JAFFRAY CARE SOCIETY

England & Wales · Charity number 1001885

Details

Status	Registered
Legal form	Charitable company
Company number	02554367
Registered	1991-02-12
Register	View on the Charity Commission register

Contact

Address	39 Jaffray Crescent Erdington Birmingham B24 8BE
Phone	01213772420
Email	info@jaffraycare.com
Website	www.jaffraycare.com

Activities

Objects: (1)TO PROMOTE THE RELIEF OF PERSONS WHO BY REASONS OF AGE,PHYSICAL OR MENTAL ILLNESS,PHYSICAL OR MENTAL HANDICAP REQUIRE SPECIAL CARE EDUCATION OR TRAINING.(2)TO PROVIDE FOR EDUCATIONAL INSTRUCTION AND ADVANCEMENT OF SUCH PERSONS TO PROVIDE FACILITIES FOR RECREATION AND OTHER LEISURE TIME OCCUPATION.FOR FURTHER DETAILS SEE CLAUSE 2 OF THE MEMORANDUM AND ARTICLES.

Activities: The ongoing activity of the Society continues to be the provision of housing, care and associated amenities for people with developmental difficulties who are in necessitous circumstances and the provision of an open day-care facility for people with developmental difficulties.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** Disability
- **Who:** People With Disabilities

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Geography

- Birmingham City
- Coventry City
- Dudley
- Sandwell
- Solihull
- Staffordshire
- Walsall
- Warwickshire
- Wolverhampton
- Worcestershire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£6,977,074	£7,054,400	£2,780,758	225
2024-03-31	£6,625,080	£6,600,574	£2,858,084	221
2023-03-31	£6,050,570	£6,034,198	£2,833,578	190
2022-03-31	£5,922,429	£5,884,838	£2,817,206	220
2021-03-31	£5,756,808	£5,730,223	£2,779,615	221

Trustees

Name	Role	Appointed
CHRIS LEES		2012-06-29
Dr ASHOK ROY		
Gavin Cumberland		2015-11-26
LEE HENDON		2013-07-31
MARCUS FELLOWS		2017-05-10
MARTIN MCEACHRAN		2014-01-14
MIKE WEIR		2014-01-30

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JAFFRAY CARE SOCIETY

England & Wales - Charity number 1001885

Accounts

Jaffray Care Society

(A company limited by guarantee)

Trustees' Report and Consolidated Financial Statements
For The Year Ended 31 March 2025

Registered Company number: 02554367
Registered Charity number: 1001885

Jaffray Care Society

Administrative Information

Trustees and Directors:	Mr M McEachran Dr A Roy OBE Mr G Cumberland Mr M Fellows Ms L Hendon Mr C Lees Mr M Weir
Registered office:	The White House 39 Jaffray Crescent Erdington Birmingham B24 8BE
Bankers:	Lloyds Bank plc 293 High Street West Bromwich B70 8NA Unity Trust Bank plc Four Brindleyplace Birmingham B1 2JB
Auditors:	Malcolm Piper & Company Limited Kingsnorth House Blenheim Way Birmingham B44 8LS
Solicitors:	Ansons St Mary's Chambers 5-7 Breadmarket Street Lichfield Staffordshire WS13 6LQ
Registered Charity number:	1001885
Registered Company number	02554367
Charity website:	www.jaffraycare.com
Patrons	Mr Carl Chinn MBE Ph.D. F.Birm.Soc. Mr John Barnes MBE
Senior Management Team	Ms L Hendon (Chief Executive Officer) Mr C Lees (Director of Finance) Mr M Weir (Director of Estates)

Strategic Report

About Jaffray Care Society

Jaffray Care Society is a Company limited by guarantee and is also a Registered Charity. The Charity has a wholly owned subsidiary company, Jaffray Property Solutions, which is also a Registered Charity.

Jaffray Care Society and its subsidiary company ("the Charity") are a leading regional learning disability Charity which can trace our origins back to 1990 when services for individuals with learning disabilities began to move from hospitals and into the wider community. In the year to 31 March 2025, we continued to provide nursing care, residential care, supported living and community services to 80 service users

Activities and Objectives

The Charity provides high-quality personalised support and advice for people with various abilities and health care needs. Our direct support services encompass advocacy, health, education, housing, leisure and employment, helping people live the lives they choose here and now.

The objects of the Charity, as stated within the Memorandum and Articles of Association, are to provide housing, nursing care and associated amenities for individuals with various abilities and health care needs (including people with learning disabilities, dementia, complex health care and acquired brain injuries) that are in necessitous circumstances.

Aims

Our aims are to provide the best health and social care service possible for those people with learning disabilities, autism, mental health, complex health care needs and dementia with the support of specially trained and committed staff so that we:

- Maintain the privacy, dignity and individuality of each service user;
- Keep everyone safe;
- Respect service user's wishes and their right to personal choice over their daily care and support;
- Provide a caring nursing and therapeutic environment for each service user, welcoming and encouraging family and friends to participate in the care delivery;
- Create a caring and homely and person-centred atmosphere where the service user feels needed and is able to give a meaningful contribution to their community;
- Encourage personal growth, skills development, work related training and leisure interests ;
- Provide employment and training opportunities for local people;
- Ensure each service user is empowered to make more informed decisions and participate as fully as possible in the everyday life of the community.

From the facilities available to the standard of care provided, quality in every respect is a fundamental aspect of the Charity's philosophy.

Vision and Mission Statement

The Charity works in partnership with people with various abilities and health care needs to ensure they receive a personalised, needs led, support service which is evidence based, outcome driven and promotes rights, independence, choice and inclusion.

The Charity believes that people with various abilities and health care needs have a right to live in ordinary homes in the community: independently, in their family home, in sheltered accommodation or in a staffed residential facility sharing the rights, facilities and privileges of society.

Essential Ethical Principles

Our principles provide an overarching framework that guides our employees' decision making, good judgement and conduct which provides assurance of:

- Putting beneficiaries first;
- Integrity;
- Openness;
- Right to be safe.

We respect every individual's dignity and rights to privacy and confidentiality. We commit to eliminating any instances of sexism, gender inequality and other power imbalances that leave some people at risk of harm. We value, support and reflect diversity in our governing bodies, workforce and beneficiaries.

The Charity is a place where people's wellbeing and mental health are valued and promoted, so that anyone in our care, working in the Charity or coming into contact with the Charity is encouraged to value and invest in their own health and wellbeing.

Safeguarding Statement

Every person who benefits from, works for or comes into contact with the Charity will be treated with dignity and respect, and feel that they are in a safe, trusted and supportive environment. The Charity has created an inclusive organisational culture that does not tolerate inappropriate, discriminatory, offensive or harmful behaviour towards any person who works for, benefits from or comes into contact with the Charity. The Charity has a robust safeguarding policy and safeguarding procedures that ensure people in their care are safe and protected.

Governance

The Charity is committed to maintaining the highest standards of governance and has determined that the organisation should comply with the principles outlined in the Code of Governance for Voluntary Organisations, which is approved by the Charity Commission. Ultimate responsibility for governance of the Charity is entrusted to the Trustee Unitary Board made up of seven Trustees.

We are committed to using an open and transparent recruitment process. As set out in the Memorandum and Articles of Association, Non-Executive Trustees are appointed for a three-year term of office and can serve two terms in total. This can be varied if the Trustees unanimously agree that the skills provided by a particular Non-Executive Trustee are such that they could not be easily replaced and to do so would not be in the best interests of the Charity or Trustee Board or the Charity's service users. The Trustees are also our Companies Act Members.

We continue to ensure that our governance processes and procedures and our corporate structure meet all of the most current and appropriate Companies Act requirements.

As a charitable organisation we have a high performing Board, consisting of a diverse and complementary range of people and skills. The Board is both dynamic and imaginative consisting of a diverse mix of professionals required to maintain our organisation's ongoing development objectives.

For new Trustees, the Charity has an induction programme which includes visits to some of our services, meetings with the Executive Team on our governance, strategy, the role and duties of Trustees, Company and Charity Law and the management of finances and risk. Further training and development is offered individually or to the Board as required or requested. New Trustees are given clear terms of reference, role descriptions, governance documentation and the Charity handbook which outlines the main policies and procedures of the Charity and the governance structure of the Charity.

Risk Management

The Charity has given consideration to the major risks to which the Charity is exposed and has satisfied itself that systems and procedures are fully established in order to manage those risks.

Improvements and enhancements continue with regard to Data Protection and the GDPR legislation which came into force in 2018. Key areas have been addressed, and work is in progress to ensure full and ongoing compliance across all the Charity's activities is maintained.

The Charity has also adopted a robust Cyber Policy with the aim of alleviating, as much as is possible, the threat to the business of cyber-attacks. This approach includes upgraded software, staff training and insurance risk policies to include response, restoration, expenses and business interruption.

Management and Trustees

There are clear distinctions between the role of Non-Executive Trustees and the Executive Team. The Board of Non-Executives delegates certain authorities to the Executive Team in order to run the organisation efficiently. Matters such as policy, strategy and budgets are prepared by the Executive Team for consideration and final approval by the Non-Executive Trustees, who then monitor the implementation of these plans.

Public Benefit

The Charity continues to provide nursing care, residential care, supported living and community services to 80 service users (2024 - 80) with various abilities and healthcare needs in Birmingham and Wolverhampton.

Our subsidiary Jaffray Property Solutions is also a Registered Charity. The principal activity of Jaffray Property Solutions is the provision of housing and associated amenities for people with learning disabilities who are in necessitous circumstances.

Our annual Trustees' Report and consolidated financial statements allow us to show how our charitable funds are spent and show the impact and benefits that this has on those using our services; either as direct service users or in the Charity's interaction with the wider community.

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance "public benefit: running a charity (PB2)".

Statement of Public Benefit

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have regard to the Charity Commission's general guidance on public benefit, "Charities and Public Benefit". Jaffray Care Society's charitable objects are enshrined within its Memorandum and Articles of Association and as such the Trustees ensure that the Charity's activities are carried out for the public benefit through its strategic priorities. This is done primarily through the delivery of services aimed at people with various abilities and health care needs.

Achievements and Performance

This section provides a comprehensive overview of our key achievements and performance over the past year. It highlights the significant progress we've made in delivering on our strategic objectives, outlines the impact of our work on the communities and individuals we serve, and details our operational and financial performance.

Awards and Recognition

We were absolutely delighted that our care management team were nominated as finalists at the National Learning Disability and Autism Awards in 2025. Two members of our team were recognised for their exceptional contributions:

- **Outstanding Contribution Award - Rachel Craven** was a finalist, celebrated for her 40-year career in care. She is a quiet hero who has shaped the lives of countless residents and staff. Her story is one of unwavering dedication, compassion, and a profound belief in the dignity of every person she has had the privilege to look after.

- **The Learning Disability Nurse Award - Tracey Dunkley**, care manager at Lime Court, was nominated for her important role in promoting the emotional, physical, and psychological health of the people she supports. At a time when people with a learning disability experience discrimination and poor access to services, the role of specialist professionals has never been more important.

It is also with immense pride and gratitude that we dedicate this section of our report to the remarkable individuals being honoured with Long-Service Awards in 2024. We celebrate the enduring commitment of 17 members of our staff, who collectively represent a foundation of stability, expertise, and compassionate care.

These awards span a range of milestones, from 10 to an incredible 25 years of service. Their dedication is not simply measured in years, but in the countless small acts of kindness, the unwavering support during challenging times, and the deep relationships they have forged.

We extend our heartfelt thanks and congratulations to each recipient; their steadfast service is the very heart of Jaffray Care.

Operational Highlights

A notable achievement this period is the appointment of our new registered manager at Broadfields Lodge, our Supported Living service. We are delighted to announce that Wayne Hardiman, a professional with many years' experience in the sector, has taken on this pivotal role. In a testament to his expertise and dedication, Wayne will also be combining his new responsibilities with his existing position as our training administrator.

We have successfully transitioned our IT services and are now working closely with a new and more personal provider, Core Team One. The shift has been seamless, ensuring our operations remain efficient and well-supported. In a similar strategic move post year-end, we have successfully transferred our loan portfolio to Unity Bank plc.

In our ongoing commitment to sustainability, all of our homes underwent a comprehensive environmental audit in collaboration with Aston University. The findings of this audit were instrumental in helping us to devise a new green plan, which will guide our efforts to reduce our environmental impact moving forward.

Our Director of Estates is delighted to report on the successful completion of bathroom refurbishments at our Parkfields Home, a testament to the efficiency and dedication of the maintenance team. This achievement not only underscores our commitment to enhancing the client experience but also instils a sense of pride in our collective efforts. While we continue to prioritise internal fixtures, we are equally committed to maintaining the external areas and gardens.

However, we are observing an overall increase in maintenance planning and improvement costs across the estate. This rise is primarily due to the increasing costs of subcontractors and materials in recent years, necessitating the implementation of careful cost control measures.

As we strive to meet the expectations of both CQC and Local Authority inspection teams, who advocate for continuous improvements, we all must play a part in ongoing cost control. Our collective responsibility in this area is crucial to our continued successes.

Community and Social Engagement

In a joyous milestone, our Tudor Gardens service celebrated its 25th anniversary with a party attended by families, friends, business partners, and professionals, marking a quarter-century of dedicated care and community.

Additionally, Parkfields hosted its second annual Culture Day, a special event dedicated to celebrating the rich and diverse backgrounds of both residents and staff. It goes beyond just providing care and focuses on recognising and honouring the unique identities within our community.

Embracing the Digital Age

Changes in technology have provided us with opportunities to build on the innovations in all our care homes. We have now implemented a Person-Centred Electronic Care Planning system, which allows for the creation of accurate evidence of care and provides easily accessible data.

We continue to use Your Hippo training software, a widely used e-learning and learning management system in the care sector. This system has considerably improved our ability to deliver mandatory training in a timely and focused manner. It has an inbuilt audit system and training matrix, enabling care managers and our training administrator to quickly identify and fill training gaps.

The Charity now has a fully operational new website (www.jaffraycare.com), which not only serves as a promotional tool but also tells the story of the Charity and what we offer.

We have also established very active Facebook and TikTok pages, which document all activities and important dates across the business. Families find this very informative and useful as an interactive way to stay fully updated regarding community activities. This digital presence works seamlessly with our new quarterly newsletter.

As part of our ongoing commitment to delivering efficient, reliable, and secure digital services, we have assessed the organisation's wide-area network (WAN) infrastructure. Previously, our sites relied on expensive MPLS circuits, which are becoming increasingly outdated in a cloud-driven environment.

Following a full evaluation, we are progressing with the migration to Software-Defined Wide Area Networking (SD-WAN). This change will provide significant strategic benefits, including enhanced end-to-end encryption and network security, as well as data protection, which supports compliance obligations and safeguards sensitive information.

Cyber threats are on the rise globally, with ransomware, phishing, and supply chain attacks becoming increasingly sophisticated. A focus on proactive security measures is therefore required. Our IT partner, Core Team One, has transitioned the Charity away from older services, reducing costs and simplifying billing.

The Activity Hub

The Activity Hub continues to go from strength to strength. Our vision to redevelop and grow this into a new social focal point, providing a wonderful community venue, was successfully achieved. The Activity Hub is a place for people to share interests, build skills, reduce social isolation, and gain employability or volunteering experience.

We are proud to provide an environment that supports people and communities who experienced disproportionate challenges as a result of the pandemic. We continue to grow the service and take on new referrals.

Cost of Living

The Charity has faced continued cost pressures in the financial year, mainly due to the ongoing "cost of living" squeeze. We have ensured that wage rates, as much as possible, match inflation. This year's pay awards have seen significant percentage rises for the vast majority of our care staff, giving them above-minimum pay rates.

Charity overheads, particularly food costs and utility bills, have continued to increase, and we have renegotiated contracts with a number of our larger suppliers to protect ourselves from significant increases. Increased prices in the building sector have also forced us to reconsider some of our development plans.

Staffing and Training

Like much of the care sector, the Charity continues to face challenges in attracting and recruiting suitable staff. We have responded by ensuring our salaries and terms are highly competitive and are geared towards our employees' health and wellbeing. Consistency in our care delivery is a core part of our philosophy, making staff retention a vital priority.

We are pleased to report that our staff retention rates have demonstrably improved this financial year, a testament to our approach.

Employee Wellbeing and Support

We recognise that physical and psychological health and wellbeing support are crucial, particularly post-pandemic. In response, we have implemented the following initiatives:

- **Mental Health First Aiders** - We have trained qualified mental health first aiders who offer confidential support and, when necessary, signpost staff to specialist charities or agencies.
- **Confidential Counselling** - A confidential counselling service is offered via our occupational health department, with up to six sessions paid for by the Charity.
- **Enhanced Leave** - We provide enhanced parental and compassionate leave allowances, which can be extended to provide additional support in challenging circumstances.
- **Open-Door Policy** - Executives, managers, and senior care workers maintain an "open-door" policy, making themselves readily available to address staff issues and concerns immediately.
- **Staff Recognition** - We have reintroduced a more formal format for our Long-Service Awards and continue to run our ABCD Awards ("Above and Beyond the Call of Duty") to reward exceptional service.
- **The Jaffray Safe Space** - A work safe where employees feel physically and psychologically safe. It's a place where people can be authentic, voice concerns, and take risks without fear of negative consequences like harassment, discrimination, or retaliation.
- **Psychological Safety** - Team members feel they can express ideas, ask questions, and admit mistakes without being embarrassed or punished. When psychological safety is high, people are more likely to innovate and learn.
- **Inclusivity** - A safe space welcomes people of all backgrounds. It actively works to prevent discrimination based on race, gender, sexual orientation, religion, disability, or any other characteristic. It ensures everyone has a sense of belonging.
- **Supportive Leadership** - Leaders play a crucial role in creating a safe space. They listen to concerns, model respectful behaviour, and hold others accountable for their actions. Two of our Care Managers are Mental Health First Aiders.
- **Physical Safety** - This refers to a workplace free from physical harm. It includes having safety protocols in place to prevent accidents, injuries, and other health risks. This also applies to an individual's personal safety, such as protection from assault or harassment.

Training and Development

Jaffray Care Society is committed to the continuous professional development of our workforce. We encourage all staff to complete enhanced training and provide both time off and financial support to facilitate this. Our staff have completed a wide range of qualifications, including degrees, nurse training, enhanced social care qualifications, and teaching qualifications.

They have also undertaken specialised courses in areas such as aromatherapy and rehabilitation, ensuring our team has the right skills and knowledge to provide safe, compassionate, and informed care. We also provide ongoing training to our Trustees to ensure they remain abreast of new developments in the care sector.

Quality and Regulatory

To ensure the Charity maintains an exceptional monitoring framework, Andrew Cowley, our Quality and Audit Officer, is now responsible for the development, implementation, and monitoring of quality initiatives.

In 2024, we had several external quality audit inspections by Local Authorities and the Birmingham and Solihull Integrated Care Boards. We scored very highly in all audits, obtaining Gold standard, giving them reassurance that they are getting value for money and service users are receiving high-quality care.

In preparation for regulatory changes, our managers were fully prepared for the implementation of the Care Quality Commission's new Single Assessment Framework in 2024, having already attended several training sessions.

Structure, Governance and Management

Jaffray Care Society is a Company limited by guarantee and therefore does not have a share capital. The liability of members is limited and details of their guarantee are detailed in the notes to the financial statements. The Company is also a Registered Charity and was founded in 1990.

The Charity has a plan in place to identify and induct new Trustees as and when they become aware of individuals with an interest in our activities, or where it is perceived that a Trustee with an additional skill set, to complement those held by the current Trustees, is required.

Our commitment to governance has seen the continued overview and strategic management of operations by the Board during the year. The Board meets regularly to review strategy, operational risks and efficiencies and financial systems, procedures and information to ensure that there is appropriate oversight and critical appraisal of activities and decisions taken to achieve the Charity's objectives.

The Charity also maintains full Trustee Indemnity Insurance at a cost of £2,744 per annum (2024: £2,609).

Financial Review

A summary of the financial results for the year is given in the Consolidated Statement of Financial Activities on page 17 and the Balance Sheets on pages 18 and 19.

Total income for the year was £6,977,074 (2024: £6,625,080) and total expenditure was £7,054,400 (2024: £6,600,574). Net (outgoing)/incoming resources for the year were (£77,326) (2024: £24,506).

The financial challenges faced by all in the not-for-profit sector, which continue to be exacerbated by the longer lasting effects of the COVID 19 pandemic, have also continued to affect this financial year for the Charity. We continued to receive lower than anticipated incremental fee uplifts from Birmingham City Council and Wolverhampton City Council this year for the majority of our core services.

We have, therefore, had to continue to have a tight focus and control over the operating costs and cash flows of the business. Close monitoring and control of outlays and the implementation of innovative and efficient care provision and delivery to our service users, has meant that a managed deficit has been experienced in the financial year against a small surplus in the previous the financial year.

The Senior Management Team have continued to review and renegotiate supplier contracts, which are essential to secure additional and continued cost savings for the year ahead, especially in light of the inflationary pressures caused by global economic and political factors and the impact of the Ukraine conflict. Their continued success is down to the level of dedication and care provided by our employees under the leadership of our Chief Executive Officer and Director of Finance.

Funds held as Custodian Trustee on behalf of others

The Charity holds money on behalf of some service users in trust as Corporate Appointee. These funds are held separately from the funds of the Charity and are excluded from these financial statements. These funds are applied solely for the benefit of the specific service users at the discretion of the Corporate Appointee in accordance with their duties under the appointment.

Reserves Policy

The Charity has considered the level of reserves that they require in respect of future requirements. The requirement of sufficient reserves can be summarised in three areas:

- Assurance for residents that the Charity can continue to provide them with care and housing should funding be delayed for an individual or group of service users. The reserve requirement, included within our calculations, is based upon a minimum of approximately twelve weeks' resources expended.
- Continued development of new housing and Activity Hub facilities to provide quality care for additional service users. The Charity looks to develop this using their own internally generated reserves rather than via external borrowings so that the security of the Charity's existing residents is not put at risk.
- Development of new areas within the Charity's objectives. The Charity has identified a need to provide further quality care provision projects for people with learning disabilities.

The Charity retains its surpluses for future use in providing increased numbers of nursing and residential placements, Activity Hub service facilities and supported living options to provide the first-class care that is in such demand for all its service users.

Total unrestricted reserves held as at 31 March 2025 amounted to £2,780,758 (2024: £2,858,084) and restricted reserves amounted to £nil (2024: £nil).

Plans for Future Years

Strategic Development

The Charity continues to develop as an innovative and forward-thinking organization. We are working towards a short-term commitment to devising a new development strategy that builds on our successes and values while remaining true to our central purpose.

This strategy will be based on a risk-assessed, intelligent approach, exploring various business scenarios.

Financial Prudence

Given the continued difficult economic conditions and the challenges in securing funding, we continue to believe that protecting and growing the Charity's reserves is a necessary, prudent, and advisable policy.

Fundraising and Donor Engagement

A principal priority is to increase our potential donor base with a view to raising funds from trusts and grant-giving organisations. Over the next twelve months, we will prepare compelling cases for support for potential new fundraising projects.

Given the strength of the Charity's fundraising messages and its excellent reputation, we believe this could become a significant source of income.

Estates and Environment

We intend to maintain all our facilities and environments to an extremely high standard. A major project on the horizon is the building of a sensory garden at the Activity Hub.

We will continue to pursue opportunities for new projects by listening to the aspirations of people with complex health care needs and disabilities, their families, our staff, and the needs of the community.

Approved by the Board on 22 October 2025 and signed on its behalf by:



Mr M McEachran
Trustee

Trustees' Report

The Trustees, who are also Directors of the charitable company for the purposes of the Companies Act, present their annual report and the audited consolidated financial statements for the year ended 31 March 2025 for the Group, comprising the charitable company and its subsidiary undertaking ("the Charity"). The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and consolidated financial statements of the Charity.

Trustees

The Trustees who held office during the year were as follows:

Mr M McEachran
Dr A Roy OBE
Mr G Cumberland
Mr M Fellows
Ms L Hendon
Mr C Lees
Mr M Weir

A specific Health and Safety policy is in place and the Charity staff are closely involved in all operational and business risk assessments. The Trustees take this matter extremely seriously and it is discussed at every Board Meeting as an Agenda item, where action plans are reviewed and acted upon.

Trustees continue to attend governance conferences and Institute of Directors' events. Members of the Board have also attended appropriate financial and operational training courses.

Trustees' Responsibilities

The Trustees (who are also Directors of Jaffray Care Society for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charity and of the income and expenditure of the Charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group or charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

As far as the Trustees are aware:

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

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

Ability inclusion for employees

The Charity gives full and fair consideration to applications for employment from persons who are physically, mentally or developmentally impaired, where the requirement of the job may be adequately covered by such persons. With regards to existing employees who become physically, mentally or developmentally impaired during their employment, the Charity continues to examine ways of providing continuing employment under normal terms and conditions and to provide training, career development and promotion where appropriate.

Employee involvement

During the year, the policy of providing employees with information about the Charity has been continued through internal media methods in which employees have also been encouraged to present their suggestions and views on the company's performance, achievements and developments in community-based projects. Regular meetings are held between local management and employees to allow a free flow of information and ideas.

Auditors

Malcolm Piper & Company Limited remained as auditors to the Charity and its subsidiary company, throughout the financial year and have indicated their willingness to continue in office.

Approved by the Board on 22 October 2025 and signed on its behalf by:

M McEachran

Mr M McEachran
Trustee

Independent Auditor's Report

to the Trustees of Jaffray Care Society

Year Ended 31 March 2025

Opinion

We have audited the financial statements of Jaffray Care Society (the 'parent charitable company') and its subsidiaries (the 'Group') for the year ended 31 March 2025 which comprise the Consolidated Statements of Financial Activities, Consolidated Balance Sheet, Company Balance Sheet, Consolidated Cashflow Statements and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and parent charitable company's affairs as at 31 March 2025, and of the Group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

[continued ...]

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (incorporating the Strategic Report and the Trustees' Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the Group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Trustees' Report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 12 the Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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

[continued ...]

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to Jaffray Care Society, ("the Group and Company") and determined that the most significant are those that relate to the UK reporting framework under which the Group and Company prepares its accounts and reports its results and the relevant UK tax compliance regulations. In addition, we concluded that there are certain significant laws and regulations that may have an effect on the determination of the amounts and disclosures in the financial statements and those laws and regulations include those relating to health and safety, employee matters, environmental, and bribery and corruption practices;

- Having due regard to ISA 240 (Redrafted), *The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements,* we planned and designed our audit procedures to undertake such enquiry and testing which we deemed necessary to understand how the Group and Company is complying with those frameworks. We made enquiries of the Trustees, senior management and those responsible for legal and compliance procedures within the Group and Company and we corroborated our enquiries by reference to other documentary evidence, where available, or other complimentary or compensating evidence and with other correspondence received and noted that there was no contradictory evidence;

- In designing the scope and depth of our work to assess the likely impact on the financial statements of fraud and other irregularities, we calculate a materiality level which is a percentage based upon turnover, profitability and gross balance sheet assets. This calculation produces a figure against which financial statement errors and irregularities are compared and indicates a level at which, in our opinion and judgement, this would cause transactions and balances within the financial statements to be misleading or materially incorrect.

- We also assessed the susceptibility of the Consolidated Financial Statements of the Group and Company to material misstatement using qualitative as well as quantitative factors, including how fraud might occur, and designed our audit testing and enquiries in such a way so as to enable us to identify the fraud risks across various parts of the business. In addition, we utilised internal and external information to perform a fraud risk assessment as part of our audit planning and testing procedures.

- We considered the risk of fraud through management override of controls and systems and, in response, we incorporated testing of large or unusual manual journal entries into our audit approach. We also considered the possibility of fraudulent or corrupt payments made through third parties and conducted detailed analytical review and substantive transaction testing on third party suppliers. Where instances of unusual behaviour patterns were identified through our testing, we performed additional audit procedures to address each identified risk. These procedures included testing of transactions back to source information and were designed to provide reasonable assurance that the financial statements were free from fraud or error. We also conducted specific audit procedures in relation to the risk of bribery and corruption by means of review of any marketing, promotion or discount activity determined by a risk-based process;

- Based on the results of our risk assessment we designed our audit procedures to identify non-compliance with such laws and regulations identified above. Our procedures involved journal entry testing, with a focus on journals meeting our defined risk criteria based on our understanding of the business and enquiries of Group and Company management; and

- If any instances of non-compliance with laws and regulations were identified, the audit team performed sufficient and appropriate audit procedures.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

[continued ...]

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

Use of our report

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



Peter Whitehead BA FCA
Senior Statutory Auditor
For and on behalf of
Malcolm Piper & Company Limited
Kingsnorth House
1 Blenheim Way
Birmingham
B44 8LS

Dated: 22 October 2025

Jaffray Care Society

Consolidated Statement of Financial Activities
(Including Consolidated Summary Income and Expenditure Account)
for the Year Ended 31 March 2025

	Note	2025 £	2024 £
Income from:			
Donations and legacies	2	7,226	17,518
Charitable activities:	3		
- Residential services		6,454,799	6,101,031
- Day care services		435,938	427,683
- Rental income from housing benefits		79,111	78,848
Total income		6,977,074	6,625,080
Expenditure on:			
Charitable activities:			
- Residential and day centre care costs		6,537,315	6,112,633
- Support costs	5	517,085	487,941
Total expenditure	4	7,054,400	6,600,574
Net (expenditure)/income for the year	7	(77,326)	24,506
Transfers between funds		-	-
Net movement in funds for the year		(77,326)	24,506
Reconciliation of funds:			
Total funds brought forward at 1 April 2024		2,858,084	2,833,578
Total funds carried forward at 31 March 2025		2,780,758	2,858,084

There were no restricted funds in the current financial year.

