type: none"> • IT Strategy approved by the Board in December 2021 • IT Team restricted to ensure an emphasis on cyber security • Working onwards Cyber Essentials • Employee training and awareness increased.



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:

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

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 2022, 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. A Copy of Brunelcare's Risk appetite Statement can be found **HERE**

The Risk Appetite Statement will be re-visited again in December 2023.

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 charity's objectives ('Objects') are specifically restricted to the following:

- *the business of providing and managing housing and care, including Social Housing and providing assistance to help house people and associated facilities, amenities and services for people of lesser means or for the care of aged, disabled (whether physically or mentally) or chronically sick people; and*
- *any other charitable object that can be carried out from time to time by a charity or provider of care registered with the Care Quality Commission and provider of social housing registered with the Regulator.*

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.

Standing Orders, Scheme Of Reservation And Delegation Of Powers And Standing Financial Instructions

Our governance arrangements are set out in Brunelcare's Standing Orders and Financial Regulations and these include the terms of reference and the roles and responsibilities of Board and committee members. Our Scheme of Reservation and Delegation of Power sets out the matters reserved to the Board for decision or delegated to its committees and the Senior Leadership Team

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

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 December 2022.

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.

The Board Of Trustees

The Board comprises up to 12 Trustees, ten non-executive and the Chief Executive Officer and the Director of Finance & IT. 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.

The Trustees, as the directors and charity trustees, are collectively responsible for the affairs of Brunelcare. Trustees have a wide range of skills, experience and understanding in all aspects of our operations which enable them to be able to set and actively drive our social purpose, mission and values.

All Board and committee members have annual appraisals, which include the use of 360-feedback, as appropriate, to allow us to monitor Board and committee performance and ensure transparency and accountability.

Board Meetings

During 2022-23 the Board held four scheduled formal meetings, four additional formal meetings and five development sessions. Through these meetings the Board:

- Oversaw the continued development and review of the organisational risk register including the monitoring and management of risks and the assignment of 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; and
- Routinely received assurance reports from the Committees of the Board.

All formal meetings of the Board held in 2022-23 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 2022-23 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	10 May 2022*	29 June 2022	3 Aug 2022*	28 Sept 2022	14 Dec 2022	23 Jan 2023*	22 Feb 2023*	28 Mar 2023
Alison Comley	6/8	✓	✓	x	✓	✓	✓	✓	x
Deborah Evans	8/8	✓	✓	✓	✓	✓	✓	✓	✓
Harry Hayer	7/8	✓	✓	✓	x	✓	✓	✓	✓
Nick Hooper	7/8	✓	✓	✓	x	✓	✓	✓	✓
Phil Hope	7/8	✓	✓	✓	✓	✓	x	✓	✓
Kate Innes (Still)	8/8	✓	✓	✓	✓	✓	✓	✓	✓
Jo Makinson	6/8	✓	✓	x	✓	✓	✓	✓	x
Anthony Oldfield	7/8	✓	✓	✓	✓	✓	✓	x	✓
Andrew Sloman	7/8	x	✓	✓	✓	✓	✓	✓	✓
Tony Wilson	7/8	✓	✓	✓	✓	✓	✓	✓	x
Executive Directors:									
Oona Goldsworthy	8/8	✓	✓	✓	✓	✓	✓	✓	✓
Chris Wall	2/2	✓	✓	-	-	-	-	-	-
John Rew	1/1	-	-	-	-	-	-	-	✓

1. * Denotes an additional formal meeting

Trustee Terms of Appointment

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.

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 was one resignation during the year, Chris Wall, Director of Finance on 1 September 2022. John Rew took up the role of Director of Finance & IT on 20 March 2023.



The Board Composition as at 31 March 2023 was:

Name	Role	Took up Appointment on	Area of Specialism
Deborah Evans	Chair of the Board	9 June 2017 as Trustee and was appointed as Chair 1 January 2019	Relative/carer Health
Nick Hooper	Trustee and Chair of the Performance, Quality and Experience Committee	13 March 2018	Strategic Development - Housing
Tony Wilson	Trustee	4 January 2019	Tenant Engagement
Harry Hayer	Trustee, Vice Chair and Chair of the Remuneration, Nomination and Workforce Committee	15 February 2019	HR and OD
Phil Hope	Trustee	28 February 2019	Health and Social Care, Strategy Development
Kate Innes (Still)	Trustee	8 May 2019	Housing
Alison Comley	Trustee	22 September 2020	Social care
Anthony Oldfield	Trustee	22 September 2020	Property, investment and funding opportunities
Andrew Sloman	Trustee and Chair of the Audit, Risk and Finance Committee	1 September 2021	Housing Finance
Jo Makinson	Trustee	7 October 2021	Social housing Finance
Oona Goldsworthy	Chief Executive Officer	19 May 2020	Housing
John Rew	Director of Finance and IT	20 March 2023	Finance