All income and expenditure derive from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised during the year.

The notes on pages 21 to 33 form an integral part of these financial statements

Jaffray Care Society
(Registration number 02554367)

Consolidated Balance Sheet at 31 March 2025

	Note	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible fixed assets	11		4,954,148		5,173,339
Current assets					
Debtors	13	824,214		646,028	
Cash at bank and in hand		217,457		537,878	
		1,041,671		1,183,906	
Creditors: Amounts falling due within one year	14	(1,123,785)		(1,222,846)	
Net current liabilities			(82,114)		(38,940)
Total assets less current liabilities			4,872,034		5,134,399
Creditors: Amounts falling due after more than one year	15		(2,091,276)		(2,276,315)
Net assets			2,780,758		2,858,084
Total funds	17		2,780,758		2,858,084

These financial statements were approved and authorised for issue on 22 October 2025 and signed on its behalf by:

Mr M McEachran

Ms L Hendon

Trustees

The notes on pages 21 to 33 form an integral part of these financial statements

Jaffray Care Society
(Registration number 02554367)

Company Balance Sheet at 31 March 2025

	Note	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible fixed assets	11		4,527,622		4,733,407
Investments	12		-		-
			4,527,622		4,733,407
Current assets					
Debtors	13	1,064,351		917,766	
Cash at bank and in hand		217,457		537,878	
		1,281,808		1,455,644	
Creditors: Amounts falling due within one year	14	(1,096,441)		(1,207,297)	
Net current assets			185,367		248,347
Total assets less current liabilities			4,712,989		4,981,754
Creditors: Amounts falling due after more than one year	15		(2,091,276)		(2,276,315)
Net assets			2,621,713		2,705,439
Total funds	17		2,621,713		2,705,439

These financial statements were approved and authorised for issue on 22 October 2025 and signed on its behalf by:

Mr M McEachran

Ms I Hendon

Trustees

The notes on pages 21 to 33 form an integral part of these financial statements

Jaffray Care Society

Consolidated Statement of Cash Flows for the Year Ended 31 March 2025

	Note	2025 £	2024 £
Cash flow from operating activities	19	78,281	199,443
Interest paid		(178,596)	(123,826)
Net cash flow from operating activities		(100,315)	75,617
Cash flow from investing activities	20	(50,364)	(138,925)
Cash flow from financing activities	21	(169,742)	(219,783)
Net decrease in cash and cash equivalents		(320,421)	(283,091)
Cash and cash equivalents at the start of the year		537,878	820,969
Cash and cash equivalents at the end of the year		217,457	537,878
Cash and cash equivalents consists of:			
Cash at bank and in hand		217,457	537,878

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2025

1. Accounting Policies

General Information and Basis of Preparation

The Charity is a company limited by guarantee in the England and Wales. The members of the Company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity. The address of the registered office is given in the Charity information on page 1 of the financial statements. The nature of the Charity's operations and principal activities are detailed in the Strategic Report on page 2.

The Charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2019.

The consolidated financial statements have been prepared on a going concern basis under the historical cost accounting convention. The consolidated financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest pound.

The significant accounting policies applied in the preparation of these financial statements for the Group and Charitable Company are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

These consolidated financial statements consolidate the financial statements of the company and its subsidiary undertaking, Jaffray Property Solutions, company registered number 07249961, and charity registered number 1143062. Intra-group transactions and profits are eliminated on consolidation.

No separate statement of financial activities is presented for the Company as permitted by section 408 of the Companies Act 2006. The Company had total income from charitable activities and donations of £6,894,312 (2024: £6,544,955), total expenditure on charitable activities of £6,478,162 (2024: £6,058,394), management and administration costs of £499,876 (2024: £471,655) and costs of raising funds of £nil (2024: £nil). The net expenditure for the year amounted to £83,726 (2024: net income - £14,906).

Funds

Unrestricted funds are funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements. Where restricted funds are used for capital expenditure a transfer is made upon capitalisation to unrestricted funds.

Income Recognition

All income is included in the Statement of Financial Activities when the Charity is legally entitled to the income after any performance conditions have been met; the amount can be quantified with reasonable accuracy; and it is probable that the income will be received.

For donations and additional support grants (received as direct consequence of pandemic impacts on the Charity's normal charitable activities) to be recognised the Charity will have been notified of the amounts and settlement date in writing. If there are conditions attached to the donation or the additional support grants, and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

1. Accounting Policies (continued)

Income Recognition (continued)
Legacies are accounted for in the period in which the Charity becomes irrevocably entitled to the funds bequeathed. Where legacies are received with particular instructions in the will provisions, they are treated as restricted funds. If these instructions require a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Charitable activity income includes fees for the provision of housing and associated amenities which are accounted for on an accruals basis.

Government grant income
The company received government grants in respect of support for staff and protective supplies during the recent pandemic. Income from government and other grants are recognised at fair value when the company has entitlement after any performance conditions are met, it is probable that the income will be received and the amount can be measured reliably.

Expenditure recognition
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties; it is probable that the settlement will be required; and the amount of the obligation can be measured reliably. While all costs are incurred in the furtherance of the charitable activities they are categorised under the following headings:

- Costs of raising funds - which includes the costs incurred in the use of professional fund raisers to identify and contact charitable grant making trusts;
- Expenditure on charitable activities;

Support costs
Support costs are those that assist the work of the Charity but do not directly represent charitable activities and include head office costs, interest payable and governance costs. They are incurred directly in support of expenditure on the Charity's objectives.

Investments
Investments in subsidiary undertakings are stated at cost, less any provision for improvements.

Tangible fixed assets
Tangible fixed assets are stated at cost less depreciation. It is the Charity's policy to maintain these assets in a good state of repair.

Depreciation is provided on tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful lives as follows:

Freehold Property	2% - 10% per annum straight line
Leasehold Property	Over the period of the lease
Building Improvements	10% per annum straight line
Motor Vehicles	20% - 33% per annum straight line
Fixtures and Fittings	15% - 25% per annum straight line

Freehold Land is not depreciated

Debtors and creditors receivable/payable within one year
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Loans and borrowings
Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

1. Accounting Policies (continued)

Impairment
Assets not measured at fair value are reviewed for indications that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying value. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in the SOFA.

Provisions
Provisions are recognised when the Charity has an obligation at the balance sheet date as a result of a past event; it is probable that an outflow of economic benefits will be required in settlement; and the amount can be reliably estimated.

Leases
Costs incurred under operating leases are charged to the Statement of Financial Activities as they are incurred.

Pensions
The Charity operates a defined contribution pension scheme. Contributions payable for the year are charged in the statement of financial activities.

Taxation
The Company is an exempt Charity within the meaning of Schedule 3 of the Charities Act 2011 and 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.

Going concern
The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist and that compliance with funding and banking covenants is considered satisfactory by the Trustees and its bankers. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the Charity to be able to continue as a going concern.

2. Income from donations and legacies

	2025 £	2024 £
Cash donations	226	17,518
Donated Assets	7,000	-

Income from donations and legacies was £7,226 (2024: £17,518) of which £Nil (2024: £1,818) was attributable to restricted funds and £7,226 (2024: £15,700) was attributable to unrestricted funds.

3. Income from charitable activities

All charitable income for the current and prior year is attributable to unrestricted funds and includes £51,927 (2024: £52,312) of additional support grants arising as a direct consequence of the impacts of the pandemic on the Charity's normal charitable activities.

4. Total expenditure

	Staff Costs £	Other Direct Costs £	Total 2025 £	Total 2024 £
Residential and day centre care costs	5,467,911	1,069,404	6,537,315	6,112,633
Support costs (see note 5)	252,997	264,088	517,085	487,941
	5,720,908	1,333,492	7,054,400	6,600,574

All expenditure for the current and prior year is in respect of the furtherance of the charitable activities of which £Nil (2024: £1,818) was attributable to restricted funds and £7,054,400 (2024: £6,598,756) was attributable to unrestricted funds.

5. Support costs

	2025 £	2024 £
Interest payable on bank borrowings (see note 10)	178,596	123,826
Head office costs	62,121	83,667
Human resources	252,997	258,249
Governance costs (see note 6)	23,371	22,199
	517,085	487,941

6. Governance costs

	2025 £	2024 £
Auditors remuneration	15,720	15,000
Trustees' expenses	7,651	7,199
	23,371	22,199

7. Net (expenditure)/income for the year

Net (expenditure)/income is stated after charging:	2025 £	2024 £
Auditors' remuneration:		
- Audit of parent company	13,920	13,200
- Audit of subsidiary	1,800	1,800
Operating leases payments		
- Land and buildings	9,226	10,320
- Other	15,930	11,798
Profit on disposal of tangible fixed assets	(5,856)	(2,882)
Depreciation of tangible fixed assets	282,411	284,898

8. Employee Information

The average monthly number of employees and full-time equivalents (FTE) during the year was as follows:

	2025		2024	
	Number	FTE	Number	FTE
Direct charitable activities	207	186	202	182
Support staff	18	15	19	15
	225	201	221	197

The total staff costs and employee's benefits were as follows:	2025 £	2024 £
Staff salaries	4,952,254	4,533,902
Social security costs	406,181	355,513
Pension costs	111,827	101,985
Agency costs	179,864	261,305
Staff training and healthcare	70,782	42,868
	5,720,908	5,295,573

Included in the above is the following remuneration paid to Trustees and key management in respect of service contracts. Authority for the payment of remuneration to Trustees, who are also employees, is contained within the Articles of Association. The Articles provide for the payment of remuneration to Trustees where such payment is in connection with services provided under their employment contract. Trustees consider its key management personnel to be the senior management team details of which are included on page 1.

	2025 £	2024 £
Wages and salaries (including benefits in kind)	281,559	297,018
Pension costs	24,085	22,864
	305,644	319,882
Individuals with pensions accruing	3	3

The Charity has 3 (2024 - 3) employees (including Charity Trustees) with earnings over £60,000. They fall into the following bands:

	2025 Number	2024 Number
£120,000 to £130,000	1	-
£110,000 to £120,000	-	1
£80,000 to £90,000	1	2
£70,000 to £80,000	1	-

The highest paid director received earnings including benefits in kind of £121,009 (2024: £118,962).

8. Employee Information (continued)

Trustees' Expenses

Trustees were reimbursed travel and other out of pocket expenses during the year as follows:

	2025 Number	2024 Number	2025 £	2024 £
Travel	5	4	7,651	7,199

Trustees' expenses are reviewed and authorised by the Chair of the Remuneration and Governance sub-group.

Trustees do not claim all expenses incurred on behalf of the Charity for travel and attendance at Charity meetings or events. The Charity makes a contribution of a maximum of £150 per month per Trustee for their expenses, which in no case did this exceed the costs incurred for any individual Trustee.

The Charity also maintains full Trustee Indemnity Insurance at a cost of £2,744 per annum (2024: £2,609).

9. Pension Scheme

The Charity operates defined contribution pension schemes. The pension cost charge for the year represents contributions paid by the Charity to these schemes and amount to £111,827 (2024: £101,985). There were no outstanding contributions at either the beginning or end of the financial year.

10. Interest payable

	2025 £	2024 £
Interest payable on bank borrowings	178,596	123,826

11. Tangible Fixed Assets

a) Group

	Freehold and Leasehold Property £	Fixtures and Fittings £	Motor Vehicles £	Total £
Cost				
At 1 April 2024	7,075,461	699,033	272,083	8,046,577
Additions	-	139,377	7,000	146,377
Disposals	(83,157)	(178,523)	(27,456)	(289,136)
At 31 March 2025	6,992,304	659,887	251,627	7,903,818
Depreciation				
At 1 April 2024	2,283,811	387,300	202,127	2,873,238
Charge for the year	136,293	122,496	23,622	282,411
Disposals	-	(178,523)	(27,456)	(205,979)
At 31 March 2025	2,420,104	331,273	198,293	2,949,670
Net Book Value				
At 31 March 2025	4,572,200	328,614	53,334	4,954,148
At 31 March 2024	4,791,650	311,733	69,956	5,173,339

All assets are used for direct charitable purposes.

Included in Freehold and Leasehold Property is land of £177,684 (2024: £260,841), which is not depreciated.

Included in Freehold and Leasehold Property above is leasehold property with a cost of £nil (2024: £nil), following its full impairment in a prior period.

Tangible fixed assets have been pledged to Lloyds Bank plc as security for the bank loan.

11. Tangible Fixed Assets (continued)

b) Company

	Freehold Property £	Fixtures and Fittings £	Motor Vehicles £	Total £
Cost				
At 1 April 2024	6,405,165	699,033	272,083	7,376,281
Additions	-	139,377	7,000	146,377
Disposals	(83,157)	(178,523)	(27,456)	(289,136)
At 31 March 2025	6,322,008	659,887	251,627	7,233,522
Depreciation				
At 1 April 2024	2,053,447	387,300	202,127	2,642,874
Charge for the year	122,887	122,496	23,622	269,005
Disposals	-	(178,523)	(27,456)	(205,979)
At 31 March 2025	2,176,334	331,273	198,293	2,705,900
Net Book Value				
At 31 March 2025	4,145,674	328,614	53,334	4,527,622
At 31 March 2024	4,351,718	311,733	69,956	4,733,407

All assets are used for direct charitable purposes.

Included in Freehold and Leasehold Property is land of £177,684 (2024: £260,841), which is not depreciated.

Tangible fixed assets have been pledged to Lloyds Bank plc as security for the bank loan.

12. Fixed asset investments

Company

	2025 £	2024 £
Cost		
Investment in subsidiary undertakings	-	-

Jaffray Care Society owns 100% of Jaffray Property Solutions, a company limited by guarantee (registration number 07249961) and a Charity registered in England and Wales (registration number 1143062), by virtue of it being the single member. In the event of its subsidiary being wound up, the liability in respect of the guarantee is limited to £1 per member.

The principal activity of Jaffray Property Solutions is the provision of housing and associated amenities for individuals with learning disabilities who are in necessitous circumstances.

13. Debtors

	Group		Company	
	2025 £	2024 £	2025 £	2024 £
Amounts falling due within one year:				
Trade debtors	439,104	390,847	359,465	341,873
Group undertakings	-	-	334,881	336,369
Other debtors	229,703	104,401	223,905	98,540
Prepayments	155,407	150,780	146,100	140,984
	824,214	646,028	1,064,351	917,766

14. Creditors: amounts falling due within one year

	Group		Company	
	2025 £	2024 £	2025 £	2024 £
Bank loan	217,806	202,509	217,806	202,509
Trade creditors	421,985	405,003	397,939	389,550
Taxation and social security	107,103	177,580	107,103	177,580
Accruals and other creditors	376,891	437,754	373,593	437,658
	1,123,785	1,222,846	1,096,441	1,207,297

Bank borrowing is secured on all current and future assets of the Charity and is subject to a cross guarantee between parent and subsidiary undertaking. Terms regarding bank borrowing are set out in note 15.

15. Creditors: amounts falling due after more than one year

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
Bank loan	2,091,276	2,276,315	2,091,276	2,276,315

Bank borrowing is secured on all current and future assets of the Charity and is subject to a cross guarantee between parent and subsidiary undertaking.

The bank loan of £1,697,423 (2024: £1,790,497) was fixed at 7.42%, until 20 March 2025 (when it reverted to variable at 2.56% over Bank of England Base Rate, £599,992 (2024: £666,660) is variable at 2.56% over Bank of England Base Rate and £11,667 (2024: £21,667) is fixed at 2.50%, until 12 May 2026.

In May 2025, the above loans were all refinanced with Unity Trust Bank plc. The refinancing agreement consists of a bank loan of £1,650,000 which is fixed at 6.25% until May 2030 when it reverts to variable at 2.63% over Bank of England Base Rate and a bank loan of £850,000 which is variable at 2.63% over Bank of England Base Rate.

Included in the above are amounts falling due as follows:

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
Within 1 year	217,806	202,509	217,806	202,509
Over 1 year but within 5 years	961,029	923,028	961,029	923,028
Over 5 years	1,130,247	1,353,287	1,130,247	1,353,287
	2,309,082	2,478,824	2,309,082	2,478,824

16. Financial commitments

Group and Company

Capital commitments

There were capital commitments that were contracted for but not provided for in the financial statements of £174,000 (2024: £145,000) at the balance sheet date.

Operating lease commitments – lessee

At the reporting end date the Group and Company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025	2024
	£	£
Within one year	25,719	16,461
Within two to five years	36,566	25,706
	62,285	42,167

17. Funds reconciliation

a) Group

	As at 1 April 2024 £	Income £	Expenditure £	Transfers £	As at 31 March 2025 £
Unrestricted Funds	2,858,084	6,977,074	(7,054,400)	-	2,780,758

b) Company

	As at 1 April 2024 £	Income £	Expenditure £	Transfers £	As at 31 March 2025 £
Unrestricted Funds	2,705,439	6,894,312	(6,978,038)	-	2,621,713

All funds were unrestricted at the current and previous financial year end.

Restricted funds relate to donations and legacies where specific instructions in the will or conditions attaching to the donations are such that they fall to be matched against specific ongoing expenditure and costs or projects when such costs are incurred or projects completed during the year.

During the year, the Charity received no restricted donations (2024: £1,818) and unrestricted donations of £7,226 (2024: £15,700). At the previous year-end, all restricted funds had been spent in full.

Unrestricted funds include funds which may have been designated to specific strategic projects including most significantly our continuing commitment to the high standard of maintenance and improvements to the residential and nursing home property portfolio. As this is an ongoing commitment, no specific value can be assigned to these committed costs which are incurred as required each year.

18. Analysis of net assets between funds

Under the terms of the Memorandum and Articles of Association all surpluses are to be applied towards the promotion of the Group and Company's objectives.

Analysis of net assets is as follows:

	2025 £
Group	
Tangible fixed assets	4,954,148
Current assets	1,041,671
Creditors within one year	(1,123,785)
Creditors over one year	(2,091,276)
Total funds	2,780,758
Company	
Tangible fixed assets	4,527,622
Current assets	1,281,808
Creditors within one year	(1,096,441)
Creditors over one year	(2,091,276)
Total funds	2,621,713

All funds are unrestricted.

19. Reconciliation of net income to net cash flow from operating activities

	2025 £	2024 £
Net (expense)/income for the year	(77,326)	24,506
Depreciation charges	282,411	284,898
Interest payable	178,596	123,826
Profit on sale of tangible fixed assets	(5,856)	(2,882)
Donated Tangible Fixed Assets	(7,000)	-
	370,825	430,348
Increase in debtors	(178,186)	(78,364)
Decrease in creditors	(114,358)	(152,541)
Net cash inflow from operating activities	78,281	199,443

20. Cash flow from investing activities

	2025 £	2024 £
Payments to acquire tangible fixed assets	(139,377)	(141,807)
Proceeds from sale of tangible fixed assets	89,013	2,882
	(50,364)	(138,925)

21. Cash flow from financing activities

	2025 £	2024 £
New loan advance	-	1,790,497
Repayment of long-term loans	(169,742)	(2,010,280)
	(169,742)	(219,783)

22. Related party transactions

No transactions with related parties were undertaken during the current or prior year.

23. Post balance sheet events

Subsequent to the year end, the Charity has disposed of a plot of land following an assessment by the Trustees that it was deemed to have no prospective use or value to the Charity as previously planned for expansion of existing facilities. The Charity has also signed legal documents to surrender a lease at £nil cost for a leasehold property which had been fully impaired in a previous accounting period as the Trustees deemed this property to have no future value or purpose within the Charity.

JAFFRAY CARE SOCIETY

England & Wales - Charity number 1001885

Accounts

Jaffray Care Society

(A company limited by guarantee)

Trustees' Report and Consolidated Financial Statements
For The Year Ended 31 March 2024

Registered Company number: 02554367
Registered Charity number: 1001885

Jaffray Care Society

Trustees' Report and Consolidated Financial Statements

For The Year Ended 31 March 2024

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Jaffray Care Society

Administrative Information

Trustees and Directors:	Mr M McEachran Dr A Roy OBE Mr G Cumberland Mr M Fellows Ms L Hendon Mr C Lees Mr M Weir
Registered office:	The White House 39 Jaffray Crescent Erdington Birmingham B24 8BE
Bankers:	Lloyds Bank plc 293 High Street West Bromwich B70 8NA
Auditors:	Malcolm Piper & Company Limited Kingsnorth House Blenheim Way Birmingham B44 8LS
Solicitors:	Ansons St Mary's Chambers 5-7 Breadmarket Street Lichfield Staffordshire WS13 6LQ
Registered Charity number:	1001885
Registered Company number	02554367
Charity website:	www.jaffraycare.com
Patrons	Mr Carl Chinn MBE Ph.D. F.Birm.Soc. Mr John Barnes MBE
Senior Management Team	Ms L Hendon (Chief Executive Officer) Mr C Lees (Director of Finance) Mr M Weir (Director of Estates)

Strategic Report

About Jaffray Care Society

Jaffray Care Society is a Company limited by guarantee and is also a Registered Charity. The Charity has a wholly owned subsidiary company, Jaffray Property Solutions, which is also a Registered Charity.

Jaffray Care Society and its subsidiary company ("the Charity") are a leading regional learning disability Charity which can trace our origins back to 1990 when services for individuals with learning disabilities began to move from hospitals and into the wider community. In the year to 31 March 2024, we continued to provide nursing care, residential care, supported living and community services to 80 service users

Activities and Objectives

The Charity provides high-quality personalised support and advice for people with various abilities and health care needs. Our direct support services encompass advocacy, health, education, housing, leisure and employment, helping people live the lives they choose here and now.

The objects of the Charity, as stated within the Memorandum and Articles of Association, are to provide housing, nursing care and associated amenities for individuals with various abilities and health care needs (including people with learning disabilities, dementia, complex health care and acquired brain injuries) that are in necessitous circumstances.

Aims

Our aims are to provide the best health and social care service possible for those people with learning disabilities, autism, mental health, complex health care needs and dementia with the support of specially trained and committed staff so that we:-

- Maintain the privacy, dignity and individuality of each service user;
- Keep everyone safe;
- Respect service user's wishes and their right to personal choice over their daily care and support;
- Provide a caring nursing and therapeutic environment for each service user, welcoming and encouraging family and friends to participate in the care delivery;
- Create a caring and homely and person-centred atmosphere where the service user feels needed and is able to give a meaningful contribution to their community;
- Encourage personal growth, skills development, work related training and leisure interests ;
- Provide employment and training opportunities for local people;
- Ensure each service user is empowered to make more informed decisions and participate as fully as possible in the everyday life of the community.

From the facilities available to the standard of care provided, quality in every respect is a fundamental aspect of the Charity's philosophy.

Vision and Mission Statement

The Charity works in partnership with people with various abilities and health care needs to ensure they receive a personalised, needs led, support service which is evidence based, outcome driven and promotes rights, independence, choice and inclusion.

The Charity believes that people with various abilities and health care needs have a right to live in ordinary homes in the community: independently, in their family home, in sheltered accommodation or in a staffed residential facility sharing the rights, facilities and privileges of society.

Essential Ethical Principles

Our principles provide an overarching framework that guides our employees' decision making, good judgement and conduct which provides assurance of:-

- Putting beneficiaries first;
- Integrity;
- Openness;
- Right to be safe.

We respect every individual's dignity and rights to privacy and confidentiality. We commit to eliminating any instances of sexism, gender inequality and other power imbalances that leave some people at risk of harm. We value, support and reflect diversity in our governing bodies, workforce and beneficiaries.

The Charity is a place where people's wellbeing and mental health are valued and promoted, so that anyone in our care, working in the Charity or coming into contact with the Charity is encouraged to value and invest in their own health and wellbeing.

Safeguarding Statement

Every person who benefits from, works for or comes into contact with the Charity will be treated with dignity and respect, and feel that they are in a safe, trusted and supportive environment. The Charity has created an inclusive organisational culture that does not tolerate inappropriate, discriminatory, offensive or harmful behaviour towards any person who works for, benefits from or comes into contact with the Charity. The Charity has a robust safeguarding policy and safeguarding procedures that ensure people in their care are safe and protected.

Governance

The Charity is committed to maintaining the highest standards of governance and has determined that the organisation should comply with the principles outlined in the Code of Governance for Voluntary Organisations, which is approved by the Charity Commission. Ultimate responsibility for governance of the Charity is entrusted to the Trustee Unitary Board made up of seven Trustees.

We are committed to using an open and transparent recruitment process. As set out in the Memorandum and Articles of Association, Non-Executive Trustees are appointed for a three-year term of office and can serve two terms in total. This can be varied if the Trustees unanimously agree that the skills provided by a particular Non-Executive Trustee are such that they could not be easily replaced and to do so would not be in the best interests of the Charity or Trustee Board or the Charity's service users. The Trustees are also our Companies Act Members.

We continue to ensure that our governance processes and procedures and our corporate structure meet all of the most current and appropriate Companies Act requirements.

As a charitable organisation we have a high performing Board, consisting of a diverse and complementary range of people and skills. The Board is both dynamic and imaginative consisting of a diverse mix of professionals required to maintain our organisation's ongoing development objectives.

For new Trustees, the Charity has an induction programme which includes visits to some of our services, meetings with the Executive Team on our governance, strategy, the role and duties of Trustees, Company and Charity Law and the management of finances and risk. Further training and development is offered individually or to the Board as required or requested. New Trustees are given clear terms of reference, role descriptions, governance documentation and the Charity handbook which outlines the main policies and procedures of the Charity and the governance structure of the Charity.

Risk Management

The Charity has given consideration to the major risks to which the Charity is exposed and has satisfied itself that systems and procedures are fully established in order to manage those risks.

Improvements and enhancements continue with regard to Data Protection and the GDPR legislation which came into force in 2018. Key areas have been addressed, and work is in progress to ensure full and ongoing compliance across all the Charity's activities is maintained.

The Charity has also adopted a robust Cyber Policy this year; with the aim of alleviating, as much as is possible, the threat to the business of cyber-attacks. This approach includes upgrades to current software, additional staff training and new insurance risk policies to include response, restoration, expenses and business interruption.

Management and Trustees

There are clear distinctions between the role of Non-Executive Trustees and the Executive Team. The Board of Non-Executives delegates certain authorities to the Executive Team in order to run the organisation efficiently. Matters such as policy, strategy and budgets are prepared by the Executive Team for consideration and final approval by the Non-Executive Trustees, who then monitor the implementation of these plans.

Public Benefit

The Charity continues to provide nursing care, residential care, supported living and community services to 80 service users (2023 - 78) with various abilities and healthcare needs in Birmingham and Wolverhampton.

Our subsidiary Jaffray Property Solutions is also a Registered Charity. The principal activity of Jaffray Property Solutions is the provision of housing and associated amenities for people with learning disabilities who are in necessitous circumstances.

Our annual Trustees' Report and consolidated financial statements allow us to show how our charitable funds are spent and show the impact and benefits that this has on those using our services; either as direct service users or in the Charity's interaction with the wider community.

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance "public benefit: running a charity (PB2)".

Statement of Public Benefit

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have regard to the Charity Commission's general guidance on public benefit, "Charities and Public Benefit". Jaffray Care Society's charitable objects are enshrined within its Memorandum and Articles of Association and as such the Trustees ensure that the Charity's activities are carried out for the public benefit through its strategic priorities. This is done primarily through the delivery of services aimed at people with various abilities and health care needs.

Achievements and Performance

This financial year we continued to witness the impact of the longer-term social, economic and financial effects of the COVID pandemic, and sustained challenges were again presented to the Charity and indeed the care sector as a whole.

The Charity staff have once again risen to this ongoing challenge magnificently, and this has made such an important difference to all our service users throughout these continued challenging times.

Our staff have showed exceptional bravery and courage in ensuring everyone stays safe and well. We have managed to continue to keep COVID at bay in all of our homes this year and have managed very complex care interventions where needed to combat the spread of any infection.

Once again, the Charity ends the year infection free and will continue to do everything in our power to remain so.

We were absolutely delighted that our care management team were nominated as finalists at the National Learning Disability and Autism Awards in 2024 in two categories:-

- Employer of the Year ~ which seeks to acknowledge and celebrate an exceptional employer who is committed to their employees delivering an excellent service to their customers, people with learning disabilities or people with autism and their families. Employers should be able to provide considerable acumen and entrepreneurial flair whilst at the same time having a sustained track record of delivering high quality care and managing change improvement.
- The Learning Disability Nurse Award ~ Tracey Dunkley, care manager at Lime Court ~ which acknowledges the important role that specialist nurses have in promoting the emotional, physical and psychological health of the people who they support. At a time when there is growing evidence that people who have a learning disability experience discrimination, bullying, hate crime and poor access to services in general terms, as well as healthcare, the role of specialist professionals has never been more important.

Further congratulations to Tracey Dunkley, care manager at Lime Court, who is also appearing at the Markel Third Sector Care Awards. Tracey is a finalist in the category of Social Care Nurse of the Year. This award celebrates an exceptional registered nurse who is working in a social care setting and has a proven track record of implementing and delivering outstanding and innovative person-centred care.

Our Chief Executive Officer, Lee Hendon, was also recognised this year at the Women Achieving Greatness Awards (WAGs) by receiving a highly commended in the Lifetime Achievement Award. The purpose of the WAGs awards are to promote gender equity and promote and celebrate the incredible achievements of the health and social care female workforce. Lee was recognised for her dedication to the learning disability and mental health fields of nursing.

The Charity's own long service awards also recognise the contributions of our staff individually. This year we had 17 staff who were recognised for their length of service from 10 years to 25 years.

The Activity Hub

Following on from the re-opening of the Activity Hub recently, the centre continues to go from strength to strength and our vision to redevelop and grow this into a new social focal point, providing a wonderful community venue, was successfully achieved.