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 2022-23 the following Board Committees were in place:

- 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

The Audit, Risk and Finance is responsible for monitoring and reporting to the Board on the charity's systems of internal control and risk assurance, regulatory compliance and for overseeing internal and external audit. The committee met four times during the year. Membership of the committee comprises four Trustees and is chaired by Andrew Sloman. At least one member of the committee is required to have recent and relevant financial experience suited to reviewing the work of audit.

The Chief Executive Officer and Director of Finance & IT 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 ; and
- KPMG, Brunelcare's External Auditors.

A Committee Annual Report was submitted to the Board in March 2023 for ratification and can be found **HERE**.

This provides further details about the Committee and how it met its terms of reference in 2022-23.

REMUNERATION, NOMINATIONS AND WORKFORCE COMMITTEE

The Remuneration, Nominations and Workforce Committee is responsible for setting the reward and recognition strategies for our staff and for overseeing the processes for succession planning, recruitment and selection to the Board and its committees, making recommendations to the Board on these matters. The committee also sets the level of Board pay and the remuneration of the Chief Executive.

Membership of the committee comprises four Trustees. The Chief Executive and the Director of HR & OD attend each meeting. The committee met three times during the year.

A Committee Annual Report was submitted to the Board in March 2023 for ratification and can be found **HERE**.

This provides further details about the Committee and how it met its terms of reference in 2022-23.

PERFORMANCE, QUALITY AND EXPERIENCE COMMITTEE

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.

Membership of the committee comprises four Trustees and the Chief Executive Officer and Operational Directors attend each meeting.

A Committee Annual Report was submitted to the Board in March 2023 for ratification and can be found **HERE**.

This provides further details about the Committee and how it met its terms of reference in 2022-23.

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.

In 2022-23, the Committee was chaired by the Chair of the Board and has representatives from all areas of the Charity. Representatives have been elected to the Committee to act as contact points within their service areas on matters of health, safety and well-being.

The Committee met 4 times in 2022-23 and its Annual Report which sets out how the Committee met its terms of reference in 2022-23 can be found **HERE**.

OUR SENIOR LEADERSHIP TEAM

Our Senior Leadership Team through the Chief Executive Officer has delegated authority from the Board for:

- the day-to-day operations of the Charity
- monitoring operational and financial performance
- corporate culture
- implementing and ensuring compliance with policies and strategies agreed by the Board. Further information on the members of the Senior Leadership Team can be found on our website:

www.brunelcare.org.uk/about-us/who-we-are/senior-leadership-team

GOOD GOVERNANCE

www.gov.uk/government/publications/regulatory-judgement-brunelcare--2

Performance Management

Key performance indicators are used to continually monitor our performance against financial and non-financial targets. Performance dashboards have been developed for each of our Committees to ensure a sharp focus on performance. A summary of performance as at 31 March 2023 can be found at section 3 of this report.

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.

The board's self assessment of its effectiveness

The Board has adopted the Charity Code of Governance and 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 for the year ending 31 March 2023, it complied with the main principles of the Code, and conducted its business openly and in line with the Code. A self-assessment against the recommended practice set out in the Code was undertaken in 2022-23 and 10 improvement actions were agreed by the Board when it met in December 2022. These improvement actions are being taken forward as part of the Corporate Governance Team's Improvement Plan for 2023-24.



08 BOARD REPORT

The Brunelcare Board presents its report and audited consolidated financial statements for the year ended 31 March 2023.

INTERNAL CONTROLS AND TRUSTEES RESPONSIBILITIES

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.

The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and to provide reasonable, and not absolute, assurance against fraud, material misstatement or loss.

In meeting its responsibilities, the Board has adopted a risk-based approach to establishing and maintaining internal controls, which are embedded within day-to-day management and governance processes. This approach includes the regular evaluation of the nature and extent of risks to which the company is exposed.

The process for identifying, evaluating and managing the significant risks faced by the group is ongoing. It has been in place throughout the period commencing 1 April 2022 up to the date

of approval of the annual report and financial statements.

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..

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. Internal Audit Services.

Internal audit

Internal audit provides the Board through the Audit and Risk Committee with a flow of assurance on the system of internal control. A programme of audit work was commissioned in 2022-23 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 five internal audit assignments were undertaken during the year;

Audit	Opinion	Actions Agreed			Status at Time of Reporting
		H	M	L	
Financial Management	Reasonable Assurance	--	1	3	Final Report Agreed
Complaints	Substantial Assurance	--	--	1	Final Report Agreed
Health and Safety Framework	Reasonable Assurance	--	2	1	Final Report Agreed
Data Integrity - Property Safety and Stock Condition	Reasonable Assurance	--	5	1	Final Report Agreed
Follow-up Audit	Reasonable Progress				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.

THE HEAD OF INTERNAL AUDIT HAS CONCLUDED:

Based on work carried out in 2022-23:

'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.'

As well as the audit assignments referenced above the following areas helped to inform the Head of Internal Audit's opinion:

- Acceptance of internal audit management actions; and
- Implementation of internal audit management actions

While Brunelcare's internal auditors RSM did not deliver a specific review of Brunelcare's governance arrangements consideration was given to assurance reporting and monitoring arrangements in each audit and they attended each meeting of the Audit, Risk and Finance Committee, where they observed the review of the risk register, stress testing and financial performance monitoring reports.

Statement of the Board's responsibilities in respect of the Board's report and the financial statements

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 Trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

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

The Trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the accounts comply 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 2022. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charity's website in accordance with legislation in the United Kingdom

governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charity's website is the responsibility of the trustees. The trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

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.

Going Concern

The financial statements have been prepared on a going concern basis which the Trustees consider to be appropriate for the following reasons.

The Charity prepares a 30-year business plan which is updated and approved on an annual basis. The most recent business plan was approved in June 2023 by the Board. As well as considering the impact of a number of scenarios on the business plan the Board used a stress testing framework to carry out sensitivity testing against the base plan. The stress testing impacts were measured against loan covenants and peak borrowing levels compared to agreed facilities, with potential mitigating actions identified to reduce expenditure.

The Board, after reviewing the Charity's budgets for 2023-24 and the medium term financial position as detailed in the 30-year business plan, including the ongoing impact of high inflation and recruitment challenges, is of the opinion that the Charity has adequate resources to continue in business for the foreseeable future. In reaching this conclusion, the Board has considered:

- inflation
- maintenance costs

- decarbonisation costs
- rent and service charge receivable
- liquidity
- the Charity's ability to withstand other adverse scenarios such as higher interest rates, the loss of care contracts and number of void properties

The Board believes the Charity has sufficient funding in place and expects it to be in compliance with its debt covenants even in severe but plausible downside scenarios. Consequently, the Directors are confident that the Charity will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

Disclosure of Information to auditors

The Trustees who held office at the date of approval of this report confirm that, so far as they are each aware, there is no relevant audit information of which the company's auditors are unaware; and each director has taken all the steps that he/she ought to have taken as a director to make himself/herself aware of any relevant audit information and to establish that the company's auditors are 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 13 September 2023 and signed on its behalf by:

Graham Russell
Chair

13 September 2023

Independent auditor's report to the members of Brunelcare

Opinion

We have audited the financial statements of Brunelcare ("The Charity") for the year ended 31 March 2023 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 Charity as at 31 March 2023 and of its surplus for the year then ended;
- Have been properly prepared in accordance with UK accounting standards, including FRS102 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 2022.

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 Charity 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.

The Trustees have prepared the financial statements on the going concern basis as they do not intend to liquidate the Charity or to cease its operations, and as they have concluded that the Charity'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 Trustees' conclusions, we considered the inherent risks to the Charity business model and analysed how those risks might affect the Charity's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the Trustees' 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 Trustees' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the Charity'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 Charity will continue in operation.

Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud

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 Trustees, the audit committee and internal audit as to the Charity's high-level policies and procedures to prevent and detect fraud, including the internal audit function, and the Charity's channel for "whistleblowing", as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Board and audit committee minutes.
- Using analytical procedures to identify any unusual or unexpected relationships.
- Obtaining a copy of the Charity's fraud register.