The Activity Hub is for people to share interests, build skills, reduce social isolation and, if appropriate, support them moving closer to employability or provide volunteering experience. We also provide an environment that supports people and communities who experience disproportionate challenge and difficulty as a result of the pandemic. Any individual who needs a little extra help because of their complex health care needs, age, physical disability, sensory impairment, intellectual disability, mental health needs or require palliative care, is welcome at the Activity Hub.

Embracing the Digital Age and Technology

Changes in technology have provided us with opportunities to build on the innovations incorporated into all our care homes. The Person Centred Electronic Care Planning system allows for the creation of accurate evidence of care and provides easily accessible data. Person Centred Software provides a single solution and is called Mobile Care Monitoring (MCM).

We have more recently fully rolled out the Your Hippo training software to all of our homes. The e-learning and learning management system is used widely within the care sector. This system has considerably improved our ability to deliver mandatory training in a timely and focussed manner. It has an inbuilt audit system and training matrix which enables care managers and our training administrator to easily identify gaps in training and ensure these are quickly filled.

We have also changed our principal IT supplier this year, prompted by a cyber security threat dealt with in-house. As part of the governance strategy to review our IT support and cyber security a number of companies were invited to present their services so we could examine whether they would be a better fit with the Charity

The Board of Directors formally adopted the motion to change to Core Team One. This decision was reached after discussing the merits of both companies. The Board are mindful that they have a duty to prevent as far as possible a catastrophic loss of revenue, personal information, and intellectual property due to a cyber-attack and made this decision after careful consideration of all of the relevant, necessary and pertinent points.

Around the Homes

We have been fortunate enough to host a number of successful themed celebrations at a number of our homes this year:-

- Tudor Gardens officially opened their new Sensory Garden this year. A party was held for over 200 people to celebrate the hard work and dedication of all those who built the gardens and donated to the make it happen. Our heartfelt congratulations to Sarah Harnell, Care Manager, and her team at Tudor Gardens. The weather was lovely and this set the scene for a very successful party. Service users, staff, families, friends and business partners all attended what was a lovely day. Pictures of the day are on our website and Facebook pages.

- The inaugural Culture Day took place at our Parkfields home and was a huge party to celebrate the respect and understanding we have for each other. Staff, families, professionals and service users all appeared in their cultural dress and presented food and music from around the world. It was so successful that the Care Manager, Munish Kumar has already started to organise next years' event.

New Website and Social Media Platform

The Charity now has a fully operational new website (www.jaffraycare.com), which not only serves as a promotional tool but it tells the story of the Charity and what we offer. It provides contact information and reflects the Charity's personality and distinguishing characteristics. We continue to keep our beneficiaries, their families, advocates and all our multi agency colleagues up to date and informed about our service provision and our plans for the future.

We have also established a very active Facebook page which documents all activities and important dates across the business. Families find this very informative and useful as an interactive way to ensure they are fully updated regarding community activities. This works well alongside our new quarterly newsletter and improved website.

Cost of Living

The Charity has faced continued cost pressures in the financial year, mainly due to the ongoing "cost of living" squeeze. We have ensured that wage rates, as much as possible, match inflation, and this years' pay awards have seen double digit percentage rises for the vast majority of our care staff. Charity overheads, particularly food costs and utility bills have again spiralled this year and we have renegotiated contracts with a number of our larger suppliers to protect ourselves as much as possible from exposure to significant increases. Significant price rises in the building sector have also forced us to reconsider some of our larger capital projects, including the proposed coffee shop at our Activity Hub.

Staffing

Like much of the care sector, the Charity continues to face challenges around attracting and recruiting suitable staff. We are very competitive regarding salaries and terms and conditions, which are geared around employee's health and wellbeing. Being consistent in our care delivery is part of our philosophy of care, so it is vital that our employees are retained as long as possible.

This is borne out in our staff retention rates, that have demonstrably improved this financial year.

We continue to offer incentives which ensure that every year we have an ever growing list of people who attend our long service awards and are fully committed to the Charity.

During the financial year we also reviewed what we can do to support our staff, and how the Charity can continue to offer more practical and tangible help to staff.

We recognise that physical and psychological health and wellbeing support are crucial, particularly post pandemic. In response to our review, we now ensure that the Charity has qualified mental health first aiders who are available to offer confidential support and help. They will signpost staff to like-minded charities or agencies if they cannot offer the specific help required.

We also offer a wide degree of support to our staff in these areas:-

- A confidential counselling service offered via our own occupational health department, where up to six sessions are paid for by the Charity;
- An enhanced parental and compassionate leave allowance, which can be extended where there is challenge and additional support identified;
- All executives, managers and senior care workers have an "open-door" policy. They make themselves readily available to discuss any issues and concerns that staff may need to have addressed immediately. Clearly this is in addition to the regular staff supervision and appraisals;
- The Charity has recently supported one of our nurses to complete her professional nurse advocate course. She now has the skills and knowledge to facilitate restorative supervision for colleagues and teams within our nursing services and beyond. She leads out and delivers quality improvement initiatives in response to service demands and changing service user requirements;
- All employees are entitled to receive a full insurance policy covering death or illness in service;
- Senior staff receive full private health care cover, as well as dental and optical payments, as we want our staff to stay fit and healthy;

Staffing (Continued)

- We will also reintroduce a more formal format for our annual long service awards, where we have several staff eligible for our long service awards, so that they can bring a guest to a drinks reception and meal at a local hotel where they are able to accept their award. Every manager will give a small speech of thanks and appreciation ~~on~~ of their staff members;
- ABCD Awards, or "above and beyond the call of duty" awards. Staff can be nominated at any time by service users, families or colleagues. Every nomination leads to an award which typically can be a high street shopping voucher;
- The Charity works closely with the Credit Union organisation to support staff who may need support with debt or management of their personal finances;
- Robust sickness pay and continual pay is offered where required at the discretion of the Board;
- We always seek to pay above the national minimum wage, and ensure that there are clear progression paths for all employees so they have the opportunity to considerably increase their earnings should they wish;
- We always recognise milestones in employers' lives, such as special birthdays, anniversaries, or completing training courses. Staff are sent a small gift of flowers and chocolates.

Training

Jaffray Care Society encourages all staff to complete enhanced training, and will supplement this with time off and financial support. Our staff have completed degrees, nurse training, enhanced social care qualifications (Lead to Succeed) and teaching qualifications (PTLLS ~ Preparing to Teach in the Lifelong Learning Sector).

They have also undertaken courses in aromatherapy, rehabilitation and any other course that ensures our workforce have the right skills and knowledge to provide safe, compassionate and informed care to autistic people and people with a learning disability.

We also continue to provide ongoing technical support and training to our Trustees, ensuring the team stay abreast of new developments in the care sector, as well as providing essential Charity Trustee advice when required.

Quality & Audit Management

A long serving member of staff, Andrew Cowley, has been employed as the Charity's Quality and Audit Officer. In our quest to ensure the Charity maintains an exceptional monitoring framework he is now responsible for the development, implementation and monitoring of quality initiatives across the business. His role is to both reduce risk and enhance quality. It includes collaboration across the business to ensure there are robust support and monitoring frameworks in place. It involves working closely with care managers and his peers in the Local Authorities and Integrated Care Boards.

Regulatory

The Care Quality Commission's new framework is changing the way they approach inspections. Managers are updating themselves on the new framework and regime and have attended several training sessions so they are fully prepared for the implementation of the Single Assessment Framework in 2024.

Lime Court, Parkfields, Tudor Gardens and Lime Court have all received quality assurance inspections from the local authorities. All areas have scored very highly obtaining gold and silver standards in all areas assessed. Inspectors from the commissioning teams spent several days gaining evidence and assessing quality and performance. No recommendations for improvement were deemed necessary.

Structure, Governance and Management

Jaffray Care Society is a Company limited by guarantee and therefore does not have a share capital. The liability of members is limited and details of their guarantee are detailed in the notes to the financial statements. The Company is also a Registered Charity and was founded in 1990.

The Charity has a plan in place to identify and induct new Trustees as and when they become aware of individuals with an interest in our activities, or where it is perceived that a Trustee with an additional skill set, to complement those held by the current Trustees, is required.

Our commitment to governance has seen the continued overview and strategic management of operations by the Board during the year. The Board meets regularly to review strategy, operational risks and efficiencies and financial systems, procedures and information to ensure that there is appropriate oversight and critical appraisal of activities and decisions taken to achieve the Charity's objectives.

The Charity also maintains full Trustee Indemnity Insurance at a cost of £2,609 per annum (2023: £2,480).

Financial Review

A summary of the financial results for the year is given in the Consolidated Statement of Financial Activities on page 18 and the Balance Sheets on pages 19 and 20.

Total income for the year was £6,625,080 (2023: £6,050,570) and total expenditure was £6,600,574 (2023: £6,034,198). Net incoming resources for the year were £24,506 (2023: £16,372).

The financial challenges faced by all in the "not-for-profit" sector, which continue to be exacerbated by the longer lasting effects of the COVID 19 pandemic, have also continued to affect this financial year for the Charity. We continued to receive lower than inflation incremental fee uplifts from Birmingham City Council and Wolverhampton City Council this year for the majority of our core services.

We have, therefore, had to continue to have a tight focus and control over the operating costs and cash flows of the business. Close monitoring and control of outlays and the implementation of innovative and efficient care provision and delivery to our service users, has again resulted in the Charity reporting a small surplus for the financial year.

The Senior Management Team have continued to review and renegotiate supplier contracts, which are essential to secure additional and continued cost savings for the year ahead, especially in light of the inflationary pressures caused by global economic and political factors and the impact of the Ukraine conflict. Their continued success is down to the level of dedication and care provided by our employees under the leadership of our Chief Executive Officer and Director of Finance.

Funds held as Custodian Trustee on behalf of others

The Charity holds money on behalf of some service users in trust as Corporate Appointee. These funds are held separately from the funds of the Charity and are excluded from these financial statements. These funds are applied solely for the benefit of the specific service users at the discretion of the Corporate Appointee in accordance with their duties under the appointment.

Reserves Policy

The Charity has considered the level of reserves that they require in respect of future requirements. The requirement of sufficient reserves can be summarised in three areas:

- Assurance for residents that the Charity can continue to provide them with care and housing should funding be delayed for an individual or group of service users. The reserve requirement, included within our calculations, is based upon a minimum of approximately twelve weeks' resources expended.
- Continued development of new housing and Activity Hub facilities to provide quality care for additional service users. The Charity looks to develop this using their own internally generated reserves rather than via external borrowings so that the security of the Charity's existing residents is not put at risk.
- Development of new areas within the Charity's objectives. The Charity has identified a need to provide further quality care provision projects for people with learning disabilities.

The Charity retains its surpluses for future use in providing increased numbers of nursing and residential placements, Activity Hub service facilities and supported living options to provide the first-class care that is in such demand for all its service users.

Total unrestricted reserves held as at 31 March 2024 amounted to £2,858,084 (2023: £2,833,578) and restricted reserves amounted to £nil (2023: £nil).

Plans for Future Years

The Charity continues to develop as an innovative and forward-thinking organisation, able to drive improvements in how people experience health and care services and work with them towards a safe and secure future. To achieve this vision, the Charity has a short term commitment to devising a new development strategy that builds on our successes and values, yet keeps to our central purpose.

The Charity stresses that any future development strategy will be based on a risk assessed intelligent approach with various business scenarios being explored. Given the continued difficult economic conditions, the longer term and continuing impact of the COVID 19 pandemic, and the difficulties securing funding for operating capital, let alone major capital projects, we continue to believe that protecting and growing the Charity's reserves is a necessary, prudent and advisable policy.

The Charity also intends to increase its potential donor base with a view to raising funds from trusts and grant giving organisations. Fundraising objectives for the next twelve months will be to prepare cases for support for potential new fundraising projects. Given the strength of the Charity's fundraising messages and its excellent reputation and community focus, we believe this could be a significant source of income.

Another principal priority is to maintain all facilities and environments to an extremely high standard. Although all areas have recently received investment to upgrade their environments, we are mindful that regular work and re-investment is continually needed to maintain such high quality. Upgrading of the existing environments is part of the ongoing development strategy of our Estates Team. We develop our environment to accommodate ever changing needs.

The next major project on the horizon will be the re-roofing of our Supported Living property, Broadfields Lodge. We are actively engaging in a fundraising project to support this.

We recognise the importance of keeping up to date on property wear and tear and unavoidable damage and to keep the environment looking highly presentable and homely and above all, safe for all. A structured programme of work to ensure the physical condition of the properties does not deteriorate is considered beneficial.

We will continue to pursue opportunities to establish further projects by listening to the aspirations of people with learning disabilities, their families and our staff, and to also listen to the needs of the community in which we operate. The Charity is proud of its ability to adapt to the changing needs of our service user group, the community and the requirements of our local authority partners.

Approved by the Board on 23 October 2024 and signed on its behalf by:

.....

Mr M McEachran
Trustee

Trustees' Report

The Trustees, who are also Directors of the charitable company for the purposes of the Companies Act, present their annual report and the audited consolidated financial statements for the year ended 31 March 2024 for the Group, comprising the charitable company and its subsidiary undertaking ("the Charity"). The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and consolidated financial statements of the Charity.

Trustees

The Trustees who held office during the year were as follows:

Mr M McEachran
Dr A Roy OBE
Mr G Cumberland
Mr M Fellows
Ms L Hendon
Mr C Lees
Mr M Weir

A specific Health and Safety policy is in place and the Charity staff are closely involved in all operational and business risk assessments. The Trustees take this matter extremely seriously and it is discussed at every Board Meeting as an Agenda item, where action plans are reviewed and acted upon.

Trustees continue to attend governance conferences and Institute of Directors' events. Members of the Board have also attended appropriate financial and operational training courses.

Trustees' Responsibilities

The Trustees (who are also Directors of Jaffray Care Society for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charity and of the income and expenditure of the Charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group or charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

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

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

Ability inclusion for employees

The Charity gives full and fair consideration to applications for employment from persons who are physically, mentally or developmentally impaired, where the requirement of the job may be adequately covered by such persons. With regards to existing employees who become physically, mentally or developmentally impaired during their employment, the Charity continues to examine ways of providing continuing employment under normal terms and conditions and to provide training, career development and promotion where appropriate.

Employee involvement

During the year, the policy of providing employees with information about the Charity has been continued through internal media methods in which employees have also been encouraged to present their suggestions and views on the company's performance, achievements and developments in community-based projects. Regular meetings are held between local management and employees to allow a free flow of information and ideas.

Auditors

Malcolm Piper & Company Limited remained as auditors to the Charity and its subsidiary company, throughout the financial year and have indicated their willingness to continue in office.

Approved by the Board on 23 October 2024 and signed on its behalf by:-

.....

Mr M McEachran
Trustee

Opinion

We have audited the financial statements of Jaffray Care Society (the 'parent charitable company') and its subsidiaries (the 'Group') for the year ended 31 March 2024 which comprise the Consolidated Statements of Financial Activities, Consolidated Balance Sheet, Company Balance Sheet, Consolidated Cashflow Statements and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and parent charitable company's affairs as at 31 March 2024, and of the Group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

[continued ...]

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (incorporating the Strategic Report and the Trustees' Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the Group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Trustees' Report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 12 the Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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

[continued ...]

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to Jaffray Care Society, ("the Group and Company") and determined that the most significant are those that relate to the UK reporting framework under which the Group and Company prepares its accounts and reports its results and the relevant UK tax compliance regulations. In addition, we concluded that there are certain significant laws and regulations that may have an effect on the determination of the amounts and disclosures in the financial statements and those laws and regulations include those relating to health and safety, employee matters, environmental, and bribery and corruption practices;

- Having due regard to ISA 240 (Redrafted), *The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements,* we planned and designed our audit procedures to undertake such enquiry and testing which we deemed necessary to understand how the Group and Company is complying with those frameworks. We made enquiries of the Trustees, senior management and those responsible for legal and compliance procedures within the Group and Company and we corroborated our enquiries by reference to other documentary evidence, where available, or other complimentary or compensating evidence and with other correspondence received and noted that there was no contradictory evidence;

- In designing the scope and depth of our work to assess the likely impact on the financial statements of fraud and other irregularities, we calculate a materiality level which is a percentage based upon turnover, profitability and gross balance sheet assets. This calculation produces a figure against which financial statement errors and irregularities are compared and indicates a level at which, in our opinion and judgement, this would cause transactions and balances within the financial statements to be misleading or materially incorrect.

- We also assessed the susceptibility of the Consolidated Financial Statements of the Group and Company to material misstatement using qualitative as well as quantitative factors, including how fraud might occur, and designed our audit testing and enquiries in such a way so as to enable us to identify the fraud risks across various parts of the business. In addition, we utilised internal and external information to perform a fraud risk assessment as part of our audit planning and testing procedures.

- We considered the risk of fraud through management override of controls and systems and, in response, we incorporated testing of large or unusual manual journal entries into our audit approach. We also considered the possibility of fraudulent or corrupt payments made through third parties and conducted detailed analytical review and substantive transaction testing on third party suppliers. Where instances of unusual behaviour patterns were identified through our testing, we performed additional audit procedures to address each identified risk. These procedures included testing of transactions back to source information and were designed to provide reasonable assurance that the financial statements were free from fraud or error. We also conducted specific audit procedures in relation to the risk of bribery and corruption by means of review of any marketing, promotion or discount activity determined by a risk-based process;

- Based on the results of our risk assessment we designed our audit procedures to identify non-compliance with such laws and regulations identified above. Our procedures involved journal entry testing, with a focus on journals meeting our defined risk criteria based on our understanding of the business and enquiries of Group and Company management; and

- If any instances of non-compliance with laws and regulations were identified, the audit team performed sufficient and appropriate audit procedures.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

[continued ...]

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

Use of our report

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



Peter Whitehead BA FCA
Senior Statutory Auditor
For and on behalf of
Malcolm Piper & Company Limited
Kingsnorth House
1 Blenheim Way
Birmingham
B44 8LS

Dated: 23 October 2024

Consolidated Statement of Financial Activities (Including Consolidated Summary Income and Expenditure Account) for the Year Ended 31 March 2024

	Note	2024 Restricted £	2024 Unrestricted £	2024 Total £	2023 Total £
Income from:					
Donations and legacies	2	1,818	15,700	17,518	3,845
Charitable activities:	3				
- Residential services		-	6,101,031	6,101,031	5,671,616
- Day care services		-	427,683	427,683	302,247
- Rental income from housing benefits		-	78,848	78,848	72,862
Total income		1,818	6,623,262	6,625,080	6,050,570
Expenditure on:					
Charitable activities:					
- Residential and day centre care costs		1,818	6,110,815	6,112,633	5,593,578
- Support costs	5	-	487,941	487,941	440,620
Total expenditure	4	1,818	6,598,756	6,600,574	6,034,198
Net income for the year	7	-	24,506	24,506	16,372
Transfers between funds		-	-	-	-
Net movement in funds for the year		-	24,506	24,506	16,372
Reconciliation of funds:					
Total funds brought forward at 1 April 2023		-	2,833,578	2,833,578	2,817,206
Total funds carried forward at 31 March 2024		-	2,858,084	2,858,084	2,833,578

All income and expenditure derive from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised during the year.

The notes on pages 22 to 34 form an integral part of these financial statements

Jaffray Care Society
(Registration number 02554367)

Consolidated Balance Sheet at 31 March 2024

	Note	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible fixed assets	11		5,173,339		5,316,430
Current assets					
Debtors	13	646,028		567,664	
Cash at bank and in hand		537,878		820,969	
		1,183,906		1,388,633	
Creditors: Amounts falling due within one year	14	(1,222,846)		(1,392,662)	
Net current liabilities			(38,940)		(4,029)
Total assets less current liabilities			5,134,399		5,312,401
Creditors: Amounts falling due after more than one year	15		(2,276,315)		(2,478,823)
Net assets			2,858,084		2,833,578
Funds					
Restricted funds	17		-		-
Unrestricted funds	17		2,858,084		2,833,578
Total funds			2,858,084		2,833,578

These financial statements were approved and authorised for issue on 23 October 2024 and signed on its behalf by:

.....
Mr M McEachran

.....
Ms L Hendon

} Trustees

The notes on pages 22 to 34 form an integral part of these financial statements

Jaffray Care Society
(Registration number 02554367)

Company Balance Sheet at 31 March 2024

	Note	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible fixed assets	11		4,733,407		4,863,091
Investments	12		-		-
			4,733,407		4,863,091
Current assets					
Debtors	13	917,766		859,496	
Cash at bank and in hand		537,878		820,969	
		1,455,644		1,680,465	
Creditors: Amounts falling due within one year	14	(1,207,297)		(1,374,200)	
Net current assets			248,347		306,265
Total assets less current liabilities			4,981,754		5,169,356
Creditors: Amounts falling due after more than one year	15		(2,276,315)		(2,478,823)
Net assets			2,705,439		2,690,533
Funds					
Restricted funds	17		-		-
Unrestricted funds	17		2,705,439		2,690,533
Total funds			2,705,439		2,690,533

These financial statements were approved and authorised for issue on 23 October 2024 and signed on its behalf by:

.....
Mr M McEachran

.....
Ms L Hendon

} Trustees

The notes on pages 22 to 34 form an integral part of these financial statements

Jaffray Care Society

Consolidated Statement of Cash Flows for the Year Ended 31 March 2024

	Note	2024 £	2023 £
Cash flow from operating activities	19	199,443	327,983
Interest paid		(123,826)	(111,803)
Net cash flow from operating activities		75,617	216,180
Cash flow from investing activities	20	(138,925)	(161,360)
Cash flow from financing activities	21	(219,783)	(215,003)
Net (decrease) in cash and cash equivalents		(283,091)	(160,183)
Cash and cash equivalents at the start of the year		820,969	981,152
Cash and cash equivalents at the end of the year		537,878	820,969
Cash and cash equivalents consists of:			
Cash at bank and in hand		537,878	820,969

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2024

1. Accounting Policies

General Information and Basis of Preparation

The Charity is a company limited by guarantee in the England and Wales. The members of the Company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity. The address of the registered office is given in the Charity information on page 1 of the financial statements. The nature of the Charity's operations and principal activities are detailed in the Strategic Report on page 2.

The Charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2019.

The consolidated financial statements have been prepared on a going concern basis under the historical cost accounting convention. The consolidated financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest pound.

The significant accounting policies applied in the preparation of these financial statements for the Group and Charitable Company are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

These consolidated financial statements consolidate the financial statements of the company and its subsidiary undertaking, Jaffray Property Solutions, company registered number 07249961, and charity registered number 1143062. Intra-group transactions and profits are eliminated on consolidation.

No separate statement of financial activities is presented for the Company as permitted by section 408 of the Companies Act 2006. The Company had total income from charitable activities and donations of £6,544,955 (2023: £5,976,443), total expenditure on charitable activities of £6,058,394 (2023: £5,542,337), management and administration costs of £471,655 (2023: £425,534) and costs of raising funds of £nil (2023: £nil). The net income for the year amounted to £14,906 (2023: £8,572).

Funds

Unrestricted funds are funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements. Where restricted funds are used for capital expenditure a transfer is made upon capitalisation to unrestricted funds.

Income Recognition

All income is included in the Statement of Financial Activities when the Charity is legally entitled to the income after any performance conditions have been met; the amount can be quantified with reasonable accuracy; and it is probable that the income will be received.

For donations and additional support grants (received as direct consequence of pandemic impacts on the Charity's normal charitable activities) to be recognised the Charity will have been notified of the amounts and settlement date in writing. If there are conditions attached to the donation or the additional support grants, and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

1. Accounting Policies (continued)

Income Recognition (continued)
Legacies are accounted for in the period in which the Charity becomes irrevocably entitled to the funds bequeathed. Where legacies are received with particular instructions in the will provisions, they are treated as restricted funds. If these instructions require a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Charitable activity income includes fees for the provision of housing and associated amenities which are accounted for on an accruals basis.

Government grant income
The company received government grants in respect of support for staff and protective supplies during the recent pandemic. Income from government and other grants are recognised at fair value when the company has entitlement after any performance conditions are met, it is probable that the income will be received and the amount can be measured reliably.

Expenditure recognition
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties; it is probable that the settlement will be required; and the amount of the obligation can be measured reliably. While all costs are incurred in the furtherance of the charitable activities they are categorised under the following headings:

- Costs of raising funds - which includes the costs incurred in the use of professional fund raisers to identify and contact charitable grant making trusts;
- Expenditure on charitable activities;

Support costs
Support costs are those that assist the work of the Charity but do not directly represent charitable activities and include head office costs, interest payable and governance costs. They are incurred directly in support of expenditure on the Charity's objectives.

Investments
Investments in subsidiary undertakings are stated at cost, less any provision for improvements.

Tangible fixed assets
Tangible fixed assets are stated at cost less depreciation. It is the Charity's policy to maintain these assets in a good state of repair.

Depreciation is provided on tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful lives as follows:

Freehold Property	2% - 10% per annum straight line
Leasehold Property	Over the period of the lease
Building Improvements	10% per annum straight line
Motor Vehicles	20% - 33% per annum straight line
Fixtures and Fittings	15% - 25% per annum straight line

Freehold Land is not depreciated

Debtors and creditors receivable/payable within one year
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Loans and borrowings
Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

1. Accounting Policies (continued)

Impairment
Assets not measured at fair value are reviewed for indications that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying value. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in the SOFA.

Provisions
Provisions are recognised when the Charity has an obligation at the balance sheet date as a result of a past event; it is probable that an outflow of economic benefits will be required in settlement; and the amount can be reliably estimated.

Leases
Costs incurred under operating leases are charged to the Statement of Financial Activities as they are incurred.

Pensions
The Charity operates a defined contribution pension scheme. Contributions payable for the year are charged in the statement of financial activities.

Taxation
The Company is an exempt Charity within the meaning of Schedule 3 of the Charities Act 2011 and 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.

Going concern
The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist and that compliance with funding and banking covenants is considered satisfactory by the Trustees and its bankers. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the Charity to be able to continue as a going concern.

2. Income from donations and legacies

	2024 £	2023 £
Cash donations	17,518	3,845

Income from donations and legacies was £17,518 (2023: £3,845) of which £1,818 (2023: £3,530) was attributable to restricted funds and £15,700 (2023: £315) was attributable to unrestricted funds.

3. Income from charitable activities

All charitable income for the current and prior year is attributable to unrestricted funds and includes £52,312 (2023: £119,293) of additional support grants arising as a direct consequence of the impacts of the pandemic on the Charity's normal charitable activities.

4. Total expenditure

	Staff Costs £	Other Direct Costs £	Total 2024 £	Total 2023 £
Residential and day centre care costs	5,037,324	1,075,309	6,112,633	5,593,578
Support costs (see note 5)	258,249	229,692	487,941	440,620
	5,295,573	1,305,001	6,600,574	6,034,198

All expenditure for the current and prior year is in respect of the furtherance of the charitable activities of which £1,818 (2023: £3,845) was attributable to restricted funds and £6,598,756 (2023: £6,030,353) was attributable to unrestricted funds.

5. Support costs

	2024 £	2023 £
Interest payable on bank borrowings (see note 10)	123,826	111,803
Head office costs	83,667	71,416
Human resources	258,249	235,202
Governance costs (see note 6)	22,199	22,199
	487,941	440,620

6. Governance costs

	2024 £	2023 £
Auditors remuneration	15,000	15,000
Trustees' expenses	7,199	7,199
	22,199	22,199

7. Net income for the year

Net income is stated after charging:	2024 £	2023 £
Auditors' remuneration:		
- Audit of parent company	13,200	13,200
- Audit of subsidiary	1,800	1,800
Operating leases payments		
- Land and buildings	10,320	10,320
- Other	11,798	14,037
Profit on disposal of tangible fixed assets	(2,882)	-
Depreciation of tangible fixed assets	284,898	279,636

8. Employee Information

The average monthly number of employees and full-time equivalents (FTE) during the year was as follows:

	2024		2023	
	Number	FTE	Number	FTE
Direct charitable activities	202	182	193	186
Support staff	19	15	16	13
	221	197	209	199

The total staff costs and employee's benefits were as follows:	2024 £	2023 £
Staff salaries	4,533,902	3,999,267
Social security costs	355,513	332,413
Pension costs	101,985	88,611
Agency costs	261,305	423,386
Staff training and healthcare	42,868	45,463
	5,295,573	4,889,140

Included in the above is the following remuneration paid to Trustees and key management in respect of service contracts. Authority for the payment of remuneration to Trustees, who are also employees, is contained within the Articles of Association. The Articles provide for the payment of remuneration to Trustees where such payment is in connection with services provided under their employment contract. Trustees consider its key management personnel to be the senior management team details of which are included on page 1.

	2024 £	2023 £
Wages and salaries (including benefits in kind)	297,018	294,060
Pension costs	22,864	36,044
	319,882	330,104
Individuals with pensions accruing	3	3

The Charity has 3 (2023 - 3) employees (including Charity Trustees) with earnings over £60,000. They fall into the following bands:

	2024 Number	2023 Number
£110,000 to £120,000	1	1
£90,000 to £100,000	-	1
£80,000 to £90,000	2	1

The highest paid director received earnings including benefits in kind of £118,962 (2023: £116,458).

8. Employee Information (continued)

Trustees' Expenses

Trustees were reimbursed travel and other out of pocket expenses during the year as follows:

	2024 Number	2023 Number	2024 £	2023 £
Travel	4	4	7,199	7,199
			7,199	7,199

Trustees' expenses are reviewed and authorised by the Chair of the Remuneration and Governance sub-group.

Trustees do not claim all expenses incurred on behalf of the Charity for travel and attendance at Charity meetings or events. The Charity makes a contribution of a maximum of £150 per month per Trustee for their expenses, which in no case did this exceed the costs incurred for any individual Trustee.