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 and regulatory performance targets and our overall knowledge of the control environment, we perform procedures to address the

risk of management override of controls and the risk of fraudulent revenue recognition in particular:

- the risk of bias in accounting estimates such as pension assumptions, development assumptions and valuation of financial instruments;
- the risk that income from property sales and non social housing income is recorded in the wrong period; and
- the risk that 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 the Charity-wide fraud risk management controls.

We also performed procedures including:

- Identifying journal entries to test for all full scope components based on risk criteria and comparing the identified entries to supporting documentation. These included those posted to unusual accounts involving a fraud risk, journals posted by senior members of staff, unusual combinations of journal posting to cash and/or borrowings and unexpected debit posting to community service income.
- Assessing whether the judgements made in the accounting estimates are indicative of potential bias including assessing the assumptions used in pension valuations and the value of housing stock held in current assets.

Identifying and responding to risks of material misstatement related to 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 Trustees (as required by auditing standards), and from inspection of the Charity's regulatory and legal correspondence and discussed with the Trustees 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 Charity is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related Companies Act legislation), taxation legislation, pension legislation, disclosures required by Housing legislation and requirements imposed by the Regulator for Social Housing. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Charity 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. We identified the following areas as those most likely to have such an effect: health and safety, data protection laws, anti-bribery, employment law and liquidity, and certain aspects of company legislation recognising the financial and regulated nature of the Charity's activities. Auditing

standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees 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.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

Other information

The Trustees are responsible for the other information, which comprises 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 that report has 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 by the Charity, or returns adequate for our audit have not been received from branches not visited by us; or
- The Charity 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.

Trustees' responsibilities

As explained more fully in their statement set out on page 59, the Trustees are responsible for: the preparation of the financial statements and for being satisfied that they 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 Charity'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 Charity 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.

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

This report is made solely to the Charity'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 Charity'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 Charity and the Charity's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Harry Mears (Senior Statutory Auditor)

for and on behalf of KPMG LLP,
Statutory Auditor

Chartered Accountants
66 Queen Square,
Bristol,
BS1 4BE



10

STATEMENT OF COMPREHENSIVE INCOME

Statement of Comprehensive Income

For the year to 31 March 2023

	Notes	2022-23	2021-22
		£000	£000
Turnover	3	43,270	40,379
Operating costs	3	(42,022)	(39,067)
Gain on disposal of investment property		87	0
Operating surplus		1,335	1,311
Interest receivable	6	80	1
Interest payable	7	(615)	(581)
Change in fair value of investment properties	12	0	1,247
Surplus for the year		800	1,978
Actuarial gain/(loss) in respect of pension schemes	22	(621)	1,618
Total comprehensive income for the year		179	3,596

All the above results derive from continuing operations. These financial statements were approved by the Board on 13 September 2023 and signed on its behalf by:

Graham Russell
Chair

Mandy Collins
Company Secretary

The accompanying notes form part of these financial statements.

Statement of Changes in Equity

For the year to 31 March 2023

	Accumulated capital fund	Revenue Reserve	Total
	£000	£000	£000
Cash flow in the year	1,667	27,963	29,630
Surplus for the year	0	800	800
Other comprehensive income	0	(621)	(621)
Transfers	(61)	61	0
Total funds at 31 March 2023	1,606	28,203	29,809



Statement of Financial Position

Statement of financial position at 31 March 2023

	Notes	2023	2022
		£000	£000
Fixed Assets			
Tangible fixed assets - properties	10	54,268	54,892
Tangible fixed assets - other assets	11	2,192	1,542
Investment properties	12	0	2,000
		56,460	58,434
Current assets			
Properties held for sale	13	341	453
Other current assets		4	0
Debtors	14	3,418	3,100
Cash at bank and in hand		8,882	7,115
		12,645	10,668
Creditors: amounts falling due within one year	15	(8,308)	(7,525)
Net current assets		4,337	3,143
Total assets less current liabilities		60,797	61,576
Creditors: amounts falling due after more than one year	16	(27,801)	(28,721)
Provisions: pensions deficit	22	(3,187)	(3,225)
Total net assets		29,809	29,630

10 STATEMENT OF CASH FLOW

Statement of Financial Position (cont)

Statement of financial position at 31 March 2023

	Notes	2023	2022
		£000	£000
Funds			
Designated reserves		1,606	1,667
Revenue reserves		28,203	27,963
Total funds		29,809	29,630

These financial statements were approved by the Board on 13 September 2023 and signed on their behalf:

Graham Russell
Chair

Mandy Collins
Company Secretary

The accompanying notes form part of these financial statements.