The Charity also maintains full Trustee Indemnity Insurance at a cost of £2,609 per annum (2023: £2,480).

9. Pension Scheme

The Charity operates defined contribution pension schemes. The pension cost charge for the year represents contributions paid by the Charity to these schemes and amount to £101,985 (2023: £88,611). There were no outstanding contributions at either the beginning or end of the financial year.

10. Interest payable

	2024 £	2023 £
Interest payable on bank borrowings	123,826	111,803
	123,826	111,803

11. Tangible Fixed Assets

a) Group

	Freehold and Leasehold Property £	Fixtures and Fittings £	Motor Vehicles £	Total £
Cost				
At 1 April 2023	7,075,461	684,786	224,186	7,984,433
Additions	-	87,717	54,090	141,807
Disposals	-	(73,470)	(6,193)	(79,663)
At 31 March 2024	7,075,461	699,033	272,083	8,046,577
Depreciation				
At 1 April 2023	2,147,518	331,138	189,347	2,668,003
Charge for the year	136,293	129,632	18,973	284,898
Disposals	-	(73,470)	(6,193)	(79,663)
At 31 March 2024	2,283,811	387,300	202,127	2,873,238
Net Book Value				
At 31 March 2024	4,791,650	311,733	69,956	5,173,339
At 31 March 2023	4,927,943	353,648	34,839	5,316,430

All assets are used for direct charitable purposes.

Included in Freehold and Leasehold Property is land of £260,841 (2023: £260,841), which is not depreciated.

Included in Freehold and Leasehold Property above is leasehold property with a cost of £nil (2023: £nil), following its full impairment in a prior period.

Tangible fixed assets have been pledged to Lloyds Bank plc as security for the bank loan.

11. Tangible Fixed Assets (continued)

b) Company

	Freehold Property	Fixtures and Fittings	Motor Vehicles	Total
	£	£	£	£
Cost				
At 1 April 2023	6,405,165	684,786	224,186	7,314,137
Additions	-	87,717	54,090	141,807
Disposals	-	(73,470)	(6,193)	(79,663)
At 31 March 2024	6,405,165	699,033	272,083	7,376,281
Depreciation				
At 1 April 2023	1,930,561	331,138	189,347	2,451,046
Charge for the year	122,886	129,632	18,973	271,491
Disposals	-	(73,470)	(6,193)	(79,663)
At 31 March 2024	2,053,447	387,300	202,127	2,642,874
Net Book Value				
At 31 March 2024	4,351,718	311,733	69,956	4,733,407
At 31 March 2023	4,474,604	353,648	34,839	4,863,091

All assets are used for direct charitable purposes.

Included in Freehold Property is land of £260,841 (2023: £260,841), which is not depreciated.

Tangible fixed assets have been pledged to Lloyds Bank plc as security for the bank loan.

12. Fixed asset investments

Company

	2024	2023
	£	£
Cost		
Investment in subsidiary undertakings	-	-

Jaffray Care Society owns 100% of Jaffray Property Solutions, a company limited by guarantee (registration number 07249961) and a Charity registered in England and Wales (registration number 1143062), by virtue of it being the single member. In the event of its subsidiary being wound up, the liability in respect of the guarantee is limited to £1 per member.

The principal activity of Jaffray Property Solutions is the provision of housing and associated amenities for individuals with learning disabilities who are in necessitous circumstances.

13. Debtors

	Group		Company	
	2024	2023	2024	2023
	£	£	£	£
Amounts falling due within one year:				
Trade debtors	390,847	372,508	341,873	318,883
Group undertakings	-	-	336,369	357,768
Other debtors	104,401	60,387	98,540	56,577
Prepayments	150,780	134,769	140,984	126,268
	646,028	567,664	917,766	859,496

14. Creditors: amounts falling due within one year

	Group		Company	
	2024	2023	2024	2023
	£	£	£	£
Bank loan	202,509	219,784	202,509	219,784
Trade creditors	405,003	860,949	389,550	845,596
Taxation and social security	177,580	81,698	177,580	81,698
Accruals and other creditors	437,754	230,231	437,658	227,122
	1,222,846	1,392,662	1,207,297	1,374,200

Bank borrowing is secured on all current and future assets of the Charity and is subject to a cross guarantee between parent and subsidiary undertaking.

The bank loan of £1,790,497 (2023: £1,933,612) is fixed at 7.42%, until 20 March 2025, £666,660 (2023: £733,328) is variable at 2.56% over Bank of England Base Rate and £21,667 (2023: £31,667) is fixed at 2.50%, until 12 May 2026.

15. Creditors: amounts falling due after more than one year

	Group		Company	
	2024	2023	2024	2023
	£	£	£	£
Bank loan	2,276,315	2,478,823	2,276,315	2,478,823

Bank borrowing is secured on all current and future assets of the Charity and is subject to a cross guarantee between parent and subsidiary undertaking.

The bank loan of £1,790,497 (2023: £1,933,612) is fixed at 7.42%, until 20 March 2025, £666,660 (2023: £733,328) is variable at 2.56% over Bank of England Base Rate and £21,667 (2023: £31,667) is fixed at 2.50%, until 12 May 2026.

Included in the above are amounts falling due as follows:

	Group		Company	
	2024	2023	2024	2023
	£	£	£	£
Within 1 year	202,509	219,784	202,509	219,784
Over 1 year but within 5 years	923,028	912,872	923,028	912,872
Over 5 years	1,353,287	1,565,951	1,353,287	1,565,951
	2,478,824	2,698,607	2,478,824	2,698,607

16. Financial commitments

Group and Company

Capital commitments

There were capital commitments that were contracted for but not provided for in the financial statements of £145,000 (2023: £160,000) at the balance sheet date.

Operating lease commitments – lessee

At the reporting end date the Group and Company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2024	2023
	£	£
Within one year	16,461	24,930
Within two to five years	25,706	43,417
Over five years	-	44,000
	42,167	112,347

17. Funds reconciliation

a) Group

	As at 1 April 2023 £	Income £	Expenditure £	Transfers £	As at 31 March 2024 £
Restricted Funds	-	1,818	(1,818)	-	-
Unrestricted Funds	2,833,578	6,623,262	(6,598,756)	-	2,858,084
	2,833,578	6,625,080	(6,600,574)	-	2,858,084

b) Company

	As at 1 April 2023 £	Income £	Expenditure £	Transfers £	As at 31 March 2024 £
Restricted Funds	-	1,818	(1,818)	-	-
Unrestricted Funds	2,690,533	6,543,137	(6,528,231)	-	2,705,439
	2,690,533	6,544,955	(6,530,049)	-	2,705,439

Restricted funds relate to donations and legacies where specific instructions in the will or conditions attaching to the donations are such that they fall to be matched against specific ongoing expenditure and costs or projects when such costs are incurred or projects completed during the year.

During the year the Charity received restricted donations of £1,818 (2023: £3,530) and unrestricted donations of £15,700 (2023: £315). At the year end all restricted funds had been spent.

Unrestricted funds include funds which may have been designated to specific strategic projects including most significantly our continuing commitment to the high standard of maintenance and improvements to the residential and nursing home property portfolio. As this is an ongoing commitment, no specific value can be assigned to these committed costs which are incurred as required each year.

18. Analysis of net assets between funds

Under the terms of the Memorandum and Articles of Association all surpluses are to be applied towards the promotion of the Group and Company's objectives.

Analysis of net assets between funds is as follows:

	Restricted Funds £	Unrestricted Funds £	2024 Total £
Group			
Tangible fixed assets	-	5,173,339	5,173,339
Current assets	-	1,183,906	1,183,906
Creditors within one year	-	(1,222,846)	(1,222,846)
Creditors over one year	-	(2,276,315)	(2,276,315)
Total funds	-	2,858,084	2,858,084
Company			
Tangible fixed assets	-	4,733,407	4,733,407
Current assets	-	1,455,644	1,455,644
Creditors within one year	-	(1,207,297)	(1,207,297)
Creditors over one year	-	(2,276,315)	(2,276,315)
Total funds	-	2,705,439	2,705,439

19. Reconciliation of net income to net cash flow from operating activities

	2024 £	2023 £
Net income for the year	24,506	16,372
Depreciation charges	284,898	279,636
Interest payable	123,826	111,803
Profit on sale of tangible fixed assets	(2,882)	-
	430,348	407,811
(Increase) in debtors	(78,364)	(109,515)
(Decrease)/Increase in creditors	(152,541)	29,687
Net cash inflow from operating activities	199,443	327,983

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2024 (continued)

20. Cash flow from investing activities

	2024 £	2023 £
Payments to acquire tangible fixed assets	(141,807)	(161,360)
Proceeds from sale of tangible fixed assets	2,882	-
	(138,925)	(161,360)

21. Cash flow from financing activities

	2024 £	2023 £
New loan advance	1,790,497	-
Repayment of long-term loans	(2,010,280)	(215,003)
	(219,783)	(215,003)

22. Related party transactions

No transactions with related parties were undertaken during the current or prior year.

23. Post balance sheet events

Subsequent to the year end, the Charity has disposed of a plot of land following an assessment by the Trustees that it was deemed to have no prospective use or value to the Charity as previously planned for expansion of existing facilities. The Charity has also surrendered a lease at £nil cost for a leasehold property which had been fully impaired in a previous accounting period as this property was deemed by the Trustees to have no future value or purpose within the Charity.

Detailed Group Expenditure Analysis for the Year Ended 31 March 2024

Residential care costs	2024 £	2023 £
Staff costs		
Staff salaries including NIC and pension costs	4,733,151	4,185,089
Agency	261,305	423,386
Staff training	10,591	19,964
Occupational health	32,277	25,499
	5,037,324	4,653,938
Other direct costs		
Provisions	161,187	138,721
Light and heat	138,713	86,346
Cleaning and clinical waste	119,729	129,070
Transport	(49,057)	(45,411)
Residents expenses	7,245	(4,131)
Daycare / leisure	15,682	13,845
Rent and rates	34,910	34,061
Insurance	88,491	71,995
Repairs and renewals	222,269	186,007
Telephone	49,493	41,525
Depreciation	284,898	279,636
Advertising	1,749	7,976
	1,075,309	939,640
Total residential care costs	6,112,633	5,593,578

This page does not form part of the statutory financial statements.

Detailed Group Expenditure Analysis for the Year Ended 31 March 2024 (continued)

	2024 £	2023 £
Governance		
Audit fees	15,000	15,000
Trustees' expenses	7,199	7,199
Total Governance	22,199	22,199
Support costs		
Staff costs		
Staff salaries	258,249	235,202
Other direct costs		
Telephone	6,211	8,590
Wage contract	13,347	13,977
Postage	2,621	2,925
Stationery	23,590	21,483
Bank charges	6,988	1,319
Professional fees	6,965	8,753
Other	14,709	4,682
Head office costs	8,877	7,002
Profit on sale of fixed assets	(2,882)	-
Travel expenses	3,241	2,685
	83,667	71,416
Loan interest	123,826	111,803
Total support costs	487,941	440,620
Total expenditure	6,600,574	6,034,198

This page does not form part of the statutory financial statements.

JAFFRAY CARE SOCIETY

England & Wales - Charity number 1001885

Accounts

Jaffray Care Society

(A company limited by guarantee)

Trustees' Report and Consolidated Financial Statements
For The Year Ended 31 March 2023

Registered Company number: 02554367
Registered Charity number: 1001885

Jaffray Care Society

Administrative Information

Trustees and Directors:	Mr M McEachran Dr A Roy OBE Mr G Cumberland Mr M Fellows Ms L Hendon Mr C Lees Mr M Weir
Registered office:	The White House 39 Jaffray Crescent Erdington Birmingham B24 8BE
Bankers:	Lloyds Bank plc 293 High Street West Bromwich B70 8NA
Auditors:	Malcolm Piper & Company Limited Kingsnorth House Blenheim Way Birmingham B44 8LS
Solicitors:	Ansons St Mary's Chambers 5-7 Breadmarket Street Lichfield Staffordshire WS13 6LQ
Registered Charity number:	1001885
Registered Company number	02554367
Charity website:	www.jaffraycare.com
Patrons	Mr Carl Chinn MBE Ph.D. F.Birm.Soc. Mr John Barnes MBE
Senior Management Team	Ms L Hendon (Chief Executive Officer) Mr C Lees (Director of Finance) Mr M Weir (Director of Estates)

Strategic Report

About Jaffray Care Society

Jaffray Care Society is a Company limited by guarantee and is also a Registered Charity. The Charity has a wholly owned subsidiary company, Jaffray Property Solutions, which is also a Registered Charity.

Jaffray Care Society and its subsidiary company ("the Charity") are a leading regional learning disability Charity which can trace our origins back to 1990 when services for individuals with learning disabilities began to move from hospitals and into the wider community. In the year to 31 March 2023 we continued to provide nursing care, residential care, supported living and community services to 78 service users.

Activities and Objectives

The Charity provides high-quality personalised support and advice for people with learning disabilities. Our direct support services encompass advocacy, health, education, housing, leisure and employment, helping people live the lives they choose here and now.

The objects of the Charity, as stated within the Memorandum and Articles of Association, are to provide housing, nursing care and associated amenities for individuals with learning disabilities (including people with learning disabilities, dementia, complex health care and acquired brain injuries) that are in necessitous circumstances.

Aims

Our aims are to provide the best health and social care service possible for those people with learning disabilities, autism, mental health, complex health care needs and dementia with the support of specially trained and committed staff so that we:-

- Maintain the privacy, dignity and individuality of each service user;
- Keep everyone safe;
- Respect service user's wishes and their right to personal choice over their daily care and support;
- Provide a caring nursing and therapeutic environment for each service user, welcoming and encouraging family and friends to participate in the care delivery;
- Create a caring and homely and person-centred atmosphere where the service user feels needed and is able to give a meaningful contribution to their community;
- Encourage personal growth, skills development, work related training and leisure interests ;
- Provide employment and training opportunities for local people;
- Ensure each service user is empowered to make more informed decisions and participate as fully as possible in the everyday life of the community.

From the facilities available to the standard of care provided, quality in every respect is a fundamental aspect of the Charity's philosophy.

Vision and Mission Statement

The Charity works in partnership with people with learning disabilities to ensure they receive a personalised, needs led, support service which is evidence based, outcome driven and promotes rights, independence, choice and inclusion.

The Charity believes that people with learning disabilities have a right to live in ordinary homes in the community: independently, in their family home, in sheltered accommodation or in a staffed residential facility sharing the rights, facilities and privileges of society.

Essential Ethical Principles

Our principles provide an overarching framework that guides our employees' decision making, good judgement and conduct which provides assurance of:-

- Putting beneficiaries first;
- Integrity;
- Openness;
- Right to be safe.

We respect every individual's dignity and rights to privacy and confidentiality. We commit to eliminating any instances of sexism, gender inequality and other power imbalances that leave some people at risk of harm. We value, support and reflect diversity in our governing bodies, workforce and beneficiaries.

The Charity is a place where people's wellbeing and mental health are valued and promoted, so that anyone in our care, working in the Charity or coming into contact with the Charity is encouraged to value and invest in their own health and wellbeing.

Safeguarding Statement

Every person who benefits from, works for or comes into contact with the Charity will be treated with dignity and respect, and feel that they are in a safe, trusted and supportive environment. The Charity has created an inclusive organisational culture that does not tolerate inappropriate, discriminatory, offensive or harmful behaviour towards any person who works for, benefits from or comes into contact with the Charity. The Charity has a robust safeguarding policy and safeguarding procedures that ensure people in their care are safe and protected.

Governance

The Charity is committed to maintaining the highest standards of governance and has determined that the organisation should comply with the principles outlined in the Code of Governance for Voluntary Organisations, which is approved by the Charity Commission. Ultimate responsibility for governance of the Charity is entrusted to the Trustee Unitary Board made up of seven Trustees.

We are committed to using an open and transparent recruitment process. As set out in the Memorandum and Articles of Association, Non-Executive Trustees are appointed for a three-year term of office and can serve two terms in total. This can be varied if the Trustees unanimously agree that the skills provided by a particular Non-Executive Trustee are such that they could not be easily replaced and to do so would not be in the best interests of the Charity or Trustee Board or the Charity's service users. The Trustees are also our Companies Act Members.

We continue to ensure that our governance processes and procedures and our corporate structure meet all of the most current and appropriate Companies Act requirements.

As a charitable organisation we have a high performing Board, consisting of a diverse and complementary range of people and skills. The Board is both dynamic and imaginative consisting of a diverse mix of professionals required to maintain our organisation's ongoing development objectives.

For new Trustees, the Charity has an induction programme which includes visits to some of our services, meetings with the Executive Team on our governance, strategy, the role and duties of Trustees, Company and Charity Law and the management of finances and risk. Further training and development is offered individually or to the Board as required or requested. New Trustees are given clear terms of reference, role descriptions, governance documentation and the Charity handbook which outlines the main policies and procedures of the Charity and the governance structure of the Charity.

Risk Management

The Charity has given consideration to the major risks to which the Charity is exposed and has satisfied itself that systems and procedures are fully established in order to manage those risks.

Improvements and enhancements continue with regard to Data Protection and the GDPR legislation which came into force in 2018. Key areas have been addressed, and work is in progress to ensure full and ongoing compliance across all the Charity's activities is maintained.

The Charity has also adopted a robust Cyber Policy this year; with the aim of alleviating, as much as is possible, the threat to the business of cyber-attacks. This approach includes upgrades to current software, additional staff training and new insurance risk policies to include response, restoration, expenses and business interruption.

Management and Trustees

There are clear distinctions between the role of Non-Executive Trustees and the Executive Team. The Board of Non-Executives delegates certain authorities to the Executive Team in order to run the organisation efficiently. Matters such as policy, strategy and budgets are prepared by the Executive Team for consideration and final approval by the Non-Executive Trustees, who then monitor the implementation of these plans.

Public Benefit

The Charity continues to provide nursing care, residential care, supported living and community services to 78 service users (2022 - 77) with various abilities and healthcare needs in Birmingham and Wolverhampton.

Our subsidiary Jaffray Property Solutions is also a Registered Charity. The principal activity of Jaffray Property Solutions is the provision of housing and associated amenities for people with learning disabilities who are in necessitous circumstances.

Our annual Trustees' Report and consolidated financial statements allow us to show how our charitable funds are spent and show the impact and benefits that this has on those using our services; either as direct service users or in the Charity's interaction with the wider community.

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance "public benefit: running a charity (PB2)".

Statement of Public Benefit

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have regard to the Charity Commission's general guidance on public benefit, "Charities and Public Benefit". Jaffray Care Society's charitable objects are enshrined within its Memorandum and Articles of Association and as such the Trustees ensure that the Charity's activities are carried out for the public benefit through its strategic priorities. This is done primarily through the delivery of services aimed at all those with learning, developmental and intellectual disabilities.

Achievements and Performance

This financial year continued to witness the impact of the longer-term social, economic and psychological effects of the tail end of the COVID pandemic, and sustained challenges were again presented to the Charity and indeed the care sector as a whole.

The Charity staff have once again risen to this ongoing challenge magnificently, and this has made such an important difference to all our service users throughout these continued uncertain times.

Our staff have showed exceptional bravery and courage in ensuring everyone stays safe and well. We have managed to continue to keep COVID at bay in the vast majority of our homes and have managed very complex care interventions where needed to combat the spread of infection.

Once again, the Charity ends the year infection free, and will continue to do everything in our power to remain so.

We were absolutely delighted that our care management team were recognised in 2022 at the National Learning Disabilities and Autism Awards. They managed to beat off some formidable competition to walk away with the inaugural "Front Line Leaders Award". This was a particularly encouraging award as it was given to the team that clearly demonstrated a focused commitment to improving the delivery of care and support within their team during the very difficult period of COVID.

The Jaffray Care Society team particularly stood out to the judges as individuals who have shown exceptional leadership qualities in addition to demonstrating inspirational strength and innovation to keep service users and staff safe and well.

Furthermore, we have been nominated again for the National Learning Disability and Autism Awards in 2023; this time in two categories:-

- Employer of the Year ~ which seeks to acknowledge and celebrate an exceptional employer who is committed to their employees delivering an excellent service to their customers, people with learning disabilities or people with autism and their families. Employers should be able to provide considerable acumen and entrepreneurial flair whilst at the same time having a sustained track record of delivering high quality care and managing change improvement.
- The Learning Disability Nurse Award (Tracey Dunkley, care manager at Lime Court) ~ which acknowledges the important role that specialist nurses have in promoting the emotional, physical and psychological health of the people who they support. At a time when there is growing evidence that people who have a learning disability experience discrimination, bullying, hate crime and poor access to services in general terms, as well as healthcare, the role of specialist professionals has never been more important.

The Charity's own long service awards also recognise the contributions of our staff individually and we hope to recommence these recognition and awards events later this year.

The Charity would like to thank everyone who has also taken the time to get in touch during this uncertain time, as we all appreciate your thoughts and prayers. We also remember those in our profession who have lost their lives to the pandemic. We keep them in our hearts and will not forget them. We recognise that while things may not be the same, we will return to a greater sense of normality in the fullness of time.

The Activity Hub

Following on from the re-opening of the Activity Hub last year, the centre continues to go from strength to strength and our vision to redevelop and grow this into a new social focal point, providing a wonderful community venue, was successfully achieved.

The Activity Hub is for people to share interests, build skills, reduce social isolation and, if appropriate, support them moving closer to employability or provide volunteering experience. We also provide an environment that supports people and communities who experience disproportionate challenge and difficulty as a result of the pandemic. Any individual who needs a little extra help because of their complex health care needs, age, physical disability, sensory impairment, intellectual disability, mental health needs or require palliative care, is welcome at the Activity Hub.

Rivendell and Lorien Home

As a condition of providing a temporary extra bed during the pandemic, the Charity was required to cancel that bed upon the departure of any one Service User from this home, and reduce occupancy back to the originally registered ten beds. Following a recent visit by CQC, we are delighted to report that the Charity has been given the "green light" to re-open the extra bed at our Lorien home. CQC have officially removed the condition of registration which prevented us from providing care for an additional person, and we would thank everyone who supported and helped this application to succeed.

Parkfields Home

Since the CQC inspection of this home in March 2022, we were delighted to employ Munish Kumar who became the home's registered care manager in July 2022. Since that date, he has taken leadership of the service; receiving two quality assurance audits by Wolverhampton City Council, and an infection prevention inspection by the local infection control unit. All inspections have been passed and signed off. The home has also expanded its community activities, and the staffing team remain stable and consistent under his excellent leadership.

Embracing the Digital Age and Technology

This financial year has provided us with the opportunity to build on the technology recently incorporated into all our care homes. The Person Centred Electronic Care Planning system allows for the creation of accurate evidence of care and provides easily accessible data. Person Centred Software provides a single solution and is called Mobile Care Monitoring (MCM).

We have more recently fully rolled out the Your Hippo training software to all of our homes. The e-learning and learning management system is used widely within the care sector. This system has considerably improved our ability to deliver mandatory training in a timely and focussed manner. It has an inbuilt audit system and training matrix which enables care managers and our training administrator to easily identify gaps in training and ensure these are quickly filled.

New Website and Social Media Platform

The Charity now has a fully operational new website (www.jaffraycare.com), which not only serves as a promotional tool but it tells the story of the Charity and what we offer. It provides contact information and reflects the Charity's personality and distinguishing characteristics. We continue to keep our beneficiaries, their families, advocates and all our multi agency colleagues up to date and informed about our service provision and our plans for the future.

Due to relaxations on social distancing, we have been fortunate enough to hold more staff events this year. Jubilee parties were held at several of our homes and we have established a very active Facebook page which documents all activities and important dates across the business. Families find this very informative and useful as an interactive way to ensure they are fully updated regarding community activities. This works well alongside our new quarterly newsletter and improved website.

Cost of Living

The Charity has faced continued cost pressures in the last financial year, mainly due to the ongoing cost of living crisis. We have ensured that wage rates as much as possible match inflation, and this years' pay awards have seen double digit percentage rises for the vast majority of our care staff. Charity overheads, particularly food costs and utility bills have spiralled this year, and we have renegotiated with a number of our larger suppliers to protect ourselves as much as possible from exposure to significant increases. Significant price rises in the building sector have also forced us to postpone some of our larger capital projects, including the proposed coffee shop at our Activity Hub.

Staffing

Like much of the care sector, the Charity continues to face challenges around attracting and recruiting suitable staff. We are very competitive regarding salaries and terms and conditions, which are geared around employee's health and wellbeing. Being consistent in our care delivery is part of our philosophy of care, so it is vital that our employees are retained as long as possible. We continue to offer incentives which ensure that every year we have an ever growing list of people who attend our long service awards and are fully committed to the Charity.

During the financial year we also reviewed what we can do to support our staff, and how the Charity can continue to offer more practical and tangible help to staff.

We recognise that physical and psychological health and wellbeing support are crucial, particularly post pandemic. In response to our review, we now ensure that the Charity has qualified mental health first aiders who are available to offer confidential support and help. They will signpost staff to like-minded charities or agencies if they cannot offer the specific help required.

We also offer a wide degree of support to our staff in these areas:-

- A confidential counselling service offered via our own occupational health department, where up to six sessions are paid for by the Charity;
- An enhanced parental and compassionate leave allowance, which can be extended where there is challenge and additional support identified;
- All executives, managers and senior care workers have an open-door policy. They make themselves readily available to discuss any issues and concerns that staff may need to have addressed immediately. Clearly this is addition to the regular staff supervisions and appraisals;

Staffing (*Continued*)

- The Charity has recently supported one of our nurses to complete her professional nurse advocate course. She now has the skills and knowledge to facilitate restorative supervision for colleagues and teams within our nursing services and beyond. She leads out and delivers quality improvement initiatives in response to service demands and changing service user requirements;
- All employees are entitled to receive a full insurance policy covering death or illness in service;
- Senior staff receive full private health care cover, as well as dental and optical payments, as we want our staff to stay fit and healthy;
- We will also reintroduce our annual long service awards, where we have several staff eligible for our long service awards, where they can bring a guest to a lovely drinks reception and meal at a local hotel where they accept their award. Every manager will give a small speech of thanks and appreciation on their staff members;
- ABCD Awards, or above and beyond the call of duty awards. Staff can be nominated at any time by service users, families or colleagues. Every nomination leads to an award which typically can be a high street shopping voucher;
- The Charity works closely with the Credit Union organisation to support staff who may need support with debt or management of their personal finances;
- Robust sickness pay and continual pay is offered where required at the discretion of the executive;
- We always seek to pay above the national minimum wage, and ensure that there are clear progression paths for all employees so they have the opportunity to considerably increase their earnings should they wish;
- We always recognise milestones in employers' lives, such as special birthdays, anniversaries, or completing training courses. Staff are sent a small gift of flowers and chocolates.

Training

Jaffray Care Society encourages all staff to complete enhanced training, and will supplement this with time off and financial support. Our staff have completed degrees, nurse training, enhanced social care qualifications (Lead to Succeed) and teaching qualifications (PTLLS ~ Preparing to Teach in the Lifelong Learning Sector). They have also undertaken courses in aromatherapy, rehabilitation and any other course that ensures our workforce have the right skills and knowledge to provide safe, compassionate and informed care to autistic people and people with a learning disability.

We also continue to provide ongoing technical support and training to our Trustees, ensuring the team stay abreast of new developments in the care sector, as well as providing essential Charity Trustee advice when required.

Quality & Audit Management

A long serving member of staff, Andrew Cowley, has been employed as the Charity's quality and audit officer. In our quest to ensure the Charity maintains an exceptional monitoring framework he is now responsible for the development, implementation and monitoring of quality initiatives across the business. His role is to both reduce risk and enhance quality. It includes collaboration across the business to ensure there are robust support and monitoring frameworks in place. It involves working closely with care managers and his peers in the Local Authorities and Integrated Care Boards.

Structure, Governance and Management

Jaffray Care Society is a Company limited by guarantee and therefore does not have a share capital. The liability of members is limited and details of their guarantee are detailed in the notes to the financial statements. The Company is also a Registered Charity and was founded in 1990.

The Charity has a plan in place to identify and induct new Trustees as and when they become aware of individuals with an interest in our activities, or where it is perceived that a Trustee with an additional skill set, to complement those held by the current Trustees, is required.

Our commitment to governance has seen the continued overview and strategic management of operations by the Board during the year. The Board meets regularly to review strategy, operational risks and efficiencies and financial systems, procedures and information to ensure that there is appropriate oversight and critical appraisal of activities and decisions taken to achieve the Charity's objectives.

The Charity also maintains full Trustee Indemnity Insurance at a cost of £2,480 per annum (2022: £2,130).

Financial Review

A summary of the financial results for the year is given in the Consolidated Statement of Financial Activities on page 18 and the Balance Sheets on pages 19 and 20.

Total income for the year was £6,050,570 (2022: £5,922,429) and total expenditure was £6,034,198 (2022: £5,884,838). Net incoming resources for the year were £16,372 (2022: £37,591).

The financial challenges faced by all in the "not-for-profit" sector, exacerbated by the recent pandemic, have continued into this financial year. We continue to receive lower than inflation incremental fee uplifts from Birmingham City Council and Wolverhampton City Council this year for the majority of our core services, although we have had some additional support in respect of pandemic related costs incurred, particularly in respect of the Adult Social Care Discharge Fund.

We have, therefore, had to continue to have a tight focus and control over the operating costs and cash flows of the business. Close monitoring and control of outlays and the implementation of innovative and efficient care provision and delivery to our service users, has again resulted in the Charity reporting a small surplus for the financial year.

The Senior Management Team have continued to review and renegotiate supplier contracts, which are essential to secure additional and continued cost savings for the year ahead, especially in light of the inflationary pressures caused by global economic and political factors and the impact of the Ukraine conflict. Their continued success is down to the level of dedication and care provided by our employees under the leadership of our Chief Executive Officer and Director of Finance.

Funds held as Custodian Trustee on behalf of others

The Charity holds money on behalf of some service users in trust as Corporate Appointee. These funds are held separately from the funds of the Charity and are excluded from these financial statements. These funds are applied solely for the benefit of the specific service users at the discretion of the Corporate Appointee in accordance with their duties under the appointment.

Reserves Policy

The Charity has considered the level of reserves that they require in respect of future requirements. The requirement of sufficient reserves can be summarised in three areas:

- Assurance for residents that the Charity can continue to provide them with care and housing should funding be delayed for an individual or group of service users. The reserve requirement, included within our calculations, is based upon a minimum of approximately twelve weeks' resources expended.
- Continued development of new housing and Activity Hub facilities to provide quality care for additional service users. The Charity looks to develop this using their own internally generated reserves rather than via external borrowings so that the security of the Charity's existing residents is not put at risk.
- Development of new areas within the Charity's objectives. The Charity has identified a need to provide further quality care provision projects for people with learning disabilities.

The Charity retains its surpluses for future use in providing increased numbers of nursing and residential placements, Activity Hub service facilities and supported living options to provide the first-class care that is in such demand for all its service users.

Total unrestricted reserves held as at 31 March 2023 amounted to £2,833,578 (2022: £2,807,160) and restricted reserves amounted to £nil (2022: £10,046).

Plans for Future Years

The Charity continues to develop as an innovative and forward-thinking organisation, able to drive improvements in how people experience health and care services and work with them towards a safe and secure future. To achieve this vision, the Charity has a short term commitment to devising a new development strategy that builds on our successes and values yet keeps to our central purpose.

The Charity stresses that any future development strategy will be based on a risk assessed intelligent approach with various business scenarios being explored. Given the continued difficult economic conditions, the pandemic, and the difficulties securing funding for operating capital, let alone major capital projects, we continue to believe that protecting and growing the Charity's reserves is a necessary, prudent and advisable policy.

The Charity also intends to increase its potential donor base with a view to raising funds from trusts and grant giving organisations. Fundraising objectives for the next twelve months will be to prepare cases for support for potential new fundraising projects. Given the strength of the Charity's fundraising messages and its excellent reputation and community focus, we believe this could be a significant source of income.

Another principal priority is to maintain all facilities and environments to an extremely high standard. Although all areas have recently received investment to upgrade their environments, we are mindful that regular work and re-investment is continually needed to maintain such high quality. Upgrading of the existing environments is part of the ongoing development strategy of our Estates Team. We develop our environment to accommodate ever changing needs.

We recognise the importance of keeping up to date on property wear and tear and unavoidable damage and to keep the environment looking highly presentable and homely and above all, safe for all. A structured programme of work to ensure the physical condition of the properties does not deteriorate is considered beneficial.

We will continue to pursue opportunities to establish further projects by listening to the aspirations of people with learning disabilities, their families and our staff, and to also listen to the needs of the community in which we operate. The Charity is proud of its ability to adapt to the changing needs of our service user group, the community and the requirements of our local authority partners.

Approved by the Board on 23 August 2023 and signed on its behalf by:

.....

Mr M McEachran
Trustee

Trustees' Report

The Trustees, who are also Directors of the charitable company for the purposes of the Companies Act, present their annual report and the audited consolidated financial statements for the year ended 31 March 2023 for the Group, comprising the charitable company and its subsidiary undertaking ("the Charity"). The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and consolidated financial statements of the Charity.

Trustees

The Trustees who held office during the year were as follows:

Mr M McEachran
Dr A Roy OBE
Mr G Cumberland
Mr M Fellows
Ms L Hendon
Mr C Lees
Mr M Weir

A specific Health and Safety policy is in place and the Charity staff are closely involved in all operational and business risk assessments. The Trustees take this matter extremely seriously and it is discussed at every Board Meeting as an Agenda item, where action plans are reviewed and acted upon.

Trustees continue to attend governance conferences and Institute of Directors' events. Members of the Board have also attended appropriate financial and operational training courses.

Trustees' Responsibilities

The Trustees (who are also Directors of Jaffray Care Society for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charity and of the income and expenditure of the Charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group or charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

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

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

Ability inclusion for employees

The Charity gives full and fair consideration to applications for employment from persons who are physically, mentally or developmentally impaired, where the requirement of the job may be adequately covered by such persons. With regards to existing employees who become physically, mentally or developmentally impaired during their employment, the Charity continues to examine ways of providing continuing employment under normal terms and conditions and to provide training, career development and promotion where appropriate.

Employee involvement

During the year, the policy of providing employees with information about the Charity has been continued through internal media methods in which employees have also been encouraged to present their suggestions and views on the company's performance, achievements and developments in community-based projects. Regular meetings are held between local management and employees to allow a free flow of information and ideas.

Auditors

Malcolm Piper & Company Limited remained as auditors to the Charity and its subsidiary company, throughout the financial year and have indicated their willingness to continue in office.

Approved by the Board on 23 August 2023 and signed on its behalf by:-

.....

Mr M McEachran
Trustee

Independent Auditor's Report

to the Trustees of Jaffray Care Society

Year Ended 31 March 2023

Opinion

We have audited the financial statements of Jaffray Care Society (the 'parent charitable company') and its subsidiaries (the 'Group') for the year ended 31 March 2023 which comprise the Consolidated Statements of Financial Activities, Consolidated Balance Sheet, Company Balance Sheet, Consolidated Cashflow Statements and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and parent charitable company's affairs as at 31 March 2023, and of the Group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

[continued ...]

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (incorporating the Strategic Report and the Trustees' Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the Group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Trustees' Report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 12 the Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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

[continued ...]

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to Jaffray Care Society, ("the Group and Company") and determined that the most significant are those that relate to the UK reporting framework under which the Group and Company prepares its accounts and reports its results and the relevant UK tax compliance regulations. In addition, we concluded that there are certain significant laws and regulations that may have an effect on the determination of the amounts and disclosures in the financial statements and those laws and regulations include those relating to health and safety, employee matters, environmental, and bribery and corruption practices;

- Having due regard to ISA 240 (Redrafted), *The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements,* we planned and designed our audit procedures to undertake such enquiry and testing which we deemed necessary to understand how the Group and Company is complying with those frameworks. We made enquiries of the Trustees, senior management and those responsible for legal and compliance procedures within the Group and Company and we corroborated our enquiries by reference to other documentary evidence, where available, or other complimentary or compensating evidence and with other correspondence received and noted that there was no contradictory evidence;

- In designing the scope and depth of our work to assess the likely impact on the financial statements of fraud and other irregularities, we calculate a materiality level which is a percentage based upon turnover, profitability and gross balance sheet assets. This calculation produces a figure against which financial statement errors and irregularities are compared and indicates a level at which, in our opinion and judgement, this would cause transactions and balances within the financial statements to be misleading or materially incorrect.

- We also assessed the susceptibility of the Consolidated Financial Statements of the Group and Company to material misstatement using qualitative as well as quantitative factors, including how fraud might occur, and designed our audit testing and enquiries in such a way so as to enable us to identify the fraud risks across various parts of the business. In addition, we utilised internal and external information to perform a fraud risk assessment as part of our audit planning and testing procedures.

- We considered the risk of fraud through management override of controls and systems and, in response, we incorporated testing of large or unusual manual journal entries into our audit approach. We also considered the possibility of fraudulent or corrupt payments made through third parties and conducted detailed analytical review and substantive transaction testing on third party suppliers. Where instances of unusual behaviour patterns were identified through our testing, we performed additional audit procedures to address each identified risk. These procedures included testing of transactions back to source information and were designed to provide reasonable assurance that the financial statements were free from fraud or error. We also conducted specific audit procedures in relation to the risk of bribery and corruption by means of review of any marketing, promotion or discount activity determined by a risk-based process;

- Based on the results of our risk assessment we designed our audit procedures to identify non-compliance with such laws and regulations identified above. Our procedures involved journal entry testing, with a focus on journals meeting our defined risk criteria based on our understanding of the business and enquiries of Group and Company management; and

- If any instances of non-compliance with laws and regulations were identified, the audit team performed sufficient and appropriate audit procedures.

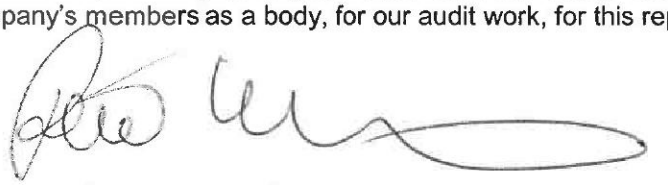
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

[continued ...]

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

Use of our report

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



Peter Whitehead BA FCA
Senior Statutory Auditor
For and on behalf of
Malcolm Piper & Company Limited
Kingsnorth House
1 Blenheim Way
Birmingham
B44 8LS

Dated: 23 August 2023

Jaffray Care Society

Consolidated Statement of Financial Activities (Including Consolidated Summary Income and Expenditure Account) for the Year Ended 31 March 2023

	Note	2023 Restricted £	2023 Unrestricted £	2023 Total £	2022 Total £
Income from:					
Donations and legacies	2	3,530	315	3,845	12,614
Charitable activities:	3				
- Residential services		-	5,671,616	5,671,616	5,402,123
- Day care services		-	302,247	302,247	445,447
- Rental income from housing benefits		-	72,862	72,862	62,245
Total income		3,530	6,047,040	6,050,570	5,922,429
Expenditure on:					
Charitable activities:					
- Residential and day centre care costs		13,576	5,580,002	5,593,578	5,466,364
- Support costs	5	-	440,620	440,620	418,474
Total expenditure	4	13,576	6,020,622	6,034,198	5,884,838
Net (expenditure)/income for the year	7	(10,046)	26,418	16,372	37,591
Transfers between funds		-	-	-	-
Net movement in funds for the year		(10,046)	26,418	16,372	37,591
Reconciliation of funds:					
Total funds brought forward at 1 April 2022		10,046	2,807,160	2,817,206	2,779,615
Total funds carried forward at 31 March 2023		-	2,833,578	2,833,578	2,817,206

All income and expenditure derive from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised during the year.

The notes on pages 22 to 34 form an integral part of these financial statements

Jaffray Care Society
(Registration number 02554367)

Consolidated Balance Sheet at 31 March 2023

	Note	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible fixed assets	11		5,316,430		5,434,706
Current assets					
Debtors	13	567,664		458,149	
Cash at bank and in hand		820,969		981,152	
		1,388,633		1,439,301	
Creditors: Amounts falling due within one year	14	(1,392,662)		(1,358,194)	
Net current (liabilities)/assets			(4,029)		81,107
Total assets less current liabilities			5,312,401		5,515,813
Creditors: Amounts falling due after more than one year	15		(2,478,823)		(2,698,607)
Net assets			2,833,578		2,817,206
Funds					
Restricted funds	17		-		10,046
Unrestricted funds	17		2,833,578		2,807,160
Total funds			2,833,578		2,817,206

These financial statements were approved and authorised for issue on 23 August 2023 and signed on its behalf by:

.....
Mr M McEachran

.....
Ms L Hendon

Trustees

The notes on pages 22 to 34 form an integral part of these financial statements

Jaffray Care Society
(Registration number 02554367)

Company Balance Sheet at 31 March 2023

	Note	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible fixed assets	11		4,863,091		4,967,961
Investments	12		-		-
			4,863,091		4,967,961
Current assets					
Debtors	13	859,496		772,391	
Cash at bank and in hand		820,969		981,152	
		1,680,465		1,753,543	
Creditors: Amounts falling due within one year	14	(1,374,200)		(1,340,936)	
Net current assets			306,265		412,607
Total assets less current liabilities			5,169,356		5,380,568
Creditors: Amounts falling due after more than one year	15		(2,478,823)		(2,698,607)
Net assets			2,690,533		2,681,961
Funds					
Restricted funds	17		-		10,046
Unrestricted funds	17		2,690,533		2,671,915
Total funds			2,690,533		2,681,961

These financial statements were approved and authorised for issue on 23 August 2023 and signed on its behalf by:

Mr M McEachran

Ms L Hendon

Trustees

The notes on pages 22 to 34 form an integral part of these financial statements

Jaffray Care Society

Consolidated Statement of Cash Flows for the Year Ended 31 March 2023

	Note	2023 £	2022 £
Cash flow from operating activities	19	327,983	627,495
Interest paid		(111,803)	(105,997)
Net cash flow from operating activities		216,180	521,498
Cash flow from investing activities	20	(161,360)	(129,972)
Cash flow from financing activities	21	(215,003)	(208,365)
Net (decrease)/increase in cash and cash equivalents		(160,183)	183,161
Cash and cash equivalents at the start of the year		981,152	797,991
Cash and cash equivalents at the end of the year		820,969	981,152
Cash and cash equivalents consists of:			
Cash at bank and in hand		820,969	981,152

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2023

1. Accounting Policies

General Information and Basis of Preparation

The Charity is a company limited by guarantee in the England and Wales. The members of the Company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity. The address of the registered office is given in the Charity information on page 1 of the financial statements. The nature of the Charity's operations and principal activities are detailed in the Strategic Report on page 2.

The Charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2019.

The consolidated financial statements have been prepared on a going concern basis under the historical cost accounting convention. The consolidated financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest pound.

The significant accounting policies applied in the preparation of these financial statements for the Group and Charitable Company are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

These consolidated financial statements consolidate the financial statements of the company and its subsidiary undertaking, Jaffray Property Solutions, company registered number 07249961, and charity registered number 1143062. Intra-group transactions and profits are eliminated on consolidation.

No separate statement of financial activities is presented for the Company as permitted by section 408 of the Companies Act 2006. The Company had total income from charitable activities and donations of £5,976,443 (2022: £5,870,626), total expenditure on charitable activities of £5,542,337 (2022: £5,443,884), management and administration costs of £425,534 (2022: £402,551) and costs of raising funds of £nil (2022: £nil). The net income for the year amounted to £8,572 (2022: £24,191).

Funds

Unrestricted funds are funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements. Where restricted funds are used for capital expenditure a transfer is made upon capitalisation to unrestricted funds.

Income Recognition

All income is included in the Statement of Financial Activities when the Charity is legally entitled to the income after any performance conditions have been met; the amount can be quantified with reasonable accuracy; and it is probable that the income will be received.

For donations and additional support grants (received as direct consequence of pandemic impacts on the Charity's normal charitable activities) to be recognised the Charity will have been notified of the amounts and settlement date in writing. If there are conditions attached to the donation or the additional support grants, and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

1. **Accounting Policies (continued)**

Income Recognition (continued)
Legacies are accounted for in the period in which the Charity becomes irrevocably entitled to the funds bequeathed. Where legacies are received with particular instructions in the will provisions, they are treated as restricted funds. If these instructions require a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Charitable activity income includes fees for the provision of housing and associated amenities which are accounted for on an accruals basis.

Expenditure recognition
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties; it is probable that the settlement will be required; and the amount of the obligation can be measured reliably. While all costs are incurred in the furtherance of the charitable activities they are categorised under the following headings:

- Costs of raising funds - which includes the costs incurred in the use of professional fund raisers to identify and contact charitable grant making trusts;
- Expenditure on charitable activities;

Support costs
Support costs are those that assist the work of the Charity but do not directly represent charitable activities and include head office costs, interest payable and governance costs. They are incurred directly in support of expenditure on the Charity's objectives.

Investments
Investments in subsidiary undertakings are stated at cost, less any provision for improvements.

Tangible fixed assets
Tangible fixed assets are stated at cost less depreciation. It is the Charity's policy to maintain these assets in a good state of repair.

Depreciation is provided on tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful lives as follows:

Freehold Property	2% - 10% per annum straight line
Leasehold Property	Over the period of the lease
Building Improvements	10% per annum straight line
Motor Vehicles	20% - 33% per annum straight line
Fixtures and Fittings	15% - 25% per annum straight line

Freehold Land is not depreciated

Debtors and creditors receivable/payable within one year
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Loans and borrowings
Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

1. Accounting Policies (continued)

Impairment
Assets not measured at fair value are reviewed for indications that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying value. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in the SOFA.

Provisions
Provisions are recognised when the Charity has an obligation at the balance sheet date as a result of a past event; it is probable that an outflow of economic benefits will be required in settlement; and the amount can be reliably estimated.

Leases
Costs incurred under operating leases are charged to the Statement of Financial Activities as they are incurred.

Pensions
The Charity operates a defined contribution pension scheme. Contributions payable for the year are charged in the statement of financial activities.

Taxation
The Company is an exempt Charity within the meaning of Schedule 3 of the Charities Act 2011 and 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.

Going concern
The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist and that compliance with funding and banking covenants is considered satisfactory by the Trustees and its bankers. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the Charity to be able to continue as a going concern.

2. Income from donations and legacies

	2023 £	2022 £
Cash donations	3,845	12,614

Income from donations and legacies was £3,845 (2022: £12,614) of which £3,530 (2022: £10,507) was attributable to restricted funds and £315 (2022: £2,107) was attributable to unrestricted funds.

3. Income from charitable activities

All charitable income for the current and prior year is attributable to unrestricted funds and includes £119,293 (2022: £165,699) of additional support grants arising as a direct consequence of the impacts of the pandemic on the Charity's normal charitable activities.

4. Total expenditure

	Staff Costs £	Other Direct Costs £	Total 2023 £	Total 2022 £
Residential and day centre care costs	4,653,938	939,640	5,593,578	5,466,364
Support costs (see note 5)	235,202	205,418	440,620	418,474
	4,889,140	1,145,058	6,034,198	5,884,838

All expenditure for the current and prior year is in respect of the furtherance of the charitable activities of which £13,576 (2022: £39,961) was attributable to restricted funds and £6,020,622 (2022: £5,844,838) was attributable to unrestricted funds.

5. Support costs

	2023 £	2022 £
Interest payable on bank borrowings (see note 10)	111,803	105,997
Head office costs	71,416	72,340
Human resources	235,202	219,438
Governance costs (see note 6)	22,199	20,699
	440,620	418,474

6. Governance costs

	2023 £	2022 £
Auditors remuneration	15,000	13,500
Trustees' expenses	7,199	7,199
	22,199	20,699

7. Net income for the year

Net income is stated after charging:	2023 £	2022 £
Auditors' remuneration:		
- Audit of parent company	13,200	11,700
- Audit of subsidiary	1,800	1,800
Operating leases payments		
- Land and buildings	10,320	10,320
- Other	14,037	29,767
Depreciation of tangible fixed assets	279,636	285,697

8. Employee Information

The average monthly number of employees and full-time equivalents (FTE) during the year was as follows:

	2023		2022	
	Number	FTE	Number	FTE
Direct charitable activities	207	186	203	182
Support staff	16	13	17	14
	223	199	220	196

The total staff costs and employee's benefits were as follows:	2023 £	2022 £
Staff salaries	3,999,267	3,957,949
Social security costs	332,413	307,025
Pension costs	88,611	93,389
Agency costs	423,386	315,879
Staff training and healthcare	45,463	46,879
	4,889,140	4,721,121

Included in the above is the following remuneration paid to Trustees and key management in respect of service contracts. Authority for the payment of remuneration to Trustees, who are also employees, is contained within the Articles of Association. The Articles provide for the payment of remuneration to Trustees where such payment is in connection with services provided under their employment contract. Trustees consider its key management personnel to be the senior management team details of which are included on page 1.

	2023 £	2022 £
Wages and salaries (including benefits in kind)	294,060	297,551
Pension costs	36,044	36,043
	330,104	333,594
Individuals with pensions accruing	3	3

The Charity had 3 (2022 - 3) employees (including Charity Trustees) with earnings over £60,000. They fall into the following bands:

	2023 Number	2022 Number
£110,000 to £120,000	1	1
£90,000 to £100,000	2	2

The highest paid director received earnings including benefits in kind of £116,458 (2022: £115,814).

8. Employee Information (continued)

Trustees' Expenses

Trustees were reimbursed travel and other out of pocket expenses during the year as follows:

	2023 Number	2022 Number	2023 £	2022 £
Travel	4	4	7,199	7,199
			7,199	7,199

Trustees' expenses are reviewed and authorised by the Chair of the Remuneration and Governance sub-group.

Trustees do not claim all expenses incurred on behalf of the Charity for travel and attendance at Charity meetings or events. The Charity makes a contribution of a maximum of £150 per month per Trustee for their expenses, which in no case did this exceed the costs incurred for any individual Trustee.

The Charity also maintains full Trustee Indemnity Insurance at a cost of £2,480 per annum (2022: £2,130).

9. Pension Scheme

The Charity operates defined contribution pension schemes. The pension cost charge for the year represents contributions paid by the Charity to these schemes and amount to £88,611 (2022: £93,389). There were no outstanding contributions at either the beginning or end of the financial year.

10. Interest payable

	2023 £	2022 £
Interest payable on bank borrowings	111,803	105,997
	111,803	105,997

11. Tangible Fixed Assets

a) Group

	Freehold and Leasehold Property £	Fixtures and Fittings £	Motor Vehicles £	Total £
Cost				
At 1 April 2022	7,075,461	703,861	206,196	7,985,518
Additions	-	143,370	17,990	161,360
Disposals	-	(162,445)	-	(162,445)
At 31 March 2023	7,075,461	684,786	224,186	7,984,433
Depreciation				
At 1 April 2022	2,011,226	364,201	175,385	2,550,812
Charge for the year	136,292	129,382	13,962	279,636
Disposals	-	(162,445)	-	(162,445)
At 31 March 2023	2,147,518	331,138	189,347	2,668,003
Net Book Value				
At 31 March 2023	4,927,943	353,648	34,839	5,316,430
At 31 March 2022	5,064,235	339,660	30,811	5,434,706

All assets are used for direct charitable purposes.

Included in Freehold and Leasehold Property is land of £260,841 (2022: £260,841), which is not depreciated.

Included in Freehold and Leasehold Property above is leasehold property with a cost of £nil (2022: £nil), following its full impairment in a prior period.

Tangible fixed assets have been pledged to Lloyds Bank plc as security for the bank loan.

11. Tangible Fixed Assets (continued)

b) Company

	Freehold Property	Fixtures and Fittings	Motor Vehicles	Total
	£	£	£	£
Cost				
At 1 April 2022	6,405,165	703,861	206,196	7,315,222
Additions	-	143,370	17,990	161,360
Disposals	-	(162,445)	-	(162,445)
At 31 March 2023	6,405,165	684,786	224,186	7,314,137
Depreciation				
At 1 April 2022	1,807,675	364,201	175,385	2,347,261
Charge for the year	122,886	129,382	13,962	266,230
Disposals	-	(162,445)	-	(162,445)
At 31 March 2023	1,930,561	331,138	189,347	2,451,046
Net Book Value				
At 31 March 2023	4,474,604	353,648	34,839	4,863,091
At 31 March 2022	4,597,490	339,660	30,811	4,967,961

All assets are used for direct charitable purposes.

Included in Freehold Property is land of £260,841 (2022: £260,841), which is not depreciated.

Tangible fixed assets have been pledged to Lloyds Bank plc as security for the bank loan.

12. Fixed asset investments

Company

	2023	2022
	£	£
Cost		
Investment in subsidiary undertakings	-	-

Jaffray Care Society owns 100% of Jaffray Property Solutions, a company limited by guarantee (registration number 07249961) and a Charity registered in England and Wales (registration number 1143062), by virtue of it being the single member. In the event of its subsidiary being wound up, the liability in respect of the guarantee is limited to £1 per member.

The principal activity of Jaffray Property Solutions is the provision of housing and associated amenities for individuals with learning disabilities who are in necessitous circumstances.

13. Debtors

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Amounts falling due within one year:				
Trade debtors	372,508	307,498	318,883	268,245
Group undertakings	-	-	357,768	363,837
Other debtors	60,387	39,891	56,577	37,540
Prepayments	134,769	110,760	126,268	102,769
	567,664	458,149	859,496	772,391

14. Creditors: amounts falling due within one year

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Bank loan	219,784	215,003	219,784	215,003
Trade creditors	860,949	776,281	845,596	759,420
Taxation and social security	81,698	83,070	81,698	83,070
Accruals and other creditors	230,231	283,840	227,122	283,443
	1,392,662	1,358,194	1,374,200	1,340,936

Bank borrowing is secured on all current and future assets of the Charity and is subject to a cross guarantee between parent and subsidiary undertaking.

The bank loan of £1,933,612 (2022: £2,071,947) is fixed at 3.89%, until 20 March 2024, and £733,328 (2022: £799,996) is variable at 2.56% over Bank of England Base Rate and £31,667 (2022: £41,667) is fixed at 2.50%, until 12 May 2026.

15. Creditors: amounts falling due after more than one year

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Bank loan	2,478,823	2,698,607	2,478,823	2,698,607

Bank borrowing is secured on all current and future assets of the Charity and is subject to a cross guarantee between parent and subsidiary undertaking.

The bank loan of £1,933,612 (2022: £2,071,947) is fixed at 3.89%, until 20 March 2024, and £733,328 (2022: £799,996) is variable at 2.56% over Bank of England Base Rate and £31,667 (2022: £41,667) is fixed at 2.50%, until 12 May 2026.

Included in the above are amounts falling due as follows:

	Group		Company	
	2023	2022	2023	2022
	£	£	£	£
Within 1 year	219,784	215,003	219,784	215,003
Over 1 year but within 5 years	912,872	902,227	912,872	902,227
Over 5 years	1,565,951	1,796,380	1,565,951	1,796,380
	2,698,607	2,913,610	2,698,607	2,913,610

16. Financial commitments

Group and Company

Capital commitments

There were capital commitments that were contracted for but not provided for in the financial statements of £160,000 (2022: £208,000) at the balance sheet date.

Operating lease commitments – lessee

At the reporting end date the Group and Company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2023	2022
	£	£
Within one year	24,930	26,236
Within two to five years	43,417	35,008
Over five years	44,000	47,300
	112,347	108,544

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2023 (continued)

17. Funds reconciliation

a) **Group**

	As at 1 April 2022 £	Income £	Expenditure £	Transfers £	As at 31 March 2023 £
Restricted Funds	10,046	3,530	(13,576)	-	-
Unrestricted Funds	2,807,160	6,047,040	(6,020,622)	-	2,833,578
	2,817,206	6,050,570	(6,034,198)	-	2,833,578

b) **Company**

	As at 1 April 2022 £	Income £	Expenditure £	Transfers £	As at 31 March 2023 £
Restricted Funds	10,046	3,530	(13,576)	-	-
Unrestricted Funds	2,671,915	5,972,913	(5,954,295)	-	2,690,533
	2,681,961	5,976,443	(5,967,871)	-	2,690,533

Restricted funds relate to donations and legacies where specific instructions in the will or conditions attaching to the donations are such that they fall to be matched against specific ongoing expenditure and costs or projects when such costs are incurred or projects completed during the year.

During the year the Charity received restricted donations of £3,530 (2022: £10,507) and unrestricted donations of £315 (2022: £2,107). Brought forward restricted reserves were £10,046 in respect of the Activity Hub Project. At the year end all restricted funds had been spent.

Unrestricted funds include funds which may have been designated to specific strategic projects including most significantly our continuing commitment to the high standard of maintenance and improvements to the residential and nursing home property portfolio. As this is an ongoing commitment, no specific value can be assigned to these committed costs which are incurred as required each year.

18. Analysis of net assets between funds

Under the terms of the Memorandum and Articles of Association all surpluses are to be applied towards the promotion of the Group and Company's objectives.

Analysis of net assets between funds is as follows:

	Restricted Funds £	Unrestricted Funds £	2023 Total £
Group			
Tangible fixed assets	-	5,316,430	5,316,430
Current assets	-	1,388,633	1,388,633
Creditors within one year	-	(1,392,662)	(1,392,662)
Creditors over one year	-	(2,478,823)	(2,478,823)
Total funds	-	2,833,578	2,833,578
Company			
Tangible fixed assets	-	4,863,091	4,863,091
Current assets	-	1,680,465	1,680,465
Creditors within one year	-	(1,374,200)	(1,374,200)
Creditors over one year	-	(2,478,823)	(2,478,823)
Total funds	-	2,690,533	2,690,533

19. Reconciliation of net income to net cash flow from operating activities

	2023 £	2022 £
Net income for the year	16,372	37,591
Depreciation charges	279,636	285,697
Interest payable	111,803	105,997
	407,811	429,285
(Increase)/Decrease in debtors	(109,515)	53,739
Increase in creditors	29,687	144,471
Net cash inflow from operating activities	327,983	627,495

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2023 (continued)

20. Cash flow from investing activities

	2023 £	2022 £
Payments to acquire tangible fixed assets	(161,360)	(129,972)
	(161,360)	(129,972)

21. Cash flow from financing activities

	2023 £	2022 £
Repayment of long-term loans	(215,003)	(208,365)
	(215,003)	(208,365)

22. Related party transactions

No transactions with related parties were undertaken during the current or prior year.

JAFFRAY CARE SOCIETY

England & Wales - Charity number 1001885

Accounts

Jaffray Care Society

(A company limited by guarantee)

Trustees' Report and Consolidated Financial Statements
For The Year Ended 31 March 2022

Registered Company number: 02554367
Registered Charity number: 1001885

Jaffray Care Society

Administrative Information

Trustees and Directors:	Mr M McEachran Dr A Roy OBE Mr G Cumberland Mr M Fellows Ms L Hendon Mr C Lees Mr M Weir
Registered office:	The White House 39 Jaffray Crescent Erdington Birmingham B24 8BE
Bankers:	Lloyds Bank plc 293 High Street West Bromwich B70 8NA
Auditors:	Malcolm Piper & Company Limited Kingsnorth House Blenheim Way Birmingham B44 8LS
Solicitors:	Ansons St Mary's Chambers 5-7 Breadmarket Street Lichfield Staffordshire WS13 6LQ
Registered Charity number:	1001885
Registered Company number	02554367
Patrons	Mr Carl Chinn MBE Ph.D. F.Birm.Soc. Mr John Barnes MBE
Senior Management Team	Ms L Hendon (Chief Executive Officer) Mr C Lees (Director of Finance) Mr M Weir (Director of Estates)

About Jaffray Care Society

Jaffray Care Society is a Company limited by guarantee and is also a Registered Charity. The Charity has a wholly owned subsidiary company, Jaffray Property Solutions, which is also a Registered Charity.