Cash Flow Statement

Cash flow statement for the year to 31 March 2023

	Notes	2022-23	2021-22
		£000	£000
Cash flow from operating activities		2,702	4,138
Cash flow from investing activities			
Purchase of tangible fixed assets		(1,825)	(1,738)
Proceeds from sale of tangible fixed assets		2,114	325
Interest received		80	1
Cash flow from financing activities			
Interest paid		(590)	(471)
Repayments of borrowing		(714)	(720)
Net change in cash and cash equivalents		1,767	1,535
Cash and cash equivalents at the start of the year		7,115	5,580
Cash and cash equivalents at the end of the year		8,882	7,115

Cash flow from operating activities

	2022-23	2021-22
	£000	£000
Operating surplus for the year	800	1,978
Adjustment for non-cash items	0	(32)
Depreciation of tangible fixed assets	1,778	1,747
(Increase) in trade and other debtors	(210)	(341)
Increase in trade and other creditors	872	820
Government grants utilised in the year	(321)	(321)
Pension costs less contributions payable	(659)	(513)
Adjustments for investing and financing activities:		
Proceeds from the sale of tangible fixed assets	(93)	220
Interest payable	615	581
Interest receivable	(80)	(1)
Net cash inflow from operating activities	<u>2,702</u>	<u>4,138</u>

Statement of changes in net debt

For the year to 31 March 2023

	Cash and cash equivalents	Borrowings	Total
Net debt at 1 April 2022	7,115	(12,484)	(5,369)
Cash flow in the year	1,767	714	2,481
Net debt at 31 March 2023	<u>8,882</u>	<u>(11,770)</u>	<u>(2,888)</u>

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 2022.

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 considers 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 has 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. Demand is strong for the services that

Brunelcare provides with low void rates in care homes and housing schemes and we have successfully passed through cost rises to our customers. Cash balances are healthy and we are identifying and planning the works to improve our housing properties to the latest environmental standards.

As a consequence, the Board believes that Brunelcare is well-placed to manage its 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

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 England. 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:

- Interest on borrowings specifically financing the development programme after deduction of interest on social housing grant (SHG) in advance; or
- 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. In the year was also a member of the defined benefit section which provided benefits based on final pensionable pay or career average salary for some employees but was closed to new and existing staff in March 2019

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.

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)	Operating surplus/ (deficit) 2021-22
	£000	£000	£000	£000	£000
Social housing lettings (Table B)					
9,805	0	(8,984)	821	511	
Other social housing activity					
First tranche home ownership sales	0	0	0	0	138
Charges for support services	342	0	(197)	145	58
Other income	12	0	(18)	6	447
Activities other than social housing					
Care homes	25,936	0	(25,774)	162	(303)
Market rent	59	0	(66)	(7)	(9)
Other	7,116	0	(6,983)	133	469
Total	43,270	0	(42,022)	1,248	1,311
Gain on disposal of investment property				87	
Total				1,335	

Other non-social activities in the table consist mainly of delivering care to older people in their own homes.

TABLE B	General needs	Supported Housing	Shared ownership	Total 2022-23	Total 2021-22
	£000	£000	£000	£000	£000
Turnover from social housing lettings					
Rent receivable net of identifiable service charges	19	5,550	123	5,592	5,637
Service charges receivable	6	3,700	66	3,772	2,623
Other income	0	105	18	123	55
Amortised Government grants	1	229	7	237	236
Government grants in income	0	0	0	0	18
Other grants amortised	0	69	12	81	83
Turnover from social housing lettings	26	9,553	226	9,805	8,652
Expenditure on social housing lettings					
Management services	6	2,028	35	2,069	1,874
Service charge costs	10	4,010	74	4,094	2,798
Routine maintenance	3	837	22	862	562
Planned maintenance	2	307	7	316	54
Major repairs expenditure	1	88	4	93	172
Depreciation	2	1,080	51	1,133	1,152
Bad debts	0	4	0	4	10
Other costs	0	358	55	413	1,519
Operating expenditure on social housing lettings	24	8,712	248	8,984	8,141
Operating surplus on social housing lettings	2	841	(22)	821	511
Void losses	0	87	0	87	85

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:

	2022-23	2021-22
Social housing		
Social rent general needs housing	4	4
Social rent supported housing and housing for older people	1,100	1,100
Low cost home ownership	24	9
Social leasehold units owned	15	30
	1,143	1,143
Social housing units owned but not managed		
Social housing units owned but not managed	10	10
Non-social housing		
Total non-social housing rental units owned	301	301
Non-social rental housing units managed but not owned	88	88
Non-social leasehold units owned	56	56
	445	445



5. Operating surplus

	2022-23	2021-22
	£000	£000
Depreciation of fixed assets	1,778	1,747
Operating lease rentals		
Plant and machinery	247	21
Land and buildings	839	801
Vehicles	69	77
Auditor's remuneration		
Audit of these financial statements	60	48
Other services	3	3

6. Interest receivable and other income

	2022-23	2021-22
	£000	£000
Income from short term deposits	80	1
	<u>80</u>	<u>1</u>

7. Interest payable and similar charges

	2022-23	2021-22
	£000	£000
Bank loans and overdrafts	536	471
Pension remeasurement interest	79	110
	<u>615</u>	<u>581</u>

8. Employees

	2022-23	2021-22
	Number	Number
Average monthly number of employees	1,118	1,110
Average monthly employees, expressed as FTEs	862	854
	£000	£000
Employee costs		
Wages and salaries	21,640	20,135
Social security costs	2,084	1,745
Pension costs	553	509
	<u>24,277</u>	<u>22,389</u>

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 employees are entitled to membership 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 job-holders 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.

	2022-23	2021-22
	Number	Number
£60,000 to £70,000	0	1
£70,000 to £80,000	1	3
£80,000 to £90,000	3	1
£90,000 to £100,000	0	1
£120,000 to £130,000	0	1
£130,000 to £140,000	1	0

9. Board members and executive directors

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

	Remuneration	Pension contributions	2022-23 total	2021-22 total
	£000	£000	£000	£000
Oona Goldsworthy	126	4	130	124
	126	4	130	124

None of the non-executive board members received emoluments. The emoluments of the highest-paid executive director, the Chief Executive, was £130,005 (2022: £120,405).

The Chief Executive is a member of the Charity's defined contribution pension scheme on the same basis as other staff,

The total emoluments of the executive directors, including pension contributions, were £551,789 for the year ended 31 March 2023 (2022: £601,922). The £551,789 was made up of salaries of £536,240 and pension contributions of £15,549.



10. Tangible fixed assets – properties

	Social housing properties	Shared ownership properties	Community services	Care homes	2022-23 total
	£000	£000	£000	£000	£000
Cost					
At April 2022	64,662	1,544	482	17,565	84,253
Additions in year	905	3	0	122	1,030
Disposals	(216)	0	0	0	(216)
At balance sheet date	65,351	1,547	482	17,687	85,067
Depreciation					
At April 2022	(23,500)	(170)	(71)	(5,620)	(29,361)
Charge for the year	(1,223)	(52)	(10)	(349)	(1,634)
Released on disposal	196	0	0	0	196
At balance sheet date	(24,527)	(222)	(81)	(5,969)	(30,799)
Net book value					
At April 2022	41,162	1,374	411	11,945	54,892
At balance sheet date	40,824	1,325	401	11,718	54,268

	2022-23		2021-22	
	Social housing properties	Care homes	Social housing properties	Care homes
	£000	£000	£000	£000
Fixed assets with restricted title - leasehold land	1,393	0	1,406	0
Fixed assets pledged as security	17,132	3,177	17,390	3,145

11. Tangible fixed assets – other assets

	Offices	Fixtures & Fittings	Computer equipment	Motor vehicles	2022-23 total
	£000	£000	£000	£000	£000
Cost					
At April 2022	1,000	2,676	1,200	126	5,002
Additions in year	0	36	759	0	795
Disposals	0	(18)	0	0	(18)
At balance sheet date	1,000	2,694	1,959	126	5,779
Depreciation					
At April 2022	(104)	(2,616)	(617)	(123)	(3,460)
Charge for the year	(14)	(29)	(99)	(2)	(144)
Released on disposal	0	17	0	0	17
At balance sheet date	(118)	(2,628)	(716)	(125)	(3,587)
Net book value					
At April 2022	896	60	583	3	1,542
At balance sheet date	882	66	1,243	1	2,192

12. Investment properties

	2022-23	2021-22
	£000	£000
Land cost at start of period	2,000	720
Additions at cost in the year	0	33
Disposals in the year	(2,000)	0
Changes in fair value in the year	0	1,247
	<u>0</u>	<u>2,000</u>

The land held as an investment property was 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 were granted planning permission and sold the land in May 2022.

13. Properties held for sale

	2022-23	2021-22
	£000	£000
Properties held for sale	<u>341</u>	<u>453</u>
	<u>341</u>	<u>453</u>

14. Debtors

	2022-23	2021-22
	£000	£000
Rents, fees and service charges receivable	3,274	3,230
Less provisions for bad debts	(1,450)	(1,353)
	<u>1,824</u>	<u>1,878</u>
Prepayments	374	728
Accrued income	1,220	494
	<u>3,418</u>	<u>3,100</u>

	2022-23	2021-22
	£000	£000
Rent arrears		
Housing current tenants	93	82
Housing former tenants	10	6
Extra care current tenants	40	29
Extra care former tenants	16	4
Gross social housing rent arrears	<u>159</u>	<u>121</u>

15. Creditors: amounts falling due within one year

	2022-23	2021-22
	£000	£000
Bank loans due within one year	724	712
Trade creditors	760	677
Rent and service charges received in advance	1,373	795
Other taxation and social security	747	621
Payroll costs	1,666	1,781
Other creditors	623	803
Accruals & Deferred income	2,415	2,136
	<u>8,308</u>	<u>7,525</u>

16. Creditors: amounts falling after more than one year

	2022-23	2021-22
	£000	£000
Bank loans	11,046	11,772
Other long-term creditors	598	469
Social housing grant	11,197	11,436
Other grants	4,873	4,954
Recycled capital grant fund	85	85
Pension liability	2	5
	<u>27,801</u>	<u>28,721</u>

17. Deferred capital grants

	Social Housing Grants	Other Grants
	£000	£000
Balance brought forward	11,675	5,036
Amortised in the year	(240)	(81)
Balance carried forward	11,435	4,955

18. Bank loan analysis

	2022-23	2021-22
	£000	£000
Bank loans due within one year	724	712
Bank loans due after one year	11,046	11,772
	11,770	12,484

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

The bank loans are repayable by instalments at fixed rates of interest ranging from 3.5% and 11.7% with three loans totalling £4,171k on Libor rates. Based on the lender's earliest repayment dates, borrowings are repayable as follows:

	2022-23	2021-22
	£000	£000
Within one year	724	712
Between two and five years	2,903	2,893
After five years	8,143	8,879
	11,770	12,484

19. Financial commitments

Capital expenditure commitments were as follows:

	2022-23	2021-22
	£000	£000
Authorised by the Board but not contracted	3,662	4,870
Contracted but not delivered by the year-end	271	2,462

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:

	2022-23	2021-22
	£000	£000
Land and buildings		
Less than one year	883	788
One to five years	3,449	3,079
Beyond five years	14,850	13,752
	19,182	17,619

Office equipment, computers and vehicles

Less than one year	51	91
One to five years	57	118
Beyond five years	12	0
	120	209

20. Contingent liabilities

There were 9 Woodland Court properties remaining at 31st March 2023 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 2023 no buyback clauses had been activated. These transactions are uncertain and therefore an amount has not been disclosed (2022: 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 22.

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.

Brunelcare has been notified by the Trustee of the Scheme that it has performed a review of the changes made to the Scheme's benefits over the years and the result is that there is uncertainty surrounding some of these changes. The Trustee has been advised to seek clarification from the Court on these items. This process is ongoing and the matter is unlikely to be resolved before the end of 2024 at the earliest. It is recognised that this could potentially impact the value of Scheme liabilities, but given the current level of uncertainties, it is not possible to calculate the impact of this issue, particularly on an individual employer basis, with any accuracy at this time. No adjustment has been made in these financial statements in respect of this potential issue.

22.1 Social Housing Pension Scheme – Defined Benefit section

The Charity participates in the scheme, a multi-employer scheme which provides to some 500 non-associated employers. The scheme is a defined benefit scheme in the UK and The Pension 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 that, 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)

	31st March 2023	31st March 2022
	£000	£000
Fair value of plan assets	14,588	22,265
Present value of defined benefit obligation	17,775	25,490
Deficit in plan	(3,187)	(3,225)
Unrecognised surplus	0	0
Defined benefit liability to be recognised	(3,187)	(3,225)