Jaffray Care Society and its subsidiary company ("the Charity") are a leading regional learning disability Charity which can trace our origins back to 1990 when services for individuals with learning disabilities began to move from hospitals and into the wider community. In the year to 31 March 2022 we continued to provide nursing care, residential care, supported living and community services to 77 service users.

Activities and Objectives

The Charity provides high-quality personalised support and advice for people with learning disabilities. Our direct support services encompass advocacy, health, education, housing, leisure and employment, helping people live the lives they choose here and now.

The objects of the Charity, as stated within the Memorandum and Articles of Association, are to provide housing, nursing care and associated amenities for individuals with learning disabilities (including people with learning disabilities, dementia, complex health care and acquired brain injuries) that are in necessitous circumstances.

Aims

Our aims are to provide the best health and social care service possible for those people with learning disabilities, autism, mental health, complex health care needs and dementia with the support of specially trained and committed staff so that we:-

- Maintain the privacy, dignity and individuality of each service user;
- Keep everyone safe;
- Respect service user's wishes and their right to personal choice over their daily care and support;
- Provide a caring nursing and therapeutic environment for each service user, welcoming and encouraging family and friends to participate in the care delivery;
- Create a caring and homely and person-centred atmosphere where the service user feels needed and is able to give a meaningful contribution to their community;
- Encourage personal growth, skills development, work related training and leisure interests ;
- Provide employment and training opportunities for local people;
- Ensure each service user is empowered to make more informed decisions and participate as fully as possible in the everyday life of the community.

From the facilities available to the standard of care provided, quality in every respect is a fundamental aspect of the Charity's philosophy.

Vision and Mission Statement

The Charity works in partnership with people with learning disabilities to ensure they receive a personalised, needs led, support service which is evidence based, outcome driven and promotes rights, independence, choice and inclusion.

The Charity believes that people with learning disabilities have a right to live in ordinary homes in the community: independently, in their family home, in sheltered accommodation or in a staffed residential facility sharing the rights, facilities and privileges of society.

Essential Ethical Principles

Our principles provide an overarching framework that guides our employees' decision making, good judgement and conduct which provides assurance of:-

- Putting beneficiaries first;
- Integrity;
- Openness;
- Right to be safe.

We respect every individual's dignity and rights to privacy and confidentiality. We commit to eliminating any instances of sexism, gender inequality and other power imbalances that leave some people at risk of harm. We value, support and reflect diversity in our governing bodies, workforce and beneficiaries.

The Charity is a place where people's wellbeing and mental health are valued and promoted, so that anyone in our care, working in the Charity or coming into contact with the Charity is encouraged to value and invest in their own health and wellbeing.

Safeguarding Statement

Every person who benefits from, works for or comes into contact with The Charity will be treated with dignity and respect, and feel that they are in a safe, trusted and supportive environment. The Charity has created an inclusive organisational culture that does not tolerate inappropriate, discriminatory, offensive or harmful behaviour towards any person who works for, benefits from or comes into contact with the Charity. The Charity has a robust safeguarding policy and safeguarding procedures that ensure people in their care are safe and protected.

Governance

The Charity is committed to maintaining the highest standards of governance and has determined that the organisation should comply with the principles outlined in the Code of Governance for Voluntary Organisations, which is approved by the Charity Commission. Ultimate responsibility for governance of the Charity is entrusted to the Trustee Unitary Board made up of seven Trustees.

We are committed to using an open and transparent recruitment process. As set out in the Memorandum and Articles of Association, Non-Executive Trustees are appointed for a three-year term of office and can serve two terms in total. This can be varied if the Trustees unanimously agree that the skills provided by a particular Non-Executive Trustee are such that they could not be easily replaced and to do so would not be in the best interests of the Charity or Trustee Board or the Charity's service users. The Trustees are also our Companies Act Members.

We continue to ensure that our governance processes and procedures and our corporate structure meet all of the most current and appropriate Companies Act requirements.

As a charitable organisation we have a high performing Board, consisting of a diverse and complementary range of people and skills. The Board is both dynamic and imaginative consisting of a diverse mix of professionals required to maintain our organisation's ongoing development objectives.

For new Trustees, the Charity has an induction programme which includes visits to some of our services, meetings with the Executive Team on our governance, strategy, the role and duties of Trustees, Company and Charity Law and the management of finances and risk. Further training and development is offered individually or to the Board as required or requested. New Trustees are given clear terms of reference, role descriptions, governance documentation and the Charity handbook which outlines the main policies and procedures of the Charity and the governance structure of the Charity.

Risk Management

The Charity has given consideration to the major risks to which the Charity is exposed and has satisfied itself that systems and procedures are fully established in order to manage those risks.

Improvements and enhancements continue with regard to Data Protection and the GDPR legislation which came into force in 2018. Key areas have been addressed, and work is in progress to ensure full and ongoing compliance across all the Charity's activities is maintained.

The Charity has also adopted a robust Cyber Policy this year; with the aim of alleviating, as much as is possible, the threat to the business of cyber-attacks. This approach includes upgrades to current software, additional staff training and new insurance risk policies to include response, restoration, expenses and business interruption.

Management and Trustees

There are clear distinctions between the role of Non-Executive Trustees and the Executive Team. The Board of Non-Executives delegates certain authorities to the Executive Team in order to run the organisation efficiently. Matters such as policy, strategy and budgets are prepared by the Executive Team for consideration and final approval by the Non-Executive Trustees, who then monitor the implementation of these plans.

Public Benefit

The Charity continues to provide nursing care, residential care, supported living and community services to 77 service users (2021 - 76) with various abilities and healthcare needs in Birmingham and Wolverhampton.

Our subsidiary Jaffray Property Solutions is also a Registered Charity. The principal activity of Jaffray Property Solutions is the provision of housing and associated amenities for people with learning disabilities who are in necessitous circumstances.

Our annual Trustees' Report and consolidated financial statements allow us to show how our charitable funds are spent and show the impact and benefits that this has on those using our services; either as direct service users or in the Charity's interaction with the wider community.

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance "public benefit: running a charity (PB2)".

Statement of Public Benefit

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have regard to the Charity Commission's general guidance on public benefit, "Charities and Public Benefit". Jaffray Care Society's charitable objects are enshrined within its Memorandum and Articles of Association and as such the Trustees ensure that the Charity's activities are carried out for the public benefit through its strategic priorities. This is done primarily through the delivery of services aimed at all those with learning, developmental and intellectual disabilities.

Achievements and Performance

This financial year saw sustained challenges presented to the Charity and the care sector as a whole, with the continued presence of COVID-19.

The Charity staff have continued to rise to the threat of COVID-19 magnificently, and this has made such an important difference to all our service users through these troubling times. Our staff have showed exceptional bravery and courage in ensuring everyone stays safe and well. We have managed to keep the virus at bay in the vast majority of our Homes and have managed very complex care interventions where needed to combat the spread of infection.

2021 was the World Health Organisations' "Year of the Nurse" and the challenges brought about by COVID-19 have shone a light on the exceptional role that care home nurses play. The Charity want to thank all those nurses and also our own vitally important front-line care staff working in our service.

The Charity ends the year infection free, and will continue to do everything in it's power to remain so.

We are also very pleased to announce that we were winners of the Front-Line Leaders Award at the National Learning Disability and Autism Awards 2022, receiving our trophy and the following commendation:-

> *"Lee Hendon and the Jaffray Care Society Managers showed unwavering dedication to their service users, staff and wider community. When faced with challenges through COVID-19, they stepped up, were proactive and showed great leadership. The impact they had on their nominator was abundantly clear and only overshadowed by the impact they must be making in their community"* - Katy Grindley and Nadia El-Horch (Judges)

The Activity Hub

Along with schools, pubs and restaurants, where social distancing is impossible to practice, we took the difficult decision to close our Day Services Centre. This decision was made with a heavy heart and sadness, but keeping it open meant we could not guarantee anyone's safety.

However, renewed, rebranded and refreshed we re-opened our doors again in August 2021 and launched our Activity Hub. Our vision to develop the existing centre and grow it into a new social and Activity Hub which provides a wonderful community venue was achieved.

The Activity Hub is for people to share interests, build skills, reduce social isolation and, if appropriate, support them moving closer to employability or provide volunteering experience. We also provide an environment that supports people and communities who experience disproportionate challenge and difficulty as a result of the COVID-19 pandemic. Any individual who needs a little extra help because of their complex health care needs, age, physical disability, sensory impairment, intellectual disability, mental health needs or require palliative care, is welcome at the Activity Hub.

The facilities are altogether more inclusive and we offer a support facility for those who are especially vulnerable, isolated, or just lonely. We recently joined with Advocacy Matters, a like-minded Charity, to celebrate their 20th anniversary. The Activity Hub provided a perfect venue for a wonderful day of celebrations.

We also have a changing suite, advertised on the website Changing Places – set up specifically for people who cannot use standard accessible toilets. This includes people with profound and multiple learning disabilities, motor neurone disease, multiple sclerosis, cerebral palsy, as well as older people.

Embracing the Digital Age and Technology

This financial year has provided us with the opportunity to build on the technology recently incorporated into all our Care Homes. The Person Centred Electronic Care Planning system allows for the creation of accurate evidence of care and provides easily accessible data. Person Centred Software provides a single solution and is called Mobile Care Monitoring (MCM).

We have more recently been piloting the "Your Hippo" training software at our Tudor Gardens Home. The E-Learning and Learning Management System is used widely within the Care Sector and comes to the Charity highly recommended.

Early indications are that this system has considerably improved our ability to deliver mandatory training in a timely and focussed manner. It has an inbuilt audit system and training matrix which enables Care Managers and our Training Administrator to easily identify gaps in training and ensure these are quickly filled. It also has a Mandatory Report System providing compliance details for each Care Home ready for analysis or a potential CQC visit.

New Website

The Charity now has a fully operational new website, which not only serves as a promotional tool but it tells the story of the Charity and what we offer. It provides contact information and reflects the Charity's personality and distinguishing characteristics. We continue to keep our beneficiaries, their families, advocates and all our multi agency colleagues up to date and informed about our service provision and our plans for the future.

Care Quality Commission Inspection

Towards the end of the Financial Year our Parkfields Home in Wolverhampton received an unannounced CQC inspection. This service had just come out of another lock down due to the presence of the COVID-19 Omicron variant.

Whilst this service was deemed by CQC as needing improvement, we have received two further Quality Assurance visits from Wolverhampton Local Authority and Black Country & West Birmingham Clinical Commissioning Group, both of which commended us highly on the actions taken as a result of the CQC inspection outcome. The Parkfields Home also received an infection control inspection by the Infection Prevention Unit. The service received a score of 98% and a platinum award.

We are also pleased to announce that Mr Munish Kumar has taken up the post of Registered Care Manager at Parkfields in July 2022. He brings with him 15 years' experience in the learning disability, autism and mental health fields.

Staffing

The Charity would like to take this opportunity to thank everyone who has donated to our fundraising causes during the last year. A particular debt of gratitude is owed to Walmley Golf Club in Birmingham, whose Lady Captain, Pat Johnson, and fellow player Jean Campbell, chose Jaffray Care Society as their nominated Charity for 2021. Pat and Jean led out on an extraordinary day of golf related fundraising, and managed to secure over £10,000. These much welcome funds have been used in the new financial year to provide a new kitchen area for our Activity Hub, which in turn will help Service Users learn cooking and baking skills and provide hot meals for people who come and use this service.

The continued support of our wider community and partners has been extraordinary. We have received some fantastic donations of masks, gloves, face visors and food, as well as generous donations towards our very special sensory garden project.

The Charity would like to thank everyone who has also taken the time to get in touch during this uncertain time, as we all appreciate your thoughts and prayers. We also remember those in our profession who have lost their lives to COVID-19. We keep them in our hearts and will not forget them. We recognise that while things may not be the same, we will return to a greater sense of normality in the fullness of time.

The Jaffray Care Society Long Service Awards were not held this year due to COVID-19. However, we still recognised the contributions of the teams individually and hope to recommence these recognition and awards events in September 2022.

Structure, Governance and Management

Jaffray Care Society is a Company limited by guarantee and therefore does not have a share capital. The liability of members is limited and details of their guarantee are detailed in the notes to the financial statements. The Company is also a Registered Charity and was founded in 1990.

The Charity has a plan in place to identify and induct new Trustees as and when they become aware of individuals with an interest in our activities, or where it is perceived that a Trustee with an additional skill set, to complement those held by the current Trustees, is required.

Our commitment to governance has seen the continued overview and strategic management of operations by the Board during the year. The Board meets regularly to review strategy, operational risks and efficiencies and financial systems, procedures and information to ensure that there is appropriate oversight and critical appraisal of activities and decisions taken to achieve the Charity's objectives.

The Charity also maintains full Trustee Indemnity Insurance at a cost of £2,130 per annum (2021: £1,965).

Financial Review

A summary of the financial results for the year is given in the Consolidated Statement of Financial Activities on page 15 and the Balance Sheets on pages 16 and 17.

Total income for the year was £5,922,429 (2021: £5,756,808) and total expenditure was £5,884,838 (2021: £5,730,223). Net incoming resources for the year were £37,591 (2021: £26,585).

The financial challenges faced by all in the "not-for-profit" sector, exacerbated by the COVID-19 Pandemic, have continued during this financial year. We continue to receive minimal incremental fee uplifts from Birmingham City Council and Wolverhampton City Council this year for the majority of our core services, although we have had some additional support in respect of COVID-19 costs incurred, particularly in respect of Workforce Development and Infection Control.

We have, therefore, had to continue to have a tight focus and control over the operating costs and cash flows of the business. Close monitoring and control of outlays and the implementation of innovative and efficient care provision and delivery to our service users, has again resulted in the Charity reporting a small surplus for the financial year.

The Senior Management Team have continued to review and renegotiate supplier contracts, which are essential to secure additional and continued cost savings for the year ahead, especially in light of the inflationary pressures caused by global economic and political factors and the impact of the Ukraine conflict. Their continued success is down to the level of dedication and care provided by our employees under the leadership of our Chief Executive Officer and Director of Finance.

Funds held as Custodian Trustee on behalf of others

The Charity holds money on behalf of some service users in trust as Corporate Appointee. These funds are held separately from the funds of the Charity and are excluded from these financial statements. These funds are applied solely for the benefit of the specific service users at the discretion of the Corporate Appointee in accordance with their duties under the appointment.

Reserves Policy

The Charity has considered the level of reserves that they require in respect of future requirements. The requirement of sufficient reserves can be summarised in three areas:

- Assurance for residents that the Charity can continue to provide them with care and housing should funding be delayed for an individual or group of service users. The reserve requirement, included within our calculations, is based upon a minimum of approximately twelve weeks' resources expended.
- Continued development of new housing and Activity Hub facilities to provide quality care for additional service users. The Charity looks to develop this using their own internally generated reserves rather than via external borrowings so that the security of the Charity's existing residents is not put at risk.
- Development of new areas within the Charity's objectives. The Charity has identified a need to provide further quality care provision projects for people with learning disabilities.

The Charity retains its surpluses for future use in providing increased numbers of nursing and residential placements, Activity Hub service facilities and supported living options to provide the first-class care that is in such demand for all its service users.

Total unrestricted reserves held as at 31 March 2022 amounted to £2,807,160 (2021: £2,740,115) and restricted reserves amounted to £10,046 (2021 £39,500).

Plans for Future Years

The Charity continues to develop as an innovative and forward-thinking organisation, able to drive improvements in how people experience health and care services and work with them towards a safe and secure future. To achieve this vision, the Charity is devising a bold new development strategy that builds on our successes and values and keeps our central purpose.

The Charity stresses that any future development strategy will be based on a risk assessed intelligent approach with various business scenarios being explored. Given the continued difficult economic conditions, the COVID-19 pandemic, and the difficulties securing funding for operating capital, let alone major capital projects, we continue to believe that protecting and growing the Charity's reserves is a necessary, prudent and advisable policy.

The Charity also intends to increase its potential donor base with a view to raising funds from trusts and grant giving organisations. Fundraising objectives for the next twelve months will be to prepare cases for support for potential new fundraising projects. Given the strength of the Charity's fundraising messages and its excellent reputation and community focus, we believe this could be a significant source of income.

Another principal priority is to maintain all facilities and environments to an extremely high standard. Although all areas have recently received investment to upgrade their environments, we are mindful that regular work and re-investment is continually needed to maintain such high quality. Upgrading of the existing environments is part of the ongoing development strategy of our Estates Team. We develop our environment to accommodate ever changing needs. We recognise the importance of keeping up to date on property wear and tear and unavoidable damage and to keep the environment looking highly presentable and homely and above all, safe for all. A structured programme of work to ensure the physical condition of the properties does not deteriorate is considered beneficial.

We will continue to pursue opportunities to establish further projects by listening to the aspirations of people with learning disabilities, their families and our staff, and to also listen to the needs of the community in which we operate. The Charity is proud of its ability to adapt to the changing needs of our service user group, the community and the requirements of our local authority partners.

Approved by the Board on 24 August 2022 and signed on its behalf by:-

.....

Mr M McEachran
Trustee

Trustees' Report

The Trustees, who are also Directors of the charitable company for the purposes of the Companies Act, present their annual report and the audited consolidated financial statements for the year ended 31 March 2022 for the Group, comprising the charitable company and it's subsidiary undertaking ("the Charity"). The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and consolidated financial statements of the Charity.

Trustees

The Trustees who held office during the year were as follows:

Mr M McEachran
Dr A Roy OBE
Mr G Cumberland
Mr M Fellows
Ms L Hendon
Mr C Lees
Mr M Weir

A specific Health and Safety policy is in place and the Charity staff are closely involved in all operational and business risk assessments. The Trustees take this matter extremely seriously and it is discussed at every Board Meeting as an Agenda item, where action plans are reviewed and acted upon.

Trustees continue to attend governance conferences and Institute of Directors' events. Members of the Board have also attended appropriate financial and operational training courses.

Trustees' Responsibilities

The Trustees (who are also Directors of Jaffray Care Society for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charity and of the income and expenditure of the Charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group or charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

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

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

Ability inclusion for employees

The Charity gives full and fair consideration to applications for employment from persons who are physically, mentally or developmentally impaired, where the requirement of the job may be adequately covered by such persons. With regards to existing employees who become physically, mentally or developmentally impaired during their employment, the Charity continues to examine ways of providing continuing employment under normal terms and conditions and to provide training, career development and promotion where appropriate.

Employee involvement

During the year, the policy of providing employees with information about the Charity has been continued through internal media methods in which employees have also been encouraged to present their suggestions and views on the company's performance, achievements and developments in community-based projects. Regular meetings are held between local management and employees to allow a free flow of information and ideas.

Auditors

Malcolm Piper & Company Limited remained as auditors to the Charity and its subsidiary company, throughout the financial year and have indicated their willingness to continue in office.

Approved by the Board on 24 August 2022 and signed on its behalf by:-

.....

Mr M McEachran
Trustee

Opinion

We have audited the financial statements of Jaffray Care Society (the 'parent charitable company') and its subsidiaries (the 'Group') for the year ended 31 March 2022 which comprise the Consolidated Statements of Financial Activities, Consolidated Balance Sheet, Company Balance Sheet, Consolidated Cashflow Statements and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and parent charitable company's affairs as at 31 March 2022, and of the Group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

[continued ...]

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (incorporating the Strategic Report and the Trustees' Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the Group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Trustees' Report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 9 the Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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

[continued ...]

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to Jaffray Care Society, ("the Group and Company") and determined that the most significant are those that relate to the UK reporting framework under which the Group and Company prepares its accounts and reports its results and the relevant UK tax compliance regulations. In addition, we concluded that there are certain significant laws and regulations that may have an effect on the determination of the amounts and disclosures in the financial statements and those laws and regulations include those relating to health and safety, employee matters, environmental, and bribery and corruption practices;

- Having due regard to ISA 240 (Redrafted), *The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements,* we planned and designed our audit procedures to undertake such enquiry and testing which we deemed necessary to understand how the Group and Company is complying with those frameworks. We made enquiries of the Trustees, senior management and those responsible for legal and compliance procedures within the Group and Company and we corroborated our enquiries by reference to other documentary evidence, where available, or other complimentary or compensating evidence and with other correspondence received and noted that there was no contradictory evidence;

- In designing the scope and depth of our work to assess the likely impact on the financial statements of fraud and other irregularities, we calculate a materiality level which is a percentage based upon turnover, profitability and gross balance sheet assets. This calculation produces a figure against which financial statement errors and irregularities are compared and indicates a level at which, in our opinion and judgement, this would cause transactions and balances within the financial statements to be misleading or materially incorrect.

- We also assessed the susceptibility of the Consolidated Financial Statements of the Group and Company to material misstatement using qualitative as well as quantitative factors, including how fraud might occur, and designed our audit testing and enquiries in such a way so as to enable us to identify the fraud risks across various parts of the business. In addition, we utilised internal and external information to perform a fraud risk assessment as part of our audit planning and testing procedures.

- We considered the risk of fraud through management override of controls and systems and, in response, we incorporated testing of large or unusual manual journal entries into our audit approach. We also considered the possibility of fraudulent or corrupt payments made through third parties and conducted detailed analytical review and substantive transaction testing on third party suppliers. Where instances of unusual behaviour patterns were identified through our testing, we performed additional audit procedures to address each identified risk. These procedures included testing of transactions back to source information and were designed to provide reasonable assurance that the financial statements were free from fraud or error. We also conducted specific audit procedures in relation to the risk of bribery and corruption by means of review of any marketing, promotion or discount activity determined by a risk-based process;

- Based on the results of our risk assessment we designed our audit procedures to identify non-compliance with such laws and regulations identified above. Our procedures involved journal entry testing, with a focus on journals meeting our defined risk criteria based on our understanding of the business and enquiries of Group and Company management; and

- If any instances of non-compliance with laws and regulations were identified, the audit team performed sufficient and appropriate audit procedures.

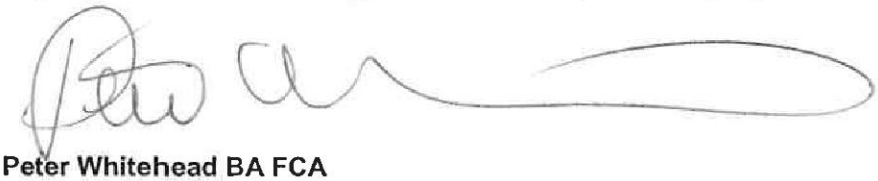
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

[continued ...]

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

Use of our report

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



Peter Whitehead BA FCA
Senior Statutory Auditor
For and on behalf of
Malcolm Piper & Company Limited
Kingsnorth House
1 Blenheim Way
Birmingham
B44 8LS

Dated: 24 August 2022

Consolidated Statement of Financial Activities
(Including Consolidated Summary Income and Expenditure Account)
for the Year Ended 31 March 2022

	Note	2022 Restricted £	2022 Unrestricted £	2022 Total £	2021 Total £
Income from:					
Donations and legacies	2	10,507	2,107	12,614	8,188
Charitable activities:	3				
- Residential services		-	5,402,123	5,402,123	5,160,286
- Day care services		-	445,447	445,447	531,772
- Rental income from housing benefits		-	62,245	62,245	56,562
Total income		10,507	5,911,922	5,922,429	5,756,808
Expenditure on:					
Charitable activities:					
- Residential and day centre care costs		39,961	5,426,403	5,466,364	5,319,620
- Support costs	5	-	418,474	418,474	410,603
Total expenditure	4	39,961	5,844,877	5,884,838	5,730,223
Net (expenditure)/income for the year	7	(29,454)	67,045	37,591	26,585
Transfers between funds					-
Net movement in funds for the year		(29,454)	67,045	37,591	26,585
Reconciliation of funds:					
Total funds brought forward at 1 April 2021		39,500	2,740,115	2,779,615	2,753,030
Total funds carried forward at 31 March 2022		10,046	2,807,160	2,817,206	2,779,615

All income and expenditure derive from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised during the year.

The notes on pages 19 to 31 form an integral part of these financial statements

Jaffray Care Society
(Registration number 02554367)

Consolidated Balance Sheet at 31 March 2022

	Note	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible fixed assets	11		5,434,706		5,590,431
Current assets					
Debtors	13	458,149		511,888	
Cash at bank and in hand		981,152		797,991	
		1,439,301		1,309,879	
Creditors: Amounts falling due within one year	14	(1,358,194)		(1,207,919)	
Net current assets			81,107		101,960
Total assets less current liabilities			5,515,813		5,692,391
Creditors: Amounts falling due after more than one year	15		(2,698,607)		(2,912,776)
Net assets			2,817,206		2,779,615
Funds					
Restricted funds	17		10,046		39,500
Unrestricted funds	17		2,807,160		2,740,115
Total funds			2,817,206		2,779,615

These financial statements were approved and authorised for issue on 24 August 2022 and signed on its behalf by:

.....
Mr M McEachran

.....
Ms L Hendon

} Trustees

The notes on pages 19 to 31 form an integral part of these financial statements

Jaffray Care Society
(Registration number 02554367)

Company Balance Sheet at 31 March 2022

	Note	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible fixed assets	11		4,967,961		5,110,280
Investments	12		-		-
			4,967,961		5,110,280
Current assets					
Debtors	13	772,391		864,738	
Cash at bank and in hand		981,152		797,991	
		1,753,543		1,662,729	
Creditors: Amounts falling due within one year	14	(1,340,936)		(1,202,463)	
Net current assets			412,607		460,266
Total assets less current liabilities			5,380,568		5,570,546
Creditors: Amounts falling due after more than one year	15		(2,698,607)		(2,912,776)
Net assets			2,681,961		2,657,770
Funds					
Restricted funds	17		10,046		39,500
Unrestricted funds	17		2,671,915		2,618,270
Total funds			2,681,961		2,657,770

These financial statements were approved and authorised for issue on 24 August 2022 and signed on its behalf by:

Mr M McEachran

Ms L Herndon

Trustees

The notes on pages 19 to 31 form an integral part of these financial statements

Jaffray Care Society

Consolidated Statement of Cash Flows for the Year Ended 31 March 2022

	Note	2022 £	2021 £
Cash flow from operating activities	19	627,495	688,628
Interest paid		(105,997)	(112,276)
Net cash flow from operating activities		521,498	576,352
Cash flow from investing activities	20	(129,972)	(195,652)
Cash flow from financing activities	21	(208,365)	(48,204)
Net increase in cash and cash equivalents		183,161	332,496
Cash and cash equivalents at the start of the year		797,991	465,495
Cash and cash equivalents at the end of the year		981,152	797,991
Cash and cash equivalents consists of:			
Cash at bank and in hand		981,152	797,991

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2022

1. Accounting Policies

General Information and Basis of Preparation
The Charity is a company limited by guarantee in the England and Wales. The members of the Company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity. The address of the registered office is given in the Charity information on page 1 of the financial statements. The nature of the Charity's operations and principal activities are detailed in the Strategic Report on page 2.

The Charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2019.

The consolidated financial statements have been prepared on a going concern basis under the historical cost accounting convention. The consolidated financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest pound.

The significant accounting policies applied in the preparation of these financial statements for the Group and Charitable Company are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

These consolidated financial statements consolidate the financial statements of the company and its subsidiary undertaking, Jaffray Property Solutions, company registered number 07249961, charity registered number 1143062. Intra-group transactions and profits are eliminated on consolidation.

No separate statement of financial activities is presented for the Company as permitted by section 408 of the Companies Act 2006. The Company had total income from charitable activities and donations of £5,870,626 (2021: £5,691,919), total expenditure on charitable activities of £5,443,884 (2021: £5,263,875), management and administration costs of £402,551 (2021: £394,059) and costs of raising funds of £nil (2021: £nil). The net income for the year amounted to £24,191 (2021: £13,985).

Funds
Unrestricted funds are funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements. Where restricted funds are used for capital expenditure a transfer is made upon capitalisation to unrestricted funds.

Income Recognition
All income is included in the Statement of Financial Activities when the Charity is legally entitled to the income after any performance conditions have been met; the amount can be quantified with reasonable accuracy; and it is probable that the income will be received.

For donations and additional support grants (received as direct consequence of COVID-19 impacts on the Charity's normal charitable activities) to be recognised the Charity will have been notified of the amounts and settlement date in writing. If there are conditions attached to the donation or the additional support grants, and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2022 (continued)

1. Accounting Policies (continued)

Income Recognition (continued)
Legacies are accounted for in the period in which the Charity becomes irrevocably entitled to the funds bequeathed. Where legacies are received with particular instructions in the will provisions, they are treated as restricted funds. If these instructions require a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Charitable activity income includes fees for the provision of housing and associated amenities which are accounted for on an accruals basis.

Expenditure recognition
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties; it is probable that the settlement will be required; and the amount of the obligation can be measured reliably. While all costs are incurred in the furtherance of the charitable activities they are categorised under the following headings:

- Costs of raising funds - which includes the costs incurred in the use of professional fund raisers to identify and contact charitable grant making trusts;
- Expenditure on charitable activities;

Support costs
Support costs are those that assist the work of the Charity but do not directly represent charitable activities and include head office costs, interest payable and governance costs. They are incurred directly in support of expenditure on the Charity's objectives.

Investments
Investments in subsidiary undertakings are stated at cost, less any provision for improvements.

Tangible fixed assets
Tangible fixed assets are stated at cost less depreciation. It is the Charity's policy to maintain these assets in a good state of repair.

Depreciation is provided on tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful lives as follows:

Freehold Property	2% - 10% per annum straight line
Leasehold Property	Over the period of the lease
Building Improvements	10% per annum straight line
Motor Vehicles	20% - 33% per annum straight line
Fixtures and Fittings	15% - 25% per annum straight line

Freehold Land is not depreciated

Debtors and creditors receivable/payable within one year
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Loans and borrowings
Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

1. Accounting Policies (continued)

Impairment
Assets not measured at fair value are reviewed for indications that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying value. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in the SOFA.

Provisions
Provisions are recognised when the Charity has an obligation at the balance sheet date as a result of a past event; it is probable that an outflow of economic benefits will be required in settlement; and the amount can be reliably estimated.

Leases
Costs incurred under operating leases are charged to the Statement of Financial Activities as they are incurred.

Pensions
The Charity operates a defined contribution pension scheme. Contributions payable for the year are charged in the statement of financial activities.

Taxation
The Company is an exempt Charity within the meaning of Schedule 3 of the Charities Act 2011 and 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.

Going concern
The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist and that compliance with funding and banking covenants is considered satisfactory by the Trustees and its bankers. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the Charity to be able to continue as a going concern.

2. Income from donations and legacies

	2022 £	2021 £
Cash donations	12,614	8,188

Income from donations and legacies was £12,614 (2021: £8,188) of which £10,507 (2021: £600) was attributable to restricted funds and £2,107 (2021: £7,588) was attributable to unrestricted funds.

3. Income from charitable activities

All charitable income for the current and prior year is attributable to unrestricted funds and includes £165,699 (2021: £151,083) of additional support grants arising as direct consequence of COVID-19 impacts on the Charity's normal charitable activities.

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2022 (continued)

4. Total expenditure

	Staff Costs £	Other Direct Costs £	Total 2022 £	Total 2021 £
Residential and day centre care costs	4,501,683	964,681	5,466,364	5,319,620
Support costs (see note 5)	219,438	199,036	418,474	410,603
	4,721,121	1,163,717	5,884,838	5,730,223

All expenditure for the current and prior year is in respect of the furtherance of the charitable activities of which £39,961 (2021: £600) was attributable to restricted funds and £5,844,877 (2021: £5,729,623) was attributable to unrestricted funds.

5. Support costs

	2022 £	2021 £
Interest payable on bank borrowings (see note 10)	105,997	112,083
Head office costs	72,340	64,684
Human resources	219,438	216,437
Governance costs (see note 6)	20,699	17,399
	418,474	410,603

6. Governance costs

	2022 £	2021 £
Auditors remuneration	13,500	13,500
Trustees' expenses	7,199	3,899
	20,699	17,399

7. Net income/(expenditure) for the year

Net income/(expenditure) is stated after charging/(crediting):	2022 £	2021 £
Profit on sale of tangible fixed assets	-	(2,871)
Auditors' remuneration:		
- Audit of parent company	11,700	11,700
- Audit of subsidiary	1,800	1,800
Operating leases payments		
- Land and buildings	10,320	11,482
- Other	29,767	27,510
Depreciation of tangible fixed assets	285,697	290,598
Exceptional expenditure:		
- Redundancy costs	-	74,735

8. Employee Information

The average monthly number of employees and full-time equivalents (FTE) during the year was as follows:

	2022		2021	
	Number	FTE	Number	FTE
Direct charitable activities	203	182	204	183
Support staff	17	14	17	14
	220	196	221	197

The total staff costs and employee's benefits were as follows:	2022 £	2021 £
Staff salaries	3,957,949	3,992,188
Social security costs	307,025	265,860
Pension costs	93,389	83,870
Agency costs	315,879	162,748
Staff training and healthcare	46,879	29,521
	4,721,121	4,534,187

Included in the above is the following remuneration paid to Trustees and key management in respect of service contracts. Authority for the payment of remuneration to Trustees, who are also employees, is contained within the Articles of Association. The Articles provide for the payment of remuneration to Trustees where such payment is in connection with services provided under their employment contract. Trustees consider its key management personnel to be the senior management team details of which are included on page 1.

	2022 £	2021 £
Wages and salaries (including benefits in kind)	297,551	301,740
Pension costs	36,043	35,351
	333,594	337,091
Individuals with pensions accruing	3	3

The Charity had 3 (2021 - 3) employees (including Charity Trustees) with earnings over £60,000. They fall into the following bands:

	2022 Number	2021 Number
£110,000 to £120,000	1	1
£100,000 to £110,000	-	1
£90,000 to £100,000	2	-
£80,000 to £90,000	-	1

The highest paid director received earnings including benefits in kind of £115,814 (2021: £112,424).

8. Employee Information (continued)

Trustees' Expenses

Trustees were reimbursed travel and other out of pocket expenses during the year as follows:

	2022 Number	2021 Number	2022 £	2021 £
Travel	4	3	7,199	3,899
			7,199	3,899

Trustees expenses are reviewed and authorised by the Chair of the Remuneration and Governance sub-group.

The Charity also maintains full Trustee Indemnity Insurance at a cost of £2,130 per annum (2021: £1,965).

9. Pension Scheme

The Charity operates defined contribution pension schemes. The pension cost charge for the year represents contributions paid by the Charity to these schemes and amount to £93,389 (2021: £83,870). There were no outstanding contributions at either the beginning or end of the financial year.

10. Interest payable (net)

	2022 £	2021 £
Interest payable on bank borrowings	105,997	112,276
Interest received	-	(193)
	105,997	112,083

11. Tangible Fixed Assets

a) Group

	Freehold and Leasehold Property £	Fixtures and Fittings £	Motor Vehicles £	Total £
Cost				
At 1 April 2021	7,064,893	834,667	195,508	8,095,068
Additions	10,568	107,653	11,751	129,972
Disposals	-	(238,459)	(1,063)	(239,522)
At 31 March 2022	7,075,461	703,861	206,196	7,985,518
Depreciation				
At 1 April 2021	1,875,004	466,770	162,863	2,504,637
Charge for the year	136,222	135,890	13,585	285,697
Disposals	-	(238,459)	(1,063)	(239,522)
At 31 March 2022	2,011,226	364,201	175,385	2,550,812
Net Book Value				
At 31 March 2022	5,064,235	339,660	30,811	5,434,706
At 31 March 2021	5,189,889	367,897	32,645	5,590,431

All assets are used for direct charitable purposes.

Included in Freehold and Leasehold Property is land of £260,841 (2021: £260,841), which is not depreciated.

Included in Freehold and Leasehold Property above is leasehold property with a cost of £nil (2021: £nil), following its full impairment in a prior period.

Tangible fixed assets have been pledged to Lloyds Bank plc as security for the bank loan.

11. Tangible Fixed Assets (continued)

b) Company

	Freehold Property	Fixtures and Fittings	Motor Vehicles	Total
	£	£	£	£
Cost				
At 1 April 2021	6,394,597	834,667	195,508	7,424,772
Additions	10,568	107,653	11,751	129,972
Disposals	-	(238,459)	(1,063)	(239,522)
At 31 March 2022	6,405,165	703,861	206,196	7,315,222
Depreciation				
At 1 April 2021	1,684,859	466,770	162,863	2,314,492
Charge for the year	122,816	135,890	13,585	272,291
Disposals	-	(238,459)	(1,063)	(239,522)
At 31 March 2022	1,807,675	364,201	175,385	2,347,261
Net Book Value				
At 31 March 2022	4,597,490	339,660	30,811	4,967,961
At 31 March 2021	4,709,738	367,897	32,645	5,110,280

All assets are used for direct charitable purposes.

Included in Freehold Property is land of £260,841 (2021: £260,841), which is not depreciated.

Tangible fixed assets have been pledged to Lloyds Bank plc as security for the bank loan.

12. Fixed asset investments

Company

	2022	2021
	£	£
Cost		
Investment in subsidiary undertakings	-	-

Jaffray Care Society owns 100% of Jaffray Property Solutions, a company limited by guarantee (registration number 07249961) and a Charity registered in England and Wales (registration number 1143062), by virtue of its being the single member. In the event of its subsidiary being wound up, the liability in respect of the guarantee is limited to £1 per member.

The principal activity of Jaffray Property Solutions is the provision of housing and associated amenities for individuals with learning disabilities who are in necessitous circumstances.

13. Debtors

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Amounts falling due within one year:				
Trade debtors	307,498	361,117	268,245	330,233
Group undertakings	-	-	363,837	393,407
Other debtors	39,891	45,316	37,540	43,374
Prepayments	110,760	105,455	102,769	97,724
	458,149	511,888	772,391	864,738

14. Creditors: amounts falling due within one year

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Bank loan	215,003	209,199	215,003	209,199
Trade creditors	776,281	652,794	759,420	647,808
Taxation and social security	83,070	80,659	83,070	80,659
Accruals and other creditors	283,840	265,267	283,443	264,797
	1,358,194	1,207,919	1,340,936	1,202,463

Bank borrowing is secured on all current and future assets of the Charity and is subject to a cross guarantee between parent and subsidiary undertaking.

The bank loan of £2,071,947 (2021: £2,205,311) is fixed at 3.89%, until 20 September 2023, and £799,996 (2021: £866,664) is variable at 2.56% over Bank of England Base Rate and £41,667 (2021: £50,000) is fixed at 2.50%, until 12 May 2026.

15. Creditors: amounts falling due after more than one year

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Bank loan	2,698,607	2,912,776	2,698,607	2,912,776

Bank borrowing is secured on all current and future assets of the Charity and is subject to a cross guarantee between parent and subsidiary undertaking.

The bank loan of £2,071,947 (2021: £2,205,311) is fixed at 3.89%, until 20 September 2023, and £799,996 (2021: £866,664) is variable at 2.56% over Bank of England Base Rate and £41,667 (2021: £50,000) is fixed at 2.50%, until 12 May 2026.

Included in the above are amounts falling due as follows:

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Within 1 year	215,003	209,199	215,003	209,199
Over 1 year but within 5 years	902,227	890,219	902,227	890,219
Over 5 years	1,796,380	2,022,557	1,796,380	2,022,557
	2,913,610	3,121,975	2,913,610	3,121,975

16. Financial commitments

Group and Company

Capital commitments

There were capital commitments that were contracted for but not provided for in the financial statements of £208,000 (2021: £127,400) at the balance sheet date.

Operating lease commitments – lessee

The Group and Company had annual commitments under non-cancellable operating leases as follows:

	2022	2021
	£	£
Within one year	26,236	28,425
Within two to five years	35,008	25,155
Over five years	47,300	50,600
	108,544	104,180

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2022 (continued)

17. Funds reconciliation

a) Group

	As at 1 April 2021 £	Income £	Expenditure £	Transfers £	As at 31 March 2022 £
Restricted Funds	39,500	10,507	(39,961)	-	10,046
Unrestricted Funds	2,740,115	5,911,922	(5,844,877)	-	2,807,160
	2,779,615	5,922,429	(5,884,838)	-	2,817,206

b) Company

	As at 1 April 2021 £	Income £	Expenditure £	Transfers £	As at 31 March 2022 £
Restricted Funds	39,500	10,507	(39,961)	-	10,046
Unrestricted Funds	2,618,270	5,830,665	(5,777,020)	-	2,671,915
	2,657,770	5,841,172	(5,816,981)	-	2,681,961

Restricted funds relate to donations and legacies where specific instructions in the will or conditions attaching to the donations are such that they fall to be matched against specific ongoing expenditure and costs or projects when such costs are incurred or projects completed during the year.

During the year the Charity received restricted donations of £10,507 (2021: £600) and unrestricted donations of £2,107 (2021: £7,588). With the exception of the restricted £10,046 (2021: £39,500), which has been specifically received and carried forward to use on the Activity Hub project, all other restricted funds were spent at the year-end in respect of sensory projects.

Unrestricted funds include funds which may have been designated to specific strategic projects including most significantly our continuing commitment to the high standard of maintenance and improvements to the residential and nursing home property portfolio. As this is an ongoing commitment, no specific value can be assigned to these committed costs which are incurred as required each year.

18. Analysis of net assets between funds

Under the terms of the Memorandum and Articles of Association all surpluses are to be applied towards the promotion of the Group and Company's objectives.

Analysis of net assets between funds is as follows:

	Restricted Funds £	Unrestricted Funds £	2022 Total £
Group			
Tangible fixed assets	-	5,434,706	5,434,706
Current assets	10,046	1,429,255	1,439,301
Creditors within one year	-	(1,358,194)	(1,358,194)
Creditors over one year	-	(2,698,607)	(2,698,607)
Total funds	10,046	2,807,160	2,817,206
Company			
Tangible fixed assets	-	4,967,961	4,967,961
Current assets	10,046	1,743,497	1,753,543
Creditors within one year	-	(1,340,936)	(1,340,936)
Creditors over one year	-	(2,698,607)	(2,698,607)
Total funds	10,046	2,671,915	2,681,961

19. Reconciliation of net income to net cash flow from operating activities

	2022 £	2021 £
Net income for the year	37,591	26,585
Depreciation charges	285,697	290,598
Gains on sale of tangible fixed assets	-	(2,871)
Interest receivable	-	(193)
Interest payable	105,997	112,276
	429,285	426,395
Decrease in debtors	53,739	122,370
Increase in creditors	144,471	139,863
Net cash inflow from operating activities	627,495	688,628

20. Cash flow from investing activities

	2022 £	2021 £
Payments to acquire tangible fixed assets	(129,972)	(205,444)
Receipts from sale of tangible fixed assets	-	9,599
Interest receivable	-	193
	(129,972)	(195,652)

21. Cash flow from financing activities

	2022 £	2021 £
Repayment of long-term loans	(208,365)	(98,204)
New loans – fixed rate	-	50,000
	(208,365)	(48,204)

22. Related party transactions

No transactions with related parties were undertaken during the current or prior year.

JAFFRAY CARE SOCIETY

England & Wales - Charity number 1001885

Accounts

Jaffray Care Society

(A company limited by guarantee)

Trustees' Report and Consolidated Financial Statements
For The Year Ended 31 March 2021

Registered Company number: 02554367
Registered Charity number: 1001885

Jaffray Care Society

Administrative Information

Trustees and Directors:	Mr M McEachran Dr A Roy OBE Mr G Cumberland Mr M Fellows Ms L Hendon Mr C Lees Mr M Weir
Registered office:	The White House 39 Jaffray Crescent Erdington Birmingham B24 8BE
Bankers:	Lloyds Bank plc 293 High Street West Bromwich B70 8NA
Auditors:	Malcolm Piper & Company Limited Kingsnorth House Blenheim Way Birmingham B44 8LS
Solicitors:	Ansons St Mary's Chambers 5-7 Breadmarket Street Lichfield Staffordshire WS13 6LQ
Registered Charity number:	1001885
Registered Company number	02554367
Patrons	Mr Carl Chinn MBE Ph.D. F.Birm.Soc. Mr John Barnes MBE
Senior Management Team	Ms L Hendon (Chief Executive Officer) Mr C Lees (Director of Finance) Mr M Weir (Director of Estates)

Strategic Report

About Jaffray Care Society

Jaffray Care Society is a Company limited by guarantee and is also a Registered Charity. The Charity has a wholly owned subsidiary company, Jaffray Property Solutions, which is also a Registered Charity.

Jaffray Care Society and its subsidiary company ("the Charity") are a leading regional learning disability Charity which can trace our origins back to 1990 when services for individuals with learning disabilities began to move from hospitals and into the wider community. In the year to 31 March 2021 we continued to provide nursing care, residential care, supported living and community services to 76 service users.

Activities and Objectives

The Charity provides high-quality personalised support and advice for people with learning disabilities. Our direct support services encompass advocacy, health, education, housing, leisure and employment, helping people live the lives they choose here and now.

The objects of the Charity, as stated within the Memorandum and Articles of Association, are to provide housing, nursing care and associated amenities for individuals with learning disabilities (including people with learning disabilities, dementia, complex health care and acquired brain injuries) that are in necessitous circumstances.

Aims

Our aims are to provide the best health and social care service possible for those people with learning disabilities, autism, mental health, complex health care needs and dementia with the support of specially trained and committed staff so that we:-

- Maintain the privacy, dignity and individuality of each service user;
- Keep everyone safe;
- Respect service users wishes and their right to personal choice over their daily care and support;
- Provide a caring nursing and therapeutic environment for each service user welcoming and encouraging family and friends to participate in the care delivery;
- Create a caring and homely and person-centred atmosphere where the service user feels needed and is able to give a meaningful contribution to their community;
- Encourage personal growth, skills development, work related training and leisure interests ;
- Provide employment and training opportunities for local people;
- Ensure each service user is empowered to make more informed decisions and participate as fully as possible in the everyday life of the community.

From the facilities available to the standard of care provided, quality in every respect is a fundamental aspect of the Charity's philosophy.

Vision and Mission Statement

The Charity works in partnership with people with learning disabilities to ensure they receive a personalised, needs led, support service which is evidence based, outcome driven and promotes rights, independence, choice and inclusion.

The Charity believes that people with learning disabilities have a right to live in ordinary homes in the community: independently, in their family home, in sheltered accommodation or in a staffed residential facility sharing the rights, facilities and privileges of society.

Essential Ethical Principles

Our principles provide an overarching framework that guides our employees' decision making, good judgement and conduct which provides assurance of:-

- Putting beneficiaries first;
- Integrity;
- Openness;
- Right to be safe.

We respect every individual's dignity and rights to privacy and confidentiality. We commit to eliminating any instances of sexism, gender inequality and other power imbalances that leave some people at risk of harm. We value, support and reflect diversity in our governing bodies, workforce and beneficiaries.

The Charity is a place where people's wellbeing and mental health are valued and promoted, so that anyone in our care, working in the Charity or coming into contact with the Charity is encouraged to value and invest in their own health and wellbeing.

Safeguarding Statement

Every person who benefits from, works for or comes into contact with The Charity will be treated with dignity and respect, and feel that they are in a safe, trusted and supportive environment. The Charity has created an inclusive organisational culture that does not tolerate inappropriate, discriminatory, offensive or harmful behaviour towards any person who works for, benefits from or comes into contact with the Charity. The Charity has a robust safeguarding policy and safeguarding procedures that ensure people in their care are safe and protected.

Governance

The Charity is committed to maintaining the highest standards of governance and has determined that the organisation should comply with the principles outlined in the Code of Governance for Voluntary Organisations, which is approved by the Charity Commission. Ultimate responsibility for governance of Jaffray Care Society and its subsidiary Jaffray Property Solutions is entrusted to the Trustee Unitary Board made up of seven Trustees.

We are committed to using an open and transparent recruitment process. As set out in the Memorandum and Articles of Association, Non-Executive Trustees are appointed for a three-year term of office and can serve two terms in total. This can be varied if the Trustees unanimously agree that the skills provided by a particular Non-Executive Trustee are such that they could not be easily replaced and to do so would not be in the best interests of the Charity or Trustee Board or the Charity's service users. The Trustees are also our Companies Act Members.

We continue to ensure that our governance processes and procedures and our corporate structure meet all of the most current and appropriate Companies Act requirements.

As a charitable organisation we have a high performing Board, consisting of a diverse and complementary range of people and skills. The Board is both dynamic and imaginative consisting of a diverse mix of professionals required to maintain our organisation's ongoing development objectives.

For new Trustees, the Charity has an induction programme which includes visits to some of our services, meetings with the Executive Team on our governance, strategy, the role and duties of Trustees, Company and Charity Law and the management of finances and risk. Further training and development is offered individually or to the Board as required or requested. New Trustees are given clear terms of reference, role descriptions, governance documentation and the Charity handbook which outlines the main policies and procedures of the Charity and the governance structure of the Charity.

Risk Management

The Charity has given consideration to the major risks to which the Charity is exposed and have satisfied themselves that systems and procedures are fully established in order to manage those risks.

Work is ongoing with regards to Data Protection and the GDPR legislation which came into force in 2018. Key areas have been addressed, and work is in progress to ensure full and ongoing compliance across all the Charity's activities.

Strategic Report (continued)

Management and Trustees

There are clear distinctions between the role of Non-Executive Trustees and the Executive Team. The Board of Non-Executives delegates certain authorities to the Executive Team in order to run the organisation efficiently. Matters such as policy, strategy and budgets are prepared by the Executive Team for consideration and final approval by the Non-Executive Trustees, who then monitor the implementation of these plans.

Public Benefit

The Charity continues to provide nursing care, residential care, supported living and community services to 76 service users (2020 - 76) with learning disabilities in Birmingham and Wolverhampton.

Our subsidiary Jaffray Property Solutions is also a Registered Charity. The principal activity of Jaffray Property Solutions is the provision of housing and associated amenities for people with learning disabilities who are in necessitous circumstances.

Our annual Trustees' Report and consolidated financial statements allow us to show how our charitable funds are spent and show the impact and benefits that this has on those using our services; either as direct service users or in the Charity's interaction with the wider community

Statement of Public Benefit

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have regard to the Charity Commission's general guidance on public benefit, "Charities and Public Benefit". Jaffray Care Society's charitable objects are enshrined within its Memorandum and Articles of Association and as such the Trustees ensure that the Charity's activities are carried out for the public benefit through its strategic priorities. This is done primarily through the delivery of services aimed at all those with learning, developmental and intellectual disabilities.

Achievements and Performance

This financial year saw unprecedented challenges presented to the Charity and the care sector as a whole, with the outbreak of the COVID-19 pandemic.

The Charity staff have risen to the challenge of COVID-19 magnificently, and this has made such an important difference to all our service users at this unprecedented time. Our staff have showed exceptional bravery and courage in ensuring everyone stays safe and well. We have managed to keep the virus at bay in the vast majority of our homes and have managed very complex care interventions where needed to combat the spread of infection.

2020 was coincidentally the World Health Organisations' "Year of the Nurse" and the challenges brought about by COVID-19 have shone a light on the exceptional role that care home nurses play. At Jaffray Care Society we want to thank all those nurses and also our own vitally important front-line care staff working in our service.

We end the year infection free at Jaffray Care Society, and will continue to do everything in our power to remain so.

We are also reassuring families that we continue to ensure we have the highest quality safety standards and continue to barrier nurse. It is deeply saddening not being able to visit relatives, but we are encouraging families to use digital resources such as Skype and FaceTime, and also to use the telephone as often as they can.

From the outset, we have ensured we have sufficient stocks of Personal Protective Equipment (PPE) to ensure everyone stays safe. Our support staff at the head office have also been exceptional, keeping open during lockdown to ensure our front-line staff have everything they need; PPE, food and other supplies to keep everything running smoothly. We have also ensured all our staff underwent regular testing from the onset of the pandemic to the present day.

Jaffray Day Services

Along with schools, pubs and restaurants, where social distancing is impossible to practice, we took the difficult decision to close our Day Services Centre. This decision was made with a heavy heart and sadness, but keeping it open meant we could not guarantee anyone's safety.

The Charity took the decision to close the Day Services Centre due to the exceptionally high risk the COVID-19 virus presented to both staff and service users alike. Some staff agreed to be redeployed within our other nursing and residential services and continued working on the front line with their colleagues. Unfortunately, a handful of staff were not able to accept redeployment, and instead chose voluntary redundancy.

This closure has given us the opportunity to evaluate the service delivery and explore how we could make it more inclusive and viable upon its' eventual reopening. We are currently rebranding and modernising these services so we can offer employment and volunteering opportunities going forward. As soon as we are given the go ahead from the Local Authorities, we will begin the process of opening our refurbished and rebranded day services. The centre will be known as the Jaffray Activity Hub ("the Hub").

Our vision is to develop the existing centre and grow it into a new social and activity hub which will provide a wonderful community venue. It is a resource that already helps the local community but we wish to expand it so we can help more people. The Hub will be for people to share interests, build skills and reduce social isolation and if appropriate support them moving closer to employability or provide volunteering experience. We also wish to provide an environment that supports people and communities who experience disproportionate challenges and difficulties as a result of the COVID-19 crisis.

Anyone who needs a little extra help because of their complex health care needs, age, physical disability, sensory impairment, intellectual disability, mental health needs or require palliative care will be welcome at the Hub. We particularly wish to show support to our Black, Asian and Minority Ethnic communities, all of whom are facing specific challenges during the current COVID-19 crisis.

We aim to make the facilities more inclusive and offer it out as a support facility for those who are especially vulnerable, isolated, or just lonely. We want it to become a centre at the heart of the community and plan to open our first social enterprise scheme which will be a community café in the heart of the Hub. The coffee shop project will provide the opportunity for adults with a disability to learn skills which will also help them throughout their life.

We have also used these last twelve months to design a timetable of unique and innovative activities that meet the needs of all, seven days a week. We have a wonderful multi-sensory room, cinema room, art room, training room and spa. We also have a changing suite which will also be advertised on the website Changing Places – set up specifically for people who cannot use standard accessible toilets. This includes people with profound and multiple learning disabilities, motor neurone disease, multiple sclerosis, cerebral palsy, as well as older people.

Embracing the Digital Age and Technology

This financial year has also provided us with the opportunity to incorporate better technology into all our care homes, with the implementation of Person-Centred Electronic Care Planning. The system allows for the creation of accurate evidence of care and provides easily accessible data. Person Centred Software provides a single solution and is called Mobile Care Monitoring (MCM).

MCM is designed to be in the hands of our carers, rather than being tied to a PC, laptop or tablet. The system is easy to use, fast, and icon driven with limited need for typing.

Allied with ease of use is the system's communication capabilities throughout the organisation. Communication happens with automated escalation of important care interventions; with care plans, planned care routines and shift handover notes; with service user preferences, flags for overdue care, and happiness indicators.

We have also extended the system's communication capabilities to include a Service User's Social Network. This allows everyone involved with a service user's life – family, friends and additional care providers – to engage with their care. This 'Relatives Gateway Portal' was invaluable during the recurring waves of COVID-19 and the restriction put on physical visiting. All this added together makes a unique solution to a very simple objective: to improve the life of everyone involved in social care.

New Website

The Charity now has a new website which not only serves as a promotional tool but it tells the story of Jaffray Care Society and what we offer. It provides contact information and reflects the Charity's personality and distinguishing characteristics. We hope to keep our beneficiaries, their families, advocates and all our multi agency colleagues up to date and informed about our service provision and our plans for the future.

New Registrations

During the year we were successful in applying to The Care Quality Commission (CQC) to vary the registration at two of our residential homes, as a response to local and national need to provide more social and health care facilities away from acute hospital settings.

Initially we provided a seven bedroom isolation unit within our nursing home, staffed by specialist nurses and care workers for those who were symptomatic and needed treatment for COVID-19. The Charity also worked very closely with local commissioning teams to provide beds for those in desperate need, and to assist in freeing up capacity within NHS hospitals.

Staffing

For over a year now, the outbreak of COVID-19 has brought with it unprecedented times for the Charity as well as across the entire UK Care sector landscape. The exceptional challenges impacted throughout the year and we, together with our colleagues in the NHS, now operate in an operational environment that is completely different from that which had previously governed our approach to the provision of care services, and reflects that COVID-19 will have a lasting and enduring impact on our daily operations. We remain committed to responding positively to those operational challenges and to ensuring that our standards of care remain unaffected.

It is a testament to our hardworking and dedicated staff that we are now beginning to come out the other side of this dreadful pandemic with an infection free workforce and service user base. The Charity continues to shield all our residents in a responsible manner, and our PPE stocks remain healthy.

We also wanted to take this opportunity to thank everyone who has donated to the Charity and its wonderful staff in the last year. Your continued support has been extraordinary. We have received some fantastic donations of masks, gloves, face visors and food, as well as generous donations towards our very special sensory garden project.

Thank you to everyone who has also taken the time to get in touch during this uncertain time, we all appreciate your thoughts and prayers. We also remember those in our profession who have lost their lives to COVID-19. We keep them in our hearts and will not forget them. We recognise that while things may not be the same, we will return to a greater sense of normality in time.

The Jaffray Care Society Long Service Awards were not held this year due to COVID-19, however, we still recognised the contributions of the teams individually.

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance "public benefit: running a charity (PB2)".

Structure, Governance and Management

Jaffray Care Society is a Company limited by guarantee and therefore does not have a share capital. The liability of members is limited and details of their guarantee are detailed in the notes to the financial statements. The Company is also a Registered Charity and was founded in 1990.

The Charity has a plan in place to identify and induct new Trustees as and when they become aware of individuals with an interest in our activities, or where it is perceived that a Trustee with an additional skill set, to complement those held by the current Trustees, is required.

Our commitment to governance has seen the continued overview and strategic management of operations by the Board during the year. The Board meets regularly to review strategy, operational risks and efficiencies and financial systems, procedures and information to ensure that there is appropriate oversight and critical appraisal of activities and decisions taken to achieve the Charity's objectives.

The Charity also maintains full Trustee Indemnity Insurance at a cost of £1,965 per annum (2020: £1,965).

Strategic Report (continued)

Financial Review

A summary of the financial results for the year is given in the Consolidated Statement of Financial Activities on page 13 and the Balance Sheets on pages 14 and 15.

Total income for the year was £5,756,808 (2020: £5,509,916) and total expenditure was £5,730,223 (2020: £5,510,907). Net incoming resources for the year were £26,585 (2020: £991 outgoing).

The financial challenges we referred to last year have continued during this financial year. We continue to receive no fee uplift from either Birmingham City Council or Wolverhampton City Council this year for the majority of our core services, although we have had some support in respect of COVID-19 costs incurred, particularly in respect of PPE. We have also incurred significant costs in respect of the closure of the Day Services function, including staff redundancies.

We have, therefore, had to continue to have a tight focus and control over the operating costs and cash flows of the business. Close monitoring and control of outlays and the implementation of innovative and efficient care provision and delivery to our service users, has resulted in the Charity reporting a small trading surplus.