Reconciliation of opening and closing balances of the defined benefit obligation

	2022 - 23
	£000
Defined benefit obligation at start of period	25,490
Expenses	37
Interest expense	702
Actuarial gains due to scheme experience	(570)
Actuarial gains due to changes in demographic assumptions	(45)
Actuarial gains due to changes in financial assumptions	(7,189)
Benefits paid and expenses	(650)
Defined benefit obligation at the end of the period	17,775

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

	2022 - 23
	£000
Fair value of plan assets at start of period	22,265
Interest income	623
Experience on plan assets (excluding amounts included in interest income) (loss)	(8,479)
Employer contributions	829
Benefits paid and expenses	(650)
Fair value of plan assets at the end of the period	14,588

Defined benefit costs recognised in Statement of Comprehensive Income

	2022 - 23
	£000
Expense	37
Net interest expense	79
Defined benefit costs included in the Statement of Comprehensive Income	116

Defined benefit costs recognised in other comprehensive income

	2022 - 23
	£000
Experience on plan assets (excluding amounts included in interest income) (loss)	(8,479)
Experience gains and losses arising on plan liabilities - gain	570
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation - gain	45
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation - gain	7,189
Total actuarial gains and losses (before restriction due to some of the surplus not being recognisable) - (loss)	(675)
Effects of other changes in the amount of surplus that is not recoverable (excluding amounts included in the net interest cost) - gain/(loss)	0
Total amount recognised in Other Comprehensive Income - (loss)	(675)



Assets

	31st March 2023	31st March 2022
	£000	£000
Global equity	272	4,273
Absolute return	158	893
Distressed opportunities	442	797
Credit relative value	551	740
Alternative risk premia	27	734
Fund of hedge funds	0	0
Emerging markets debt	78	648
Risk sharing	1,074	733
Insurance-linked securities	368	519
Property	628	601
Infrastructure	1,666	1,586
Private debt	649	571
Opportunistic illiquid credit	624	748
High yield	51	192
Opportunistic credit	1	79
Cash	105	76
Corporate bond fund	0	1,485
Liquid credit	0	0
Long lease property	440	573
Secured income	670	830
Liability driven investment	6,719	6,212
Currency hedging	28	(87)
Net current assets	37	62
Total assets	14,588	22,265

None of the fair values 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

	31st March 2023	31st March 2022
	% per annum	% per annum
Discount rate	4.87	2.79
Inflation (RPI)	3.19	3.57
Inflation (CPI)	2.75	3.19
Salary growth	3.75	4.19
Allowance for commutation of pension for cash at retirement	75% of maximum allowance	75% of maximum allowance

The mortality assumptions adopted at 31st March 2023 imply the following life expectancies:

	Life expectancy at age 65
	Years
Male retiring in 2022	21.0
Female retiring in 2022	23.4
Male retiring in 2042	22.2
Female retiring in 2042	24.9

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. Social Housing Pension Scheme – The Growth Plan

The company participates in the scheme, a multi-employer scheme which provides benefits to some 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out on 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme. The current value of future deficit reduction payments for Brunelcare is £5k which is payable over 2023-24 and 2024-25.



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 2023

TRUSTEES

Deborah Evans	Chair of The Board
Andrew Sloman	Chair of the Audit, Risk and Finance Committee
Nick Hooper	Chair of the Performance Quality and Experience Committee
Harry Hayer	Chair of the Remuneration, Nominations and Workforce Committee
Phil Hope	Senior Independent Director
Alison Comley	
Kate Innes (Still)	
Anthony Oldfield	
Tony Wilson	
Jo Makinson	

SENIOR LEADERSHIP TEAM

Oona Goldsworthy	Chief Executive Officer
Brian Whittaker	Director of HR and OD
Chris Wall	Director of Finance (resigned in September 2022)
John Rew	Director of Finance & IT (from March 2023)
Matthew Bell	Director of Strategy and Transformation (resigned in September 2022)
Michelle Richards	Director of Housing Services
Roger Setchell	Interim Director of Finance (from September 2022)
Sandra Payne MBE	Director of Nursing and Care Services
Mandy Collins	Company Secretary & Director of Corporate Governance

Further information on our Trustees and the Senior Leadership Team can be found on our website - www.brunelcare.org.uk/about-us/who-we-are/

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Registered Numbers

Company – 601847 (registered by guarantee)

Charity – 201555

Regulator for Social Housing – LH0269

Care Quality Commission registration no. CRT1-579008632

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

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Registered Charity 201555.



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We invest in people Standard