The Senior Management Team have continued to renegotiate supplier contracts, which are essential to secure additional cost savings for the year ahead. Their continued success is down to the level of dedication and care provided by our employees under the leadership of our Chief Executive Officer and Director of Finance.

Funds held as Custodian Trustee on behalf of others

The Charity holds money on behalf of some service users in trust as Corporate Appointee. These funds are held separately from the funds of the Charity and are excluded from these financial statements. These funds are applied solely for the benefit of the specific service users at the discretion of the Corporate Appointee in accordance with their duties under the appointment.

Reserves Policy

The Charity has considered the level of reserves that they require in respect of future requirements. The requirement of sufficient reserves can be summarised in three areas:

- Assurance for residents that the Charity can continue to provide them with care and housing should funding be delayed for an individual or group of service users. The reserve requirement is based upon approximately twelve weeks' resources expended.
- Continued development of new housing and day care facilities to provide quality care for additional service users. The Charity looks to develop this using their own internally generated reserves rather than via external borrowings so that the security of the Charity's existing residents is not put at risk.
- Development of new areas within the Charity's objectives. The Charity has identified a need to provide further quality care provision projects for people with learning disabilities.

Total unrestricted reserves held as at 31st March 2021 amounted to £2,740,115 (2020: £2,713,530) and restricted reserves amounted to £39,500 (2020 £39,500).

Plans for Future Years

Jaffray Care Society continues to develop as an innovative and forward-thinking Charity, able to drive improvements in how people experience health and care services and work with them towards a safe and secure future. To achieve this vision, the Charity is devising a bold new development strategy that builds on our successes and values and keeps our purpose central.

The Charity stresses that any future development strategy would be based on a risk assessed intelligent approach with various business scenarios being explored. Given the continued difficult economic conditions, the COVID-19 pandemic, and the difficulties securing funding for operating capital, let alone major capital projects, we continue to believe that protecting and growing the Charity's reserves is a necessary, prudent and advisable policy.

The Charity retains its surpluses for future use in providing increased numbers of nursing and residential placements, day-care service facilities and supported living options to provide the first-class care that is in such demand for all its service users.

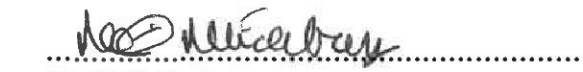
Strategic Report (continued)

The Charity also intends to increase its potential donor base with a view to raising funds from trusts and grant giving organisations. Fundraising objectives for the next twelve months will be to prepare cases of support for potential new fundraising projects. Given the strength of the Charity's fundraising messages and its excellent reputation and community focus, we believe this could be a significant source of income.

Another principal priority is to maintain all environments to an extremely high standard. Although all areas have recently received investment to upgrade their environments, we are mindful that regular work and re-investment is continually needed to maintain such high quality. Upgrading of the existing environments is part of the ongoing development strategy of our Estates Team. We develop our environment to accommodate ever changing needs. We recognise the importance of keeping up to date on property damage and to keep the environment looking highly presentable and homely. A structured programme of work to ensure the physical condition of the properties does not deteriorate is considered beneficial.

We will continue to pursue opportunities to establish further projects by listening to the aspirations of people with learning disabilities, their families and our staff, and to also to the needs of the community in which we operate. The Charity is proud of its ability to adapt to the changing needs of our service user group, the community and the requirements of our local authority partners.

Approved by the Board on 23 June 2021 and signed on its behalf by:-



Mr M McEachran
Trustee

Trustees' Report

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act, present their annual report and the audited consolidated financial statements for the year ended 31 March 2021. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and consolidated financial statements of the Charity.

Trustees

The Trustees who held office during the year were as follows:

Dr A Roy OBE
Mr M McEachran
Mr G Cumberland
Mr M Fellows
Ms L Hendon
Mr C Lees
Mr M Weir

A specific Health and Safety policy is in place and the Group and charitable company's ("the Charity") staff are closely involved in all operational and business risk assessments. The Trustees take this matter extremely seriously and it is discussed at every Board Meeting as an Agenda item, where action plans are reviewed and acted upon.

All Trustees continue to attend governance conferences and Institute of Directors' events. Members of the Board have also attended appropriate financial and operational training courses.

Trustees' Responsibilities

The Trustees (who are also Directors of Jaffray Care Society for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Group and parent charitable company and of the income and expenditure of the Group and charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group or charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Group and charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Group and charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

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

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

Trustees Report (continued)

Disabled employees

The Charity gives full and fair consideration to applications for employment from disabled persons where the requirement of the job may be adequately covered by a disabled person. With regards to existing employees who became disabled, the company has continued to examine ways of providing continuing employment under normal terms and conditions and to provide training, career development and promotion where appropriate.

Employee involvement

During the year, the policy of providing employees with information about the Charity has been continued through internal media methods in which employees have also been encouraged to present their suggestions and views on the company's performance, achievements and developments in community-based projects. Regular meetings are held between local management and employees to allow a free flow of information and ideas.

Auditors

Malcolm Piper & Company Limited remained as auditors to the Charity and its subsidiary company, throughout the financial year.

Approved by the Board on 23 June 2021 and signed on its behalf by:-

.....

Mr M McEachran
Trustee

Opinion

We have audited the financial statements of Jaffray Care Society (the 'parent charitable company') and its subsidiaries (the 'Group') for the year ended 31 March 2021 which comprise the Consolidated Statements of Financial Activities, Consolidated Balance Sheet, Company Balance Sheet, Consolidated Cashflow Statements and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and parent charitable company's affairs as at 31 March 2021, and of the Group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Trustees' annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

[continued ...]

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (incorporating the Strategic Report and the Trustees' Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the Group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Trustees' Report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 9 the Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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

[continued ...]

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to Jaffray Care Society, ("the Group and Company") and determined that the most significant are those that relate to the UK reporting framework under which the Company prepares its accounts and reports its results and the relevant UK tax compliance regulations. In addition, we concluded that there are certain significant laws and regulations that may have an effect on the determination of the amounts and disclosures in the financial statements and those laws and regulations include those relating to health and safety, employee matters, environmental, and bribery and corruption practices;

- Having due regard to ISA 240 (Redrafted), *The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements,* we planned and designed our audit procedures to undertake such enquiry and testing which we deemed necessary to understand how the Company is complying with those frameworks. We made enquiries of the directors, senior management and those responsible for legal and compliance procedures within the "Group and Company" and we corroborated our enquiries by reference to other documentary evidence, where available, or other complimentary or compensating evidence and with other correspondence received and noted that there was no contradictory evidence;

- In designing the scope and depth of our work to assess the likely impact on the financial statements of fraud and other irregularities, we calculate a materiality level which is a percentage based upon turnover, profitability and gross balance sheet assets. This calculation produces a figure against which financial statement errors and irregularities are compared and indicates a level at which, in our opinion and judgement, this would cause transactions and balances within the financial statements to be misleading or materially incorrect.

- We also assessed the susceptibility of the Consolidated Financial Statements of the "Group and Company" to material misstatement using qualitative as well as quantitative factors, including how fraud might occur, and designed our audit testing and enquiries in such a way so as to enable us to identify the fraud risks across various parts of the business. In addition, we utilised internal and external information to perform a fraud risk assessment as part of our audit planning and testing procedures.

- We considered the risk of fraud through management override of controls and systems and, in response, we incorporated testing of large or unusual manual journal entries into our audit approach. We also considered the possibility of fraudulent or corrupt payments made through third parties and conducted detailed analytical review and substantive transaction testing on third party suppliers. Where instances of unusual behaviour patterns were identified through our testing, we performed additional audit procedures to address each identified risk. These procedures included testing of transactions back to source information and were designed to provide reasonable assurance that the financial statements were free from fraud or error. We also conducted specific audit procedures in relation to the risk of bribery and corruption by means of review of any marketing, promotion or discount activity determined by a risk-based process;

- Based on the results of our risk assessment we designed our audit procedures to identify non-compliance with such laws and regulations identified above. Our procedures involved journal entry testing, with a focus on journals meeting our defined risk criteria based on our understanding of the business and enquiries of "Group and Company" management; and

- If any instances of non-compliance with laws and regulations were identified, the audit team performed sufficient and appropriate audit procedures.

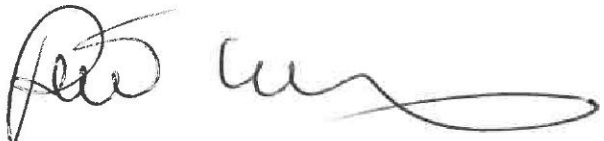
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

[continued ...]

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

Use of our report

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



Peter Whitehead BA FCA
Senior Statutory Auditor
For and on behalf of
Malcolm Piper & Company Limited
Kingsnorth House
1 Blenheim Way
Birmingham
B44 8LS

Dated: 23 June 2021

Consolidated Statement of Financial Activities (Including Consolidated Summary Income and Expenditure Account) for the Year Ended 31 March 2021

	Note	2021 Restricted £	2021 Unrestricted £	2021 Total £	2020 Total £
Income from:					
Donations and legacies	2	600	7,588	8,188	74,530
Charitable activities:	3				
- Residential services		-	5,160,286	5,160,286	4,594,695
- Day care services		-	531,772	531,772	777,982
- Rental income from housing benefits		-	56,562	56,562	62,709
Total income		600	5,756,208	5,756,808	5,509,916
Expenditure on:					
Charitable activities:					
- Residential and day centre care costs		-	5,319,620	5,319,620	5,054,496
- Support costs	5	600	410,003	410,603	456,411
Total expenditure	4	600	5,729,623	5,730,223	5,510,907
Net income/(expenditure) for the year	7	-	26,585	26,585	(991)
Transfers between funds		-	-	-	-
Net movement in funds for the year		-	26,585	26,585	(991)
Reconciliation of funds:					
Total funds brought forward at 1 April 2020		39,500	2,713,530	2,753,030	2,754,021
Total funds carried forward at 31 March 2021		39,500	2,740,115	2,779,615	2,753,030

All income and expenditure derive from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised during the year.

The notes on pages 19 to 31 form an integral part of these financial statements

Jaffray Care Society
(Registration number 02554367)
Consolidated Balance Sheet at 31 March 2021

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible fixed assets	11		5,590,431		5,682,313
Current assets					
Debtors	13	511,888		634,258	
Cash at bank and in hand		797,991		465,495	
		1,309,879		1,099,753	
Creditors: Amounts falling due within one year	14	(1,207,919)		(1,055,617)	
Net current assets			101,960		44,136
Total assets less current liabilities			5,692,391		5,726,449
Creditors: Amounts falling due after more than one year	15		(2,912,776)		(2,973,419)
Net assets			2,779,615		2,753,030
Funds					
Restricted funds	17		39,500		39,500
Unrestricted funds	17		2,740,115		2,713,530
Total funds			2,779,615		2,753,030

These financial statements were approved and authorised for issue on 23 June 2021 and signed on its behalf by:

Mr M McEachran

Ms L Hendon

Trustees

The notes on pages 19 to 31 form an integral part of these financial statements

Jaffray Care Society
(Registration number 02554367)
Company Balance Sheet at 31 March 2021

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible fixed assets	11		5,110,280		5,188,756
Investments	12		-		-
			5,110,280		5,188,756
Current assets					
Debtors	13	864,738		1,013,605	
Cash at bank and in hand		797,991		465,495	
		1,662,729		1,479,100	
Creditors: Amounts falling due within one year	14	(1,202,463)		(1,050,652)	
Net current assets			460,266		428,448
Total assets less current liabilities			5,570,546		5,617,204
Creditors: Amounts falling due after more than one year	15		(2,912,776)		(2,973,419)
Net assets			2,657,770		2,643,785
Funds					
Restricted funds	17		39,500		39,500
Unrestricted funds	17		2,618,270		2,604,285
Total funds			2,657,770		2,643,785

These financial statements were approved and authorised for issue on 23 June 2021 and signed on its behalf by:

Mr M McEachran

Ms L Hendon

Trustees

The notes on pages 19 to 29 form an integral part of these financial statements

Jaffray Care Society

Consolidated Statement of Cash Flows for the Year Ended 31 March 2021

	Note	2021 £	2020 £
Cash flow from operating activities	19	688,628	328,863
Interest paid		(112,276)	(125,799)
Net cash flow from operating activities		576,352	203,064
Cash flow from investing activities	20	(195,652)	(71,949)
Cash flow from financing activities	21	(48,204)	(192,053)
Net increase/(decrease) in cash and cash equivalents		332,496	(60,938)
Cash and cash equivalents at the start of the year		465,495	526,433
Cash and cash equivalents at the end of the year		797,991	465,495
Cash and cash equivalents consists of:			
Cash at bank and in hand		797,991	465,495

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2021

1. Accounting Policies

General Information and Basis of Preparation
The Charity is a company limited by guarantee in the England and Wales. The members of the Company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity. The address of the registered office is given in the Charity information on page 1 of the financial statements. The nature of the Charity's operations and principal activities are detailed in the Strategic Report on page 2.

The Charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2020.

The consolidated financial statements have been prepared on a going concern basis under the historical cost accounting convention. The consolidated financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest pound.

The significant accounting policies applied in the preparation of these financial statements for the Group and Charitable Company are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

These consolidated financial statements consolidate the financial statements of the company and its subsidiary undertaking, Jaffray Property Solutions, company registered number 07249961, charity registered number 1143062. Intra-group transactions and profits are eliminated on consolidation.

No separate statement of financial activities is presented for the Company as permitted by section 408 of the Companies Act 2006. The Company had total income from charitable activities and donations of £5,691,919 (2020: £5,425,984), total expenditure on charitable activities of £5,263,875 (2020: £5,002,530), management and administration costs of £394,059 (2020: £437,845) and costs of raising funds of £nil (2020: £nil). The net income for the year amounted to £13,985 (2020: £14,391 net expenditure).

Funds
Unrestricted funds are funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements. Where restricted funds are used for capital expenditure a transfer is made upon capitalisation to unrestricted funds.

Income Recognition
All income is included in the Statement of Financial Activities when the Charity is legally entitled to the income after any performance conditions have been met; the amount can be quantified with reasonable accuracy; and it is probable that the income will be received.

For donations and additional support grants (received as direct consequence of Covid-19 impacts on the Charity's normal charitable activities) to be recognised the Charity will have been notified of the amounts and settlement date in writing. If there are conditions attached to the donation or the additional support grants, and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Legacies are accounted for in the period in which the Charity becomes irrevocably entitled to the funds bequeathed. Where legacies are received with particular instructions in the will provisions, they are treated as restricted funds. If these instructions require a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2021 (continued)

1. **Accounting Policies (continued)**

Expenditure recognition
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties; it is probable that the settlement will be required; and the amount of the obligation can be measured reliably. While all costs are incurred in the furtherance of the charitable activities they are categorised under the following headings:

- Costs of raising funds - which includes the costs incurred in the use of professional fund raisers to identify and contact charitable grant making trusts;
- Expenditure on charitable activities;

Support costs
Support costs are those that assist the work of the Charity but do not directly represent charitable activities and include head office costs, interest payable and governance costs. They are incurred directly in support of expenditure on the Charity's objectives.

Investments
Investments in subsidiary undertakings are stated at cost, less any provision for improvements.

Tangible fixed assets
Tangible fixed assets are stated at cost less depreciation. It is the Charity's policy to maintain these assets in a good state of repair.

Depreciation is provided on tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful lives as follows:

Freehold Property	2% - 10% per annum straight line
Leasehold Property	Over the period of the lease
Building Improvements	10% per annum straight line
Motor Vehicles	20% - 33% per annum straight line
Fixtures and Fittings	15% - 25% per annum straight line

Freehold Land is not depreciated

Debtors and creditors receivable/payable within one year
Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Loans and borrowings
Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

Impairment
Assets not measured at fair value are reviewed for indications that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying value. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in the SOFA.

Provisions
Provisions are recognised when the Charity has an obligation at the balance sheet date as a result of a past event; it is probable that an outflow of economic benefits will be required in settlement; and the amount can be reliably estimated.

Leases
Costs incurred under operating leases are charged to the Statement of Financial Activities as they are incurred.

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2021 (continued)

2. **Accounting Policies (continued)Leases**
Costs incurred under operating leases are charged to the Statement of Financial Activities as they are incurred.

Pensions
The Charity operates a defined contribution pension scheme. Contributions payable for the year are charged in the statement of financial activities.

Taxation
The Company is an exempt Charity within the meaning of Schedule 3 of the Charities Act 2011 and 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.

Going concern
The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist and that compliance with funding and banking covenants is considered satisfactory by the Trustees and its bankers. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the Charity to be able to continue as a going concern.

2. Income from donations and legacies

	2021 £	2020 £
Cash donations	8,188	44,530
Legacies	-	30,000
	8,188	74,530

Income from donations and legacies was £8,188 (2020: £74,530) of which £600 (2020: £72,572) was attributable to restricted funds and £7,588 (2020: £1,958) was attributable to unrestricted funds.

3. Income from charitable activities

All charitable income for the current and prior year is attributable to unrestricted funds and includes £151,083 of additional support grants arising as direct consequence of Covid-19 impacts on the Charity's normal charitable activities.

4. Total expenditure

	Staff Costs £	Other Direct Costs £	Total 2021 £	Total 2020 £
Residential and day centre care costs	4,317,750	1,001,870	5,319,620	5,054,496
Support costs (see note 5)	216,437	194,166	410,603	456,411
	4,534,187	1,196,036	5,730,223	5,510,907

All expenditure for the current and prior year is in respect of the furtherance of the charitable activities of which £600 (2020: £nil) was attributable to restricted funds and £5,729,623 (2020: £5,510,907) was attributable to unrestricted funds.

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2021 (continued)

5. Support costs

	2021 £	2020 £
Interest payable on bank borrowings (see note 10)	112,083	123,958
Head office costs	64,684	73,791
Human resources	216,437	241,383
Governance costs (see note 6)	17,399	17,279
	410,603	456,411

6. Governance costs

	2021 £	2020 £
Auditors remuneration	13,500	13,680
Trustees' expenses	3,899	3,599
	17,399	17,279

7. Net income/(expenditure) for the year

Net income/(expenditure) is stated after charging/(crediting):	2021 £	2020 £
Profit on sale of tangible fixed assets	(2,871)	(3,700)
Auditors' remuneration:		
- Audit of parent company	11,700	11,700
- Audit of subsidiary	1,800	1,800
- Other services	-	180
Operating leases payments		
- Land and buildings	11,482	11,482
- Other	27,510	31,301
Depreciation of tangible fixed assets	290,598	303,145
Exceptional expenditure:		
- Redundancy costs	74,735	-

8. Employee Information

The average monthly number of employees and full-time equivalents (FTE) during the year was as follows:

	2021		2020	
	Number	FTE	Number	FTE
Direct charitable activities	204	183	210	187
Support staff	17	14	23	20
	221	197	233	207

The total staff costs and employee's benefits were as follows:	2021 £	2020 £
Staff salaries	3,992,188	3,834,178
Social security costs	265,860	248,170
Pension costs	83,870	94,366
Agency costs	162,748	231,228
Staff training and healthcare	29,521	39,395
	4,534,187	4,447,337

Included in the above is the following remuneration paid to Trustees and key management in respect of service contracts. Authority for the payment of remuneration to Trustees, who are also employees, is contained within the Articles of Association. The Articles provide for the payment of remuneration to Trustees where such payment is in connection with services provided under their employment contract. Trustees consider its key management personnel to be the senior management team details of which are included on page 1.

	2021 £	2020 £
Wages and salaries (including benefits in kind)	301,740	323,594
Pension costs	35,351	38,471
	337,091	362,065
Individuals with pensions accruing	3	3

The Charity had 3 (2020 - 3) employees (including Charity Trustees) with earnings over £60,000. They fall into the following bands:

	Number	Number
£110,000 to £120,000	1	1
£100,000 to £110,000	1	2
£80,000 to £90,000	1	-

The highest paid director received earnings including benefits in kind of £112,424 (2020: £112,424).

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2021 (continued)

8. Employee Information (continued)

Trustees' Expenses

Trustees were reimbursed travel and other out of pocket expenses during the year as follows:

	2021 Number	2020 Number	2021 £	2020 £
Travel	3	3	3,899	3,599
			3,899	3,599

Trustees expenses are reviewed and authorised by the Chair of the Remuneration and Governance sub-group.

The Charity also maintains full Trustee Indemnity Insurance at a cost of £1,965 per annum (2020: £1,965).

9. Pension Scheme

The Charity operates defined contribution pension schemes. The pension cost charge for the year represents contributions paid by the Charity to these schemes and amount to £83,870 (2020: £94,366). There were no outstanding contributions at either the beginning or end of the financial year.

10. Interest payable (net)

	2021 £	2020 £
Interest payable on bank borrowings	112,276	125,799
Interest received	(193)	(1,841)
	112,083	123,958

11. Tangible Fixed Assets

a) Group

	Freehold and Leasehold Property £	Fixtures and Fittings £	Motor Vehicles £	Total £
Cost				
At 1 April 2020	7,064,893	993,333	218,318	8,276,544
Additions	-	181,769	23,675	205,444
Disposals	-	(340,435)	(46,485)	(386,920)
At 31 March 2021	7,064,893	834,667	195,508	8,095,068
Depreciation				
At 1 April 2020	1,738,922	664,493	190,816	2,594,231
Charge for the year	136,082	142,713	11,803	290,598
Disposals	-	(340,436)	(39,756)	(380,192)
At 31 March 2021	1,875,004	466,770	162,863	2,504,637
Net Book Value				
At 31 March 2021	5,189,889	367,897	32,645	5,590,431
At 31 March 2020	5,325,971	328,840	27,502	5,682,313

All assets are used for direct charitable purposes.

Included in Freehold and Leasehold Property is land of £260,841 (2020: £260,841), which is not depreciated.

Included in Freehold and Leasehold Property above is leasehold property with a cost of £nil (2020: £nil), following its full impairment in a prior period.

Tangible fixed assets have been pledged to Lloyds Bank plc as security for the bank loan.

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2021 (continued)

11. Tangible Fixed Assets (continued)

b) Company

	Freehold Property	Fixtures and Fittings	Motor Vehicles	Total
	£	£	£	£
Cost				
At 1 April 2020	6,394,597	993,333	218,318	7,606,248
Additions	-	181,769	23,675	205,444
Disposals	-	(340,435)	(46,485)	(386,920)
At 31 March 2021	6,394,597	834,667	195,508	7,424,772
Depreciation				
At 1 April 2020	1,562,183	664,493	190,816	2,417,492
Charge for the year	122,676	142,713	11,803	277,192
Disposals	-	(340,436)	(39,756)	(380,192)
At 31 March 2021	1,684,859	466,770	162,863	2,314,492
Net Book Value				
At 31 March 2021	4,709,738	367,897	32,645	5,110,280
At 31 March 2020	4,832,414	328,840	27,502	5,188,756

All assets are used for direct charitable purposes.

Included in Freehold Property is land of £260,841 (2020: £260,841), which is not depreciated.

Tangible fixed assets have been pledged to Lloyds Bank plc as security for the bank loan.

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2021 (continued)

12. Fixed asset investments

Company

	2021 £	2020 £
Cost		
Investment in subsidiary undertakings	-	-

Jaffray Care Society owns 100% of Jaffray Property Solutions, a company limited by guarantee (registration number 07249961) and a Charity registered in England and Wales (registration number 1143062), by virtue of its being the single member. In the event of its subsidiary being wound up, the liability in respect of the guarantee is limited to £1 per member.

The principal activity of Jaffray Property Solutions is the provision of housing and associated amenities for individuals with learning disabilities who are in necessitous circumstances.

13. Debtors

	Group		Company	
	2021 £	2020 £	2021 £	2020 £
Amounts falling due within one year:				
Trade debtors	361,117	353,701	330,233	324,488
Group undertakings	-	-	393,407	420,188
Other debtors	45,316	160,029	43,374	156,584
Prepayments	105,455	120,528	97,724	112,345
	511,888	634,258	864,738	1,013,605

14. Creditors: amounts falling due within one year

	Group		Company	
	2021 £	2020 £	2021 £	2020 £
Bank loan	209,199	196,760	209,199	196,760
Trade creditors	652,794	587,702	647,808	583,607
Taxation and social security	80,659	143,339	80,659	143,339
Accruals and other creditors	265,267	127,816	264,797	126,946
	1,207,919	1,055,617	1,202,463	1,050,652

Bank borrowing is secured on all current and future assets of the Charity and is subject to a cross guarantee between parent and subsidiary undertaking.

The bank loan of £2,205,311 (2020: £2,270,181) is fixed at 3.89%, until 20 September 2023, and £866,664 (2020: £899,998) is variable at 2.56% over Bank of England Base Rate and £50,000 (2020: £nil) is fixed at 2.50%, until 12 May 2026.

15. Creditors: amounts falling due after more than one year

	Group		Company	
	2021 £	2020 £	2021 £	2020 £
Bank loan	2,912,776	2,973,419	2,912,776	2,973,419

Bank borrowing is secured on all current and future assets of the Charity and is subject to a cross guarantee between parent and subsidiary undertaking.

The bank loan of £2,205,311 (2020: £2,270,181) is fixed at 3.89%, until 20 September 2023, and £866,664 (2020: £899,998) is variable at 2.56% over Bank of England Base Rate and £50,000 (2020: £nil) is fixed at 2.50%, until 12 May 2026.

Included in the above are amounts falling due as follows:

	Group		Company	
	2021 £	2020 £	2021 £	2020 £
Within 1 year	209,199	196,760	209,199	196,760
Over 1 year but within 5 years	890,219	842,938	890,219	842,938
Over 5 years	2,022,557	2,130,481	2,022,557	2,130,481
	3,121,975	3,170,179	3,121,975	3,170,179

16. Financial commitments

Group and Company

Capital commitments

There were capital commitments that were not contracted or provided for in the financial statements of £127,400 (2020: £39,500) and capital commitments that were contracted for, but not provided for in the financial statements of £127,400 (2020: £39,500) at the balance sheet date.

Operating lease commitments – lessee

At 31 March 2021 the Group and Company had annual commitments under non-cancellable operating leases as follows:

	2021 £	2020 £
Within one year	28,425	31,731
Within two to five years	25,155	28,025
Over five years	50,600	53,900
	104,180	113,657

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2021 (continued)

17. Funds reconciliation

a) **Group**

	As at 1 April 2020 £	Income £	Expenditure £	Transfers £	As at 31 March 2021 £
Restricted Funds	39,500	600	(600)	-	39,500
Unrestricted Funds	2,713,530	5,756,208	(5,729,623)	-	2,740,115
	2,753,030	5,756,808	5,730,223	-	2,779,615

b) **Company**

	As at 1 April 2020 £	Income £	Expenditure £	Transfers £	As at 31 March 2021 £
Restricted Funds	39,500	600	(600)	-	39,500
Unrestricted Funds	2,604,285	5,671,319	(5,657,334)	-	2,618,270
	2,643,785	5,671,919	5,657,934	-	2,657,770

Restricted funds relate to donations and legacies where specific instructions in the will or conditions attaching to the donations are such that they fall to be matched against specific ongoing expenditure and costs or projects when such costs are incurred or projects completed during the year.

During the year the Charity received restricted donations of £600 (2020: £72,572) and unrestricted donations of £7,588 (2020: £1,958). With the exception of the restricted £39.500 (2020: £39,500), which has been specifically received and carried forward to use on the sensory garden project, all other restricted funds were spent at the year-end in respect of sensory projects.

Unrestricted funds include funds which may have been designated to specific strategic projects including most significantly our continuing commitment to the high standard of maintenance and improvements to the residential and nursing home property portfolio. As this is an ongoing commitment, no specific value can be assigned to these committed costs which are incurred as required each year.

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2021 (continued)

18. Analysis of net assets between funds

Under the terms of the Memorandum and Articles of Association all surpluses are to be applied towards the promotion of the Group and Company's objectives.

Analysis of net assets between funds is as follows:

	Restricted Funds £	Unrestricted Funds £	2021 Total £
Group			
Tangible fixed assets	-	5,590,431	5,590,431
Current assets	39,500	1,270,379	1,309,879
Creditors within one year	-	(1,207,919)	(1,207,919)
Creditors over one year	-	(2,912,776)	(2,912,776)
Total funds	39,500	2,740,115	2,779,615
Company			
Tangible fixed assets	-	5,110,280	5,110,280
Current assets	39,500	1,623,229	1,662,729
Creditors within one year	-	(1,202,463)	(1,202,463)
Creditors over one year	-	(2,912,776)	(2,912,776)
Total funds	39,500	2,618,270	2,657,770

19. Reconciliation of net income to net cash flow from operating activities

	2021 £	2020 £
Net income/(expenditure) for the year	26,585	(991)
Depreciation charges	290,598	303,145
Gains on sale of tangible fixed assets	(2,871)	(3,700)
Interest receivable	(193)	(1,841)
Interest payable	112,276	125,799
	426,395	422,412
Increase/(Decrease) in debtors	122,370	(387,257)
Increase in creditors	139,863	293,708
Net cash inflow from operating activities	688,628	328,863

Notes to the Consolidated Financial Statements for the Year Ended 31 March 2021 (continued)

20. Cash flow from investing activities

	2021 £	2020 £
Payments to acquire tangible fixed assets	(205,444)	(77,490)
Receipts from sale of tangible fixed assets	9,599	3,700
Interest receivable	193	1,841
	(195,652)	(71,949)

21. Cash flow from financing activities

	2021 £	2020 £
Repayment of long-term loans	(98,204)	(192,053)
New loans – fixed rate	50,000	-
	(48,204)	(192,053)

22. Related party transactions

No transactions with related parties were undertaken during the current or prior year